

The Blue Ribbon Committee Guiding the Next Generation of Board Assessment



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National leaders united by extraordinary breadth and depth of governance expertise

The Blue Ribbon Committee represents a rare convergence of nationally recognized governance authority, enterprise leadership, and healthcare transformation expertise. Its members bring the force of experience earned across health system CEO roles, board chairs, public company directorships, capital markets, Nasdaq board advisory, legal and compliance leadership, academic medicine, digital innovation, quality and safety, ethics, workforce development, and AI-enabled care.

Spanning multi-billion-dollar health systems, global corporations, academic institutions, investor-owned enterprises, and mission-driven organizations, the Committee brings unmatched credibility, judgment, and strategic weight to defining the next standard of board effectiveness.

The committee has been convened to guide and validate the next generation of board assessment developed by The Governance Institute (TGI), ensuring it reflects the realities of modern governance.

Collective Perspective at Scale

Together, the Blue Ribbon Committee brings **more than 200 years of executive and governance experience**, with members who have led or governed **dozens of health systems, corporations, and academic institutions** collectively overseeing **hundreds of hospitals and care delivery sites** across the U.S. and globally.

What distinguishes the Blue Ribbon Committee is not only the individual accomplishments of its members, but the collective perspective their combined expertise creates. Together, they offer an integrated view of governance that connects fiduciary oversight, CEO accountability, enterprise risk, and strategy with real-world clinical, financial, regulatory, and operational complexity—informing how boards operate at enterprise scale and oversee emerging domains such as digital, AI, workforce transformation, and system-wide risk.

This breadth enables a rigorous, practical examination of how boards can lead effectively amid transformation, translating governance complexity into clear, credible standards and boardroom-ready tools that advance measurable board effectiveness.

Blue Ribbon Committee



George J. Brown, M.D., FACP



Kevin Holloran



Diane Howard, PhD, MPH



Jim Hunt
 *Blue Ribbon Chair*



**Gary Kaplan, MD, FACP,
FACMPE, FACPE**



Kaley Childs Karaffa, Esq.



**Christy Harris Lemak,
PhD, FACHE**



Dick Levy



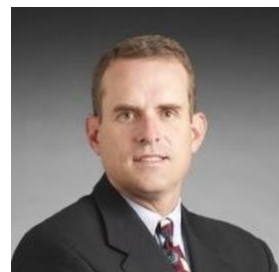
Tom O'Neil, JD



Molly O'Neill



Nancy Schlichting



Rulon Stacey, PhD, FACHE

George J. Brown, M.D., FACP

Former Legacy Health President and CEO



PROFILE SUMMARY

Former President and CEO of Legacy Health in Portland, Oregon.

George J. Brown, M.D., FACP served as President and CEO of Legacy Health in Portland, Oregon. Brown led Legacy Health for ten years until his retirement in 2018, during which time Legacy experienced record growth, increasing net revenue by \$1 billion. As CEO, Brown expanded Legacy into health insurance, developed the system's urgent care offerings, led the addition of Randall Children's Hospital and partnered with other Portland health systems to create the Unity Center for Behavioral Health. Additionally, Brown led Legacy's efforts to address the needs of unhoused individuals, leading a group of five other Portland health organizations who provided funding for a new medical clinic, mental health and addiction services, employment assistance and the construction of 379 housing units.

During his time at Legacy, the system grew from six to eight hospitals, achieved the largest market share in northwest Oregon and expanded its workforce by 40% to 12,000 employees, including significant medical staff growth. Legacy also added 20 urgent care clinics under the Legacy-Go Health banner. Brown's tenure at Legacy was notable for its high physician satisfaction scores and patient quality outcomes.

In May 2024, George was asked by the Legacy Health Board of Directors to come out of retirement and serve in a transitional leadership role. The initial goal was to guide Legacy Health through a merger with Oregon Health and Science University. The merger transaction was called off in May 2025, and Brown remained in a transitional capacity to support leadership continuity until a successor is in place, with that transition expected by June 2026.

Dr. Brown came to Legacy from MultiCare Health System in Tacoma, Washington, where he served as COO after a long

career as a gastroenterologist in service to the United States Army. During his Army service, Brown served in a number of command and clinical leadership roles, including Commander of Walter Reed Army Medical Center. Dr. Brown retired from the United States Army as a Brigadier General.

In addition to his leadership experience, Dr. Brown is a member of the Board of Directors of PacificSource Health Plans which serves members in Montana, Idaho, Washington and Oregon and the Board of Sanford Health in Sioux Falls, South Dakota. Sanford Health is one of the largest rural health care systems in the nation. Prior to joining Sanford, Brown was Chair of the Board of Directors of the Marshfield Clinic Health System in Wisconsin, one of the largest private, multispecialty group practices in the United States. As Chair, he helped guide the successful acquisition of the Marshfield Clinic by Sanford Health.

Dr. Brown received his degree in medicine from Boston University. He is board certified in Internal Medicine and Gastroenterology. He is a Fellow of the American College of Physicians and a member of the Alpha Omega Alpha Medical Honor Society. He is also a Senior Advisor for Juniper Advisory, a Chicago-based healthcare merger and acquisition firm.

COMMITTEE PERSPECTIVE

Brings a physician-executive and health system CEO lens, with deep experience in enterprise growth, community health investment, strategic partnerships, and Board oversight during periods of major organizational change.

Kevin Holloran

Fitch Ratings public finance leader



PROFILE SUMMARY

Senior Director and Sector Leader, Not-for-Profit Healthcare Group, Public Finance Department, Fitch Ratings

Kevin Holloran is Senior Director and Sector Leader of the Not-for-Profit Healthcare Group in the Public Finance Department at Fitch Ratings. He brings the perspective of the creditor community and underscores the importance it places on board effectiveness.

COMMITTEE PERSPECTIVE

Provides a capital markets lens on governance, emphasizing how board effectiveness influences credit strength, financial resilience, and stakeholder confidence.

REFERENCE MATERIALS

[LinkedIn bio](#)

Diane Howard, PhD, FACHE

Rush University health system management chair



PROFILE SUMMARY

*Chairperson, Department of Health System Management,
Rush University*

Diane Howard, PhD, FACHE is professor and chair of the Department of Health Systems Management at Rush University, where she teaches courses in insurance/managed care, healthcare in America, and professionalism. Previously, she was vice president of Medical Delivery at Aetna, Inc., in Washington, DC; vice-president of Medicare, Medicaid and Individual Products at U.S. Healthcare in Philadelphia; Director of the American Hospital Association's Division of Ambulatory Care; vice president of Ambulatory Care at Lake Hospital Systems in Cleveland; and assistant vice president at Rush-Presbyterian-St. Luke's Medical Center in Chicago.

She holds a BA from Hampton Institute, an MPH from the University of Pittsburgh, and a PhD from the University of Illinois at Chicago. She is an American College of Healthcare Executives fellow, a former AHA McGaw Prize Committee member, an Association of University Programs in Health Administration former board chair—having served as its finance committee chair/treasurer—a National Association of Health Service Executives research committee co-chair and newsletter editor, a Holy Cross Hospital former board chair, a University of Pittsburgh alumni association board member and scholarship committee member, a University of Illinois at Chicago Alumnus of the Year, and an ACHE Regional Advisory Committee board member and lifetime achievement recipient. Her publications have appeared in *Frontiers of Healthcare Management*, *Journal of Health Administration Education*, *Healthcare Executive*, *Journal of Hospital Administration*, *Journal of Public Health*, and *Journal of Healthcare Management*. She is the author of the 40th, 45th, and 50th anniversary history book of the *National Association of Health Services Executives: Celebrating Our Future by Remembering Our Past*.

COMMITTEE PERSPECTIVE

Brings an academic and workforce development lens, grounding the panel's work in how future healthcare leaders are trained, prepared, and governed.

REFERENCE MATERIALS

[LinkedIn bio](#)

Jim Hunt

Nemours Children's Health Board chair; former Walt Disney Parks CFO



PROFILE SUMMARY

Chair, Board of Directors, Nemours Children's Health; former CFO, Walt Disney Parks; active tax-exempt and public Board member; Board Leadership Fellow, National Association of Corporate Directors

Jim retired from The Walt Disney Company in 2012 as the Chief Financial Officer of the global theme parks and resorts business. While at The Walt Disney Company he served on the boards of its Hong Kong and Shanghai businesses, which operate major theme parks and resort hotels in their respective locales. During that period, he was also on the boards of directors of Disney's insurance enterprises, Buena Vista Insurance Company and Alameda Insurance Company.

Jim has been a corporate director for 30 years. His board work has included serving as chairman of the board of Caesars Entertainment, The St. Joe Company as chairman of the audit committee, Subway Worldwide Inc. as chair of both the audit and compensation committees, and Penn Mutual Life Insurance Company as chairman of the audit committee, and member of the investment committee. He is currently Chairman of Nemours Children's Health and a member of the board of directors of Brown & Brown Inc., an S&P 500 diversified insurance brokerage, agency, programs and consulting business as a member of both the audit and acquisitions committee.

Jim was elected to the board of directors of the Nemours Foundation in 2016 and selected as its chairman in 2024. The foundation board oversees Nemours Children's Health, a multi-hospital pediatric system with its major operations in Delaware and Florida. His health care governance background also includes a twelve-year tenure at Children's Hospital Los Angeles where he served as chairman of the finance, and compensation committees as well as being a member of the safety and quality and executive committees. Prior to that time, he served on the board of Orlando

Health, a multi hospital Florida system, where he was chair of the finance committee.

Jim is a CPA and was a Partner of Ernst & Young LLP, prior to joining The Walt Disney Company. His other professional activities include serving as a member of the Public Company Accounting Oversight Board's Standards and Emerging Issues Advisory Group. He is a member of the National Association of Corporate Directors, where he is a designated Board Leadership Fellow.

COMMITTEE PERSPECTIVE

Offers a dual perspective from large-scale corporate finance and mission-driven healthcare governance, with a focus on Board accountability and enterprise stewardship.

REFERENCE MATERIALS

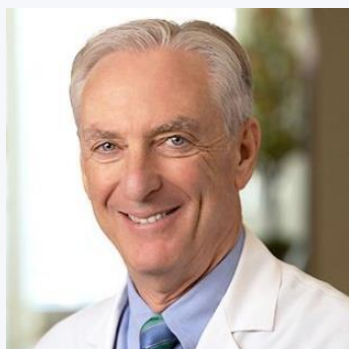
[LinkedIn bio](#)

Gary Kaplan, MD, FACP, FACMPE, FACPE

CEO Emeritus, Virginia Mason Health System, Member, Board of Stewardship Trustees, Common Spirit Health, USA

Future of Health Board Member (current)

Future of Health Executive Committee Member, (2021-present)



PROFILE SUMMARY

Immediate past CEO of Virginia Mason Franciscan Health, Dr. Kaplan served as chairman and CEO of the Virginia Mason Health System from 2000 to 2021. He was also a practicing internal medicine physician at Virginia Mason.

Gary S. Kaplan, MD, FACP, FACMPE, FACPE, is the immediate past CEO of Virginia Mason Franciscan Health. Dr. Kaplan served as chairman and CEO of the Virginia Mason Health System from 2000 to January 2021. He was also a practicing internal medicine physician at Virginia Mason.

Dr. Kaplan received a degree in medicine from the University of Michigan and is board certified in internal medicine. He is a Fellow of the American College of Physicians (FACP), the American College of Medical Practice Executives (FACMPE), and the American College of Physician Executives (FACPE). He has been recognized as one of the most influential physician executives in healthcare.

Dr. Kaplan is chair of the National Patient Safety Foundation Lucian Leape Institute, and a past chair of both the Institute for Healthcare Improvement Board of Directors and the Seattle Metropolitan Chamber of Commerce. He was a founding member of Health CEOs for Health Reform and has held leadership positions with numerous organizations, including the Medical Group Management Association and the Washington Healthcare Forum.

During Dr. Kaplan's tenure, Virginia Mason received significant national and international praise for its efforts to transform healthcare, most notably as the leader in adapting the Toyota Production System for healthcare. Virginia Mason has consistently

been named a Top Hospital by Leapfrog and was the Top Hospital of the Decade in 2010. In addition, Virginia Mason is the only Washington State hospital to earn an A patient-safety grade every year since the grading system began. In May 2026, Dr. Kaplan will receive the Deming Center at Columbia University Business School Lifetime Achievement Award.

COMMITTEE PERSPECTIVE

Brings a physician-executive and continuous-improvement governance lens, connecting board effectiveness to patient safety, quality, sustainable culture, and long-term value creation.

Kaley Childs Karaffa, Esq.

AVP, Head of Board Advisory, Americas, Nasdaq



PROFILE SUMMARY

AVP, Head of Board Advisory, Americas, Nasdaq; governance advisor, attorney, and board member advising public, private, and nonprofit boards on effectiveness, composition, CEO performance, strategy, and risk oversight.

Kaley Childs Karaffa is the Head of Board Advisory for Americas for Nasdaq. In her role, she advises boards and CEOs of public, private, and nonprofit corporations on corporate governance, leadership, strategy, and risk matters, utilizing her experience as a director, attorney, and executive. Kaley works with public, private, and nonprofit corporations in a wide range of industries and in countries globally. Prior to Nasdaq's acquisition of Center for Board Excellence (CBE) in October 2019, Kaley was CBE's Vice President, Client Services, Business Development & Legal, from September 2015 through 2019. Prior to joining CBE, Kaley served as General Counsel of Clarolux. Before beginning an in-house practice, she practiced law in New York City with a focus in real estate, banking law, and litigation. Kaley served as Program Director of Jefferson County Teen Court prior to attending law school.

Kaley has served on the governing and advisory boards of various corporations. Her current board and advisory roles include the Nasdaq Center for Board Excellence Insights Council; Horizon Education Board of Directors; Northside Charter High School (Brooklyn, NY) Board of Trustees (chair); Firstboard.IO Advisory Board, a privately held biotech company patient advisory board, and Fred Hutchinson Cancer Center's Patient Advisory Board (co-chair); Patient Safety Committee; and the ImmunOptimize (a clinical trial network) Steering Committee. Kaley volunteers with leading civic and philanthropic organizations with a focus on education, healthcare, and law.

She publishes articles and speaks publicly on corporate governance topics with many leading business organizations,

including Corporate Board Member, NACD, *Directors & Boards*, the Society for Corporate Governance, Competent Boards, TechGC, Equilar, *Agenda/Financial Times*, and *The Wall Street Journal*. Kaley received a Bachelor of Arts degree cum laude in Political Science from Samford University and a Juris Doctor from Pace University School of Law. She is admitted to practice law in the State of New York.

COMMITTEE PERSPECTIVE

Brings a professional board advisory and legal lens, with cross-sector perspective on board effectiveness, composition and culture, CEO performance, risk oversight, and practical governance processes.

REFERENCE MATERIALS

[LinkedIn bio](#)

Christy Harris Lemak, PhD, FACHE

Scottsdale Institute research and learning executive



PROFILE SUMMARY

Executive vice president, Research and Learning, The Scottsdale Institute; retired professor, University of Alabama at Birmingham Health Services Administration; experienced Health Administration Program Director

Christy Harris Lemak directs research and learning at the nonprofit Scottsdale Institute, developing insights to advance digitally enabled care delivery at leading U.S. health systems. In particular, she is working to understand and drive executive leadership teams to leverage artificial intelligence and other emerging technologies to improve outcomes and patient experience.

Previously, Dr. Lemak served as Professor and Chair of the Department of Health Services Administration at the University of Alabama at Birmingham (UAB), home to the nation's #1-ranked graduate program in health administration (*US News & World Report*) and education programs in Health Informatics, Healthcare Quality & Safety, and Healthcare Simulation. She currently teaches Leadership & Ethics for Artificial Intelligence at UAB's Heersink School of Medicine and in the DHA program at the University of Colorado-Denver School of Business. Dr. Lemak has taught principles of effective governance in healthcare for over 30 years.

Dr. Lemak currently serves on the board of governors of the American Board of Radiology and the board of directors of the nonprofit Community Hospital Corporation (Plano, TX). She has also chaired several national association and local nonprofit boards. Her previous academic appointments include the University of Michigan, where she directed the Griffith Leadership Center, and the University of Florida. She earned her PhD from the University of Michigan, her MHA, and her MBA from the University of Missouri-Columbia, and a BA from the University of Illinois-Urbana. She is a Fellow of the American College of Healthcare Executives.

COMMITTEE PERSPECTIVE

Connects governance to research, education, and system learning, with a focus on how boards can drive long-term capability-building across organizations. Deep knowledge of AI and other tech influences in healthcare.

REFERENCE MATERIALS

[LinkedIn bio](#)

Dick Levy

Former Varian Medical Systems CEO



PROFILE SUMMARY

Retired CEO, Varian Medical Systems

Dick Levy has spent over 50 years involved in healthcare on the supplier/business side, the provider/oversight side, and the academic/reformer side.

He was former chairman and CEO of Varian, the world leader in cancer management equipment and services. He led the introduction of linear accelerators, which established radiation therapy as a major tool in the fight against cancer, and helped build the company from a small engineering project with about 30 employees to a \$4.5 billion public company with over 4000 employees.

As an advisor to the Dartmouth Institute, academic programs at Stanford, and national think tanks, he has focused on the need for reform in U.S. healthcare.

As a former board chair of Sutter Health, a \$13 billion healthcare system comprising 24 hospitals in Northern California, and board chair of the School of Public Health at Berkeley, he has focused on mechanisms to achieve improvements in cost, quality, and access in healthcare.

He also has served as Chair of the Markkula Center for Applied Ethics at Santa Clara University, where he focuses on business and healthcare ethics.

Levy holds a bachelors' degree from Dartmouth College and a PhD in nuclear chemistry for the University of California at Berkeley.

He was married to his wife Sue from 1964 to 2023 when she passed away. He has two sons, three grandchildren, and one great-grandchild. He umpired Little League baseball in Palo Alto

for thirty years and enjoys snorkeling in Hawaii, hiking with his dog, and mentoring students and employees.

Dick Levy brings an unparalleled depth of governance experience and passion for the topic, with service on 20 boards over 40 years.

COMMITTEE PERSPECTIVE

Contributes deep cross-industry governance experience, with a focus on board composition, CEO oversight, and scaling governance across complex enterprises.

REFERENCE MATERIALS

[LinkedIn bio](#)

Tom O'Neil, JD

Managing director with cross-sector board and C-suite experience



PROFILE SUMMARY

Managing director with broad private- and public-sector experience, including leadership roles in the boardrooms and C-suites of companies in the consumer, financial services, and healthcare sectors.

Tom O'Neil, JD, is a Managing Director at BRG, a global consulting firm, where he leads the firm's healthcare governance, compliance, and ethics practice. Tom is a highly respected advisor and corporate director with broad private- and public-sector experience, including leadership roles in the boardrooms and C-suites of companies in the healthcare, financial services, and consumer discretionary sectors. His expertise has been curated over several decades, allowing him to develop an exceptional track record of accelerating cultural transformation and restoring trust with key external stakeholders.

Tom served as the first global chief compliance officer of Cigna Corporation, a health service company with over 70,000 employees and approximately \$160 billion in top-line revenue. He also served as the executive vice chairman, general counsel, and corporate secretary of WellCare Health Plans, Inc. He has been a partner at two global law firms: DLA Piper LLP (US) and Hogan & Hartson (now Hogan Lovells US LLP). At DLA Piper, his practice focused primarily on representing boards of directors and their committees in sensitive internal issues and matters of heightened public scrutiny.

Tom currently serves on four corporate boards of directors, including as the chair of a mutual funds board. He also serves as the chair of the Ethics, Compliance, and Quality Committees of two privately held healthcare company boards, one operating in the home health and hospice segment and the other an independent provider of integrated pharmacy solutions. He was recently appointed to the board of directors of a private paratransit

company and serves as the chair of the board's Audit and Risk Oversight Committee.

Tom holds an AB from Dartmouth College and a JD from Georgetown University. He has taught Corporate Governance at Georgetown University as an adjunct professor of law.

COMMITTEE PERSPECTIVE

Brings a cross-sector governance and legal lens, emphasizing board structure, fiduciary rigor, and decision-making across diverse industries.

REFERENCE MATERIALS

[LinkedIn bio](#)

Molly O'Neill

Health system and investor-owned governance and innovation executive



PROFILE SUMMARY

C-suite healthcare growth and strategy executive; former Vice Chancellor, Integrated Planning, Duke Health; corporate director, global med-tech company; advisor and investor focused on governance at the intersection of health systems and investor-owned partners.

Molly O'Neill is a healthcare growth and governance executive with experience spanning academic medical centers, regional health systems, and high-growth health technology organizations, including service as Vice Chancellor, Integrated Planning at Duke Health. She also serves as a corporate director and Audit Committee Chair for Mauna Kea Technologies, Inc., a Paris-based medical technology company, and as independent director for myLaurel, a PE-backed acute-care-in-the-home company for high-complexity patients. Molly brings a practical lens on digital transformation, workforce redesign, and the new governance challenges that arise when not-for-profit health systems partner with investor-owned organizations.

COMMITTEE PERSPECTIVE

Brings a system-level governance lens grounded in academic medical center leadership, digital and AI-enabled transformation, and global workforce development, connecting frontline operational reality with board decisions on strategy, risk, talent, and capital allocation. Her dual experience in not-for-profit health systems and investor-owned corporate governance offers a practical view of how multisector partnerships, joint ventures, and cross-ownership structures create new governance demands on boards, particularly around accountability, decision rights, and stakeholder expectations.

REFERENCE MATERIALS

[LinkedIn bio](#)

Nancy Schlichting

Former Henry Ford Health System CEO and corporate director



PROFILE SUMMARY

Former Henry Ford Health System CEO; Modern Healthcare Hall of Fame; served on more than 80 national and community boards; currently a director of Baxter International Inc. and Duke University, where she also chairs the Duke University Health System.

Nancy M. Schlichting is the retired Chief Executive Officer of Henry Ford Health System, a nationally recognized \$5.7 billion healthcare organization with 27,000 employees and a recipient of the 2011 Malcolm Baldrige National Quality Award, the 2011 John M. Eisenberg Patient Safety Quality Award, and the 2004 Foster G. McGaw Award. During her tenure there, she led the system through a significant financial turnaround and advanced award-winning initiatives in patient safety, customer service, and diversity.

Schlichting's career in healthcare administration spans more than 35 years in senior executive roles at major teaching hospitals and large health systems.

She has served on more than 80 national and community boards. She currently serves on the boards of Baxter International Inc., Encompass Health (based in Birmingham, Alabama), Duke University, and Duke University Health System, where she serves as chair. She is also a Fellow of the American College of Healthcare Executives and a member of the International Women's Forum.

In 2015, Schlichting was appointed by President Barack Obama to chair the Commission on Care, which examined veterans' access to Department of Veterans Affairs healthcare and long-term strategies for the Veterans Health Administration.

Schlichting has been widely recognized for her leadership, including by induction into the Modern Healthcare Hall of Fame in 2022. She has also been named multiple times to Modern

Healthcare's lists of the 100 Most Influential People in Healthcare and the Top 25 Women in Healthcare.

She is the author of *Unconventional Leadership* and is a respected speaker on strategic leadership, quality, cultural transformation, community engagement, innovation, and diversity.

Schlichting received her A.B. in Public Policy Studies, magna cum laude, from Duke University and her M.B.A. from Cornell University. She has received honorary doctoral degrees from Walsh College, Eastern Michigan University, Central Michigan University, and Towson University.

COMMITTEE PERSPECTIVE

Offers a distinguished CEO-to-board perspective, with deep experience in governance at scale across health systems, corporations, and academic institutions.

REFERENCE MATERIALS

[LinkedIn bio](#)

Rulon Stacey, Ph.D., FACHE

Chair, Gillette Children's Specialty Hospital, St. Paul, Minnesota

Former Chair- Board of Governors, American College of Healthcare Executives



PROFILE SUMMARY

Chair, Board of Directors, Gillette Children's; former CEO, University of Colorado Hospital and Fairview Health Services; past Chair, American College of Healthcare Executives (ACHE); Baldrige Board of Examiners; governance researcher; former mission president, The Church of Jesus Christ of Latter-day Saints.

Rulon Stacey, PhD, FACHE, serves as Chair, Board of Directors, Gillette Children's and is a former Top-100 health system CEO. He previously led University of Colorado Hospital and Fairview Health Services and has served as Chair of the American College of Healthcare Executives (ACHE) and as a member of the Baldrige Board of Examiners. He has also held senior leadership roles within The Church of Jesus Christ of Latter-day Saints, including service as a mission president. He brings a combined practitioner and research perspective on health system governance, with a focus on system-scale performance and board effectiveness.

COMMITTEE PERSPECTIVE

Brings a dual practitioner–research perspective on governance, with emphasis on how board structure, leadership, and discipline translate into enterprise performance at scale.

REFERENCE MATERIALS

[LinkedIn bio](#)