



Mark O'Halla
Executive Vice President/COO

TO: McLaren Greater Lansing Employees and Volunteers

DATE: March 26, 2018

RE: **New President and CEO of McLaren Greater Lansing**

Today, I am pleased to announce the appointment of Kirk Ray to the position of President and CEO of McLaren Greater Lansing. The board of directors at McLaren Greater Lansing along with senior administration and a separate panel of physician leaders considered a number of highly qualified candidates for this important leadership role in the McLaren system.

Kirk is a 27-year veteran of provider-side health care with a substantial amount of experience in operating community-based hospitals both in the non-profit and for-profit sectors.

Most recently, he was the Chief Executive Officer for Lutheran Health Network – Kosciusko Community Hospital and Lutheran Health Physicians Warsaw where he was responsible for strategic, operational, and market leadership initiatives. Under his leadership, he oversaw the development of a Clinically Integrated Network for LHN and was an executive board member for the network's Accountable Care Organization. He further oversaw the consolidation and development of the core outreach lab system for LHN as well as the creation of a post-acute collaborative/initiative across Northern Indiana. During his tenure at LHN, he was responsible for development of telemedicine services for psych and neurology; acquisition and operation of EMS services within LHN; development and expansion of occupational health service across northern Indiana; growth and expansion of urgent care and improved overall HCAHPS scores in all categories by 10% with hard-wiring of customer excellence program.

Prior to his role at LHN, Kirk was VP of Operations for Community Health Systems. There he was responsible for strategy, operational, and leadership development oversight for 31 hospitals throughout Alabama, Mississippi, North Carolina, and Virginia (\$2.7 Billion in net revenue). In this position, he led efforts to assimilate all post-acquisition HMA hospitals (13 hospitals) to align with CHS standards of operation including re-branding the Mississippi hospitals to Merit Health as the largest health system in the state. Additionally, he initiated a new operational and strategic framework to integrate the central Mississippi market (6 hospitals and greater than 100 system-wide initiatives) resulting in more than \$40 million in EBITDA improvements. Other successes include a \$4+ million improvement in EBITDA through medical group operational improvement efforts in central Mississippi; new productivity standards and organizational re-structure in the central Mississippi market resulted in savings of over \$6 million and creation of a state-wide ED transfer system resulting in reducing out-migration of 18% in less than 4 months.

Kirk has also held President/CEO positions at ValleyCare Health System of Ohio (Youngstown, OH), DeKalb Health (Auburn, IN), St. Joseph Hospital (Ft. Wayne, IN) and Select Specialty Hospital (Ft. Wayne, IN). Kirk earned a Bachelor of Science from Ball State University and a Master of Business Administration from Indiana Wesleyan University.

I want to thank the board of directors of McLaren Greater Lansing along with the administrative and physician teams that participated in this recruitment and selection process. Additionally, I want to acknowledge the leadership provided to us during this interim period by Casey Kadow.

Kirk will begin work at McLaren on May 9th. Please join me in welcoming Kirk to the McLaren team.