

TO: Friends of Baystate Health

FROM: Mark A. Keroack, MD, MPH
President & CEO

DATE: July 8, 2020

SUBJECT: Appointment of Marion A. McGowan, BSN, MPM, PhD
Executive Vice President and Chief Operating Officer, Baystate Health

As we emerge from the COVID-19 pandemic and its accompanying recession, the health care environment, like society more broadly, will have changed in dramatic and enduring ways. I believe we will see more government involvement in healthcare in this new world and less commercial insurance. Virtual and digital approaches to care will challenge health systems to achieve even higher levels of integration and coordination. And constraints on resources will require greater levels of innovation and efficiency just as consumers are demanding greater access and user friendliness.

With considerations of the challenges of this new world, and the current planning for our five year strategic plan - '2025 Strategy' - I am announcing a change to our senior leadership structure of Baystate Health. With increased attention to Government Relations, Community Relations, Public Health, and Health Policy, I will need to take the lead in these external facing roles. I am therefore creating the new position of Executive Vice President and Chief Operating Officer of Baystate Health to focus on furthering integration between hospitals, providers, and payers. I have asked Marion McGowan, BSN, MPM, PhD, President and CEO of Health New England, and SVP for Payer Innovation at Baystate Health, to step into this new role.

The new structure will allow me to spend more time interacting with legislators, leaders in the executive branch, statewide health policy associations, local leaders and community organizations that will be essential to our success in the new world of healthcare. I will be relying on Marion to enhance the coordination and integration of care across all aspects of the delivery system to ensure that we achieve our strategic goals and pursue an active growth agenda. Marion will be announcing leadership changes at Health New England in the near future, and her responsibilities for Payer Innovation at Baystate Health will be absorbed into her new role.

Marion's successes during her professional healthcare career, from her start as a staff nurse to her continually expanding, impactful and engaging leadership roles overseeing strategy development, operations, service models, value based payments and population health, position her ideally for this new role. Prior to joining Baystate Health, Marion served as Chief Clinical Administrative Officer & Senior Vice President of Population Health at UPMC Health Plan in Pittsburgh Pennsylvania. Previously, she served for ten years as EVP and COO of Lancaster General Health in Pennsylvania, overseeing their hospitals, physician practices, post-acute services, and information technology services. In subsequent roles both in Lancaster and Pittsburgh, she advanced a vision for population health management through smart technology platforms and novel care management services. She earned high marks for advancing integration through innovation and collaboration.

Marion holds a Bachelor of Science in Nursing from Carlow University in Pittsburgh, later earning a Master's Degree in Public Management and Healthcare Administration from Carnegie Mellon University. Additionally, she holds a Doctoral Degree of Philosophy from Alvernia University in Leadership and Education.

Reporting to Marion in this new role will be the following senior leaders: Chief Physician Executive and President of Baystate Medical Practices; President of Baystate Medical Center and SVP of Hospital Operations, BH; SVP and Chief Information and Digital Officer; and SVP and Chief Quality Officer. The leadership of Health New England will also report to Marion.

Marion will take on these new areas of responsibility effective July 15, 2020.