

Knowledge and Strengths as a Non-Profit Board Member:

- What are your objectives for this board and your expectations of fellow board members? How have your prior board experiences shaped these expectations?
- How do you understand the role of the board vs. an individual board member? What is the role of the board as regards to the CEO? What are some of the most interesting experiences you have had as a board member? and what have you learned?
- Tell me about a situation that required you to work closely with someone you had a personality conflict with. How did you deal with this situation?
- Can you give me an example of a complex problem (job or board) that you have been faced with and couldn't decide what the best course of action was? What did you do?
- What is the most difficult problem and decision that a board you have been on has had to deal with? (Or faced on a job) What did you learn from that experience?
- What professional and extracurricular interests are you currently involved in?

Understanding of Business Issues Pertinent to the Board:

- What was the most interesting business issue you were involved in as a board member (or at work)? What did you contribute and what did you learn?
- How would you describe the SJH culture? The Jackson culture? How have you demonstrated support and commitment to the Jackson community?
- What could you bring to the housing crisis facing SJH?
- What is your hands on experience in succession planning?
- Who are our major payers, how has the mix changed, why is this important for small rural hospitals?
- We're facing a challenge with competition from for-profit surgical and radiology entities. What experience, ideas, and resources do you have that would allow you to help us in this area?
- Detail your experience in monitoring/enhancing quality. What attributes promote excellence in quality of care?

Demonstrated Support for SJH:

- Have you attended a public SJH board meeting? What was your opinion?
- If not selected as a Trustee would you serve as an adviser, or join the SJHF to learn more about SJH and to give us a chance to get to know you better?

APPLICATIONS:

BRAD PECK

PROFILE

Retired partner from a global law firm with extensive experience working with boards of directors and advising them on the most important issues and crises facing their companies and their fiduciary responsibilities in the context of those issues and crises.

EXPERIENCE

PARTNER, COOLEY LLP, SAN DIEGO, CA - 1992-2015

Advised the senior management and boards of directors of numerous privately held and publicly listed clients operating in a broad range of technology industries, including life sciences, semiconductors, semiconductor manufacturing and enterprise software. Worked on clients' most significant transactions and activities, including corporate finance, mergers and acquisitions, research collaborations, drug development partnerships, corporate governance, management recruitment and retention and public reporting.

PARTNER-IN-CHARGE, COOLEY LLP, SHANGHAI, CHINA – 2010-2015

Volunteered to establish Cooley's first international office in China. Handled all aspects of starting, growing and managing the office, including its location, recruiting and supervising local personnel, business development with local and US clients and prospects, networking within various business and legal communities and liaison with Cooley management and partners.

ASSOCIATE, COOLEY LLP, SAN FRANCISCO, PALO ALTO AND SAN DIEGO, CA –
1985-1992

After graduating from Harvard Law School, joined Cooley's San Francisco office as an associate attorney, then moved to the Palo Alto office. After seven years, moved to San Diego to establish that office, now the pre-eminent law firm in San Diego.

INTERNATIONAL OFFICER, THE FIRST NATIONAL BANK OF BOSTON – 1976-1981

After graduating from Dartmouth, joined The First National Bank of Boston in its loan officer training program. While still in the program, recruited to move to Melbourne, Australia to work in the Bank's finance subsidiary. Returned to Boston after two years to work in the Bank's Asia/Pacific Division as an International Officer.

EDUCATION

HARVARD UNIVERSITY, CAMBRIDGE, MA – J.D., 1984

DARTMOUTH COLLEGE, HANOVER, NH – A.B., MAGNA CUM LAUDE, 1976

SKILLS

Leadership, analytical and critical thinking, problem-solving, broad experience, diligence, intelligence, empathy

Brad Peck's Completed Questionnaire

Board Member & Advisor to the SJH Board of Trustees Questionnaire

Thank you for your expression of interest in the position of Trustee for the Teton County Hospital District, dba St. John's Health (SJH). As this trustee position is a public office, this correspondence may be subject to disclosure under the Wyoming Public Records Act.

Please provide responses to the questions below:

1. Are you a qualified elector resident of Teton County, WY? Indicate the number of years as a resident and any other significant time spent working/living in the Greater Teton area.
 - **Yes, I am a qualified elector resident of Teton County, WY. I have been a resident since December 2018 (four years plus).**
2. Are you or any relative employed by SJH?
 - **No.**
3. Why do you want to serve as a SJH Trustee?
 - **I think I could help. As detailed in my answers to items 5 and 6, I have experience, background and skills that I believe would be helpful in many board settings, including that of the SJH Board of Trustees. While my professional experience was not exclusively in the health care field, many of my clients were focused on health care or engaged in biotechnology research. I am not a doctor or other health care provider or research scientist, but I worked extensively with people who were and assisted them in discharging their executive and director responsibilities. I also want to serve my community, one that I chose to live in after a lifetime of serving my law firm, my clients and others. Teton County is a uniquely beautiful place but is also facing significant challenges. I want to help.**
4. Describe your community service experience, if any.
 - **My prior community service experience includes pro bono legal services early in my career (for example, I represented an individual in an administrative hearing regarding unemployment benefits) and coaching youth sports teams.**
5. Describe any previous and current board experience, including whether with a for-profit or non-profit institution.
 - **As a lawyer, I advised executives and boards of directors of my clients, all of which were for profit businesses. In the context of boards that entailed attending all board and committee meetings and executive sessions. I would serve as recording secretary for those meetings and sessions and would counsel the directors on the various legal issues involved, including their fiduciary duties. Although never a director myself, I served many of these boards for years and developed strong relationships with the directors. Over my 30 year plus career, my clients ranged from early stage start-ups to large public companies and were involved in a broad swath of industries and cutting-edge technologies. Likewise, the directors had a diversity of skills, interests and strengths, and their boards reflected that diversity in their functionality (or dysfunction).**

6. What skills and background would you contribute to the SJH Board of Trustees?
- **In addition to the experience described in my answer to item 5, which I think would be a valuable contribution to the SJH Board of Trustees, I am analytical and focus on solving problems. That may reflect my early interest in mathematics, my undergraduate major at Dartmouth College. My critical thinking was initially honed at Harvard Law School. By nature, I am open to new possibilities, even those that may entail significant risk. In law school, I took as my initial permanent job a position at a small firm focused on Silicon Valley when Silicon Valley was still more a curiosity than the global phenomenon it has become. As that firm grew, I took several other opportunities, such as the founding of the San Diego office and later the Shanghai office, both of which succeeded but in neither case was success assured. I believe I am empathetic but it is a skill I have learned over time and continue to learn with new experiences.**
7. What hobbies and activities do you enjoy outside of work/business?
- **I first came to Jackson in the 1990s to ski. I am an avid alpine and nordic skier still. I am also an active hiker and walker. I bicycle, mostly road biking since I broke my ribs at JHMR's mountain bike park in the summer of 2019. Thank you SJH for patching me up. My wife, Julia, and I are tandem biking enthusiasts who have been fortunate to see a lot of the world from our tandem bike. Our next trip is to Japan. I enjoy all kinds of books, both reading them and listening to them. I enjoy solving puzzles.**
8. Because of committee business, meetings and other discussion of hospital business, Trustees may spend up to eight hours a week on hospital business, and in time of special initiatives, substantially more than that. Much of the work is done during business hours. Are you able to make this commitment of time and service?
- **Yes. I am retired and available as needed. If selected, I would make my service as a Trustee my primary activity and responsibility.**
9. There are ten board meetings annually, and up to ten committee meetings for each committee each year, would you be able to commit to making nine board meetings and most committee meetings?
- **Yes. I have reviewed the schedule of meetings posted on the SJH website and can commit to attend all of the scheduled meetings.**
10. Have you ever run for public office? Are you comfortable doing so?
- **I have never run for public office. I am comfortable doing so if selected.**

Note: Trustees must complete an Oath of Office, a conflict of interest statement and confidentiality agreement and agree to abide by the SJH Code of Conduct upon taking office. These documents are available by request. Applicants are encouraged to review the SJH Bylaws located at <https://www.stjohns.health/about/who-we-are/our-board/hospital-district-bylaws/>

Please complete this questionnaire and enclose a biography, CV, or resume to info@stjohns.health by 5:00 pm on February 17th, 2023.

Thank you,

Karen Connelly, Director of Communications
Email: kconnelly@stjohns.health
Phone: (307) 739-7380

Eric Snow

St. John's Health Board of Trustees
625 East Broadway

Jackson, WY 83001

Tuesday 3 January, 2023

To whom it may concern,

After relocating to Moran from California, it didn't take long for me to see how deeply integrated and important St. John's Health is to the community here in Teton County. As a father I have made several late night trips to the emergency room with my kids, as a Deputy Sheriff I have admitted patients under Title 25, and as a county employee I have received care from the hospital myself.

In moving to Wyoming I made a significant career change to law enforcement having spent my time previously working in sales for technology and CPG companies, and also running my own business. I have experienced the growing pains of working at a start-up, the administrative challenges of working with Fortune 500 companies, and the trials of operating my own business. Each of those roles has given me a different perspective on how to build an effective organization, where employees feel engaged, respected, and evangelized.

When moving to Wyoming became a reality, I was given the opportunity to take on a new challenge and do something different with my career. My current role as a Teton County Sheriff's Deputy is truly a gift that I value every day, as it gives me an opportunity to connect with the Jackson Hole community. As part of my role, I support community members in times of crisis and have an up-close and personal understanding of some of the challenges people experience, that leads them to care at St. John's. This includes suicidal subjects, car accident victims, health emergencies, drug and alcohol abuse, mental health issues and domestic violence.

To provide context and understanding about my experience in healthcare, 10 years ago, I received a major medical diagnosis that changed my life overnight. After a decade of focusing on my health and navigating a complex healthcare system, I have a personal interest in seeing St. John's Health be successful, stay independent, and remain a community focal point for the long term.

I appreciate your consideration.

Thank you,

Eric Snow

Eric Snow

COMMUNITY LEADER | STAKEHOLDER MANAGEMENT

Community leader with a proven track record of building and maintaining connections with stakeholders and community members to create positive outcomes and effect change. Partners with decision-makers to transform strategic vision into actionable plans.

Family-oriented local resident who has a vested interest in securing successful outcomes for the town and the hospital. Avid outdoor enthusiast who embraces the Jackson lifestyle and understands the importance of the healthcare system in a small town.

Civil & Criminal Law
Strategic Partnerships
Team Development

Community Engagement
Internal Communications
Business Strategy

Law Enforcement
Conflict Resolution
Sales & Marketing

CORE STRENGTHS

- Empathetic leader with high emotional intelligence developed through more than 15 years working in the corporate, nonprofit and public sectors.
 - Professional problem-solver who facilitates positive outcomes with challenging people under difficult circumstances.
 - Adept at navigating complex administrative processes and influencing stakeholders within private businesses and public agencies.
-

EXPERIENCE

Teton County Sheriff's Office | Deputy Sheriff (Patrol)

04/2022 - Present | Jackson, WY

Protects and serves the community as a Patrol Deputy in Teton County with the goal of providing the best customer service in the state of Wyoming.

- Support community members in times of need.
- Take enforcement action against dangerous and problem individuals.
- Pro-actively engage the community to develop rapport ie., "Shop With A Cop."
- Support local causes, including affordable housing and conservation.

Shadow Puppet Brewing Company, LLC | Sales Manager

11/2018 - 12/2021 | Livermore, CA

Oversaw sales, brand management and community building for a local brewery. Facilitated strategic partnerships with distributors and companies.

- Doubled the number of active accounts and quadrupled sales volume within the first year of employment, enabling the brewery to move to a distributor.
- Trained and managed a team of 20 sales representatives on product specifications and sales techniques, and oversaw delivery staff.
- Developed sales strategies for both on and off-premises accounts, creating and expanding retail opportunities for product at Whole Foods, Safeway, Nob Hill, and other locations.

Brand Advocate

04/2018 - 10/2018

- Achieved the rank of top sales representative within my first month. Increased active accounts by 30% within the first six weeks, positioning the company for competition within the market.
- Created “Customer Days” program to synthesize staff training events with account management duties, solidifying buyer relationships and increasing volume of sales.

Consultant | Marketing & Digital Media Lead

08/2017 - 04/2018 | San Francisco Bay Area, CA

Worked across a variety of digital projects for startups and nonprofit organizations to increase brand visibility. Oversaw strategic business development planning and content creation using photography, video production, and editing skills.

Snow Storms Films Inc | Founder, Digital Media Producer

08/2013 - 08/2017 | East Bay Area, CA

Founded and led a video production company, managing a team of 15 freelancers that served technology companies in the Bay Area.

- Produced high volume video content for enterprise technology companies including VMWare and Ericsson. Delivered quality content quickly while maintaining the technical integrity of source material and adhering to enterprise security requirements.
- Completed technical VMWare sales certification to enhance client communications and create trust with stakeholders, generating new sources of revenue.

Altus365 | Digital Media Producer / Account Manager

10/2010 - 07/2013 | Campbell, CA

Project managed all stages of video production, from concept through delivery and localization. Clients included VMWare, Ericsson, HP, Cisco, Symantec, Raytheon, Xilinx, NetApp, and WSGR.

ADDITIONAL PROJECTS

The Captured Confidence Project | President, Founder

2016 - 2017 | San Jose, CA

Established a 501(c)3 nonprofit organization that provided free headshots for disadvantaged people re-entering the workforce, including shelter residents, veterans, and former inmates in the San Francisco Bay Area and Sydney, Australia.

Project 24 | Photographer

2017 | San Francisco, CA

Selected to participate as one of 24 photographers to collect a series of photographs in an assigned district of San Francisco during the course of 24 hours, resulting in gallery sales and a published compilation.

EDUCATION

WYOMING LAW ENFORCEMENT ACADEMY | Peace Officer Basic
ACADEMY OF ART UNIVERSITY | Bachelor of Fine Arts (BFA), Producing



Board Member & Advisor to the SJH Board of Trustees Questionnaire

Thank you for your expression of interest in the position of Trustee for the Teton County Hospital District, dba St. John's Health (SJH). As this trustee position is a public office, this correspondence may be subject to disclosure under the Wyoming Public Records Act.

Please provide responses to the questions below:

1. Are you a qualified elector resident of Teton County, WY? Indicate the number of years as a resident and any other significant time spent working/living in the Greater Teton area.

[Yes, we moved to Wyoming Feb 1st, 2022.]

2. Are you or any relative employed by SJH?

[No.]

3. Why do you want to serve as a SJH Trustee?

[The hospital is a critical hub and focal point for the town of Jackson and Teton County. I would like to be a part of contributing to its future, keep it independent, and contribute to the important issues the workforce is dealing with, i.e., affordable housing.]

4. Describe your community service experience, if any.

[I currently work as a Sheriff's Deputy with the Teton County Sheriff's Office. My full time job is to serve the public, often when they are experiencing the most difficulty.]

5. Describe any previous and current board experience, including whether with a for-profit or non-profit institution.

[In 2016, I founded a 501(c)3, The Captured Confidence Project. We provided free professional headshots for disadvantaged people returning to the workforce, after homelessness, incarceration, etc.]

6. What skills and background would you contribute to the SJH Board of Trustees?

[I spent the first 41 years of my life in California, with a mixture of technology and sales experience. That combined with my recent career change to Law Enforcement has given me a good combination of experience and problem solving skills well suited to the issues facing the local area.]

7. What hobbies and activities do you enjoy outside of work/business?

[Snowboarding is a big passion of mine, we just got our 3 year old son started with seasonal snowboard camp at JHMR. Looking to continue adopting and embracing the Wyoming lifestyle. Plan to participate in my first Elk hunt next fall.]

8. Because of committee business, meetings and other discussion of hospital business, Trustees may spend up to eight hours a week on hospital business, and in time of special initiatives, substantially more than that. Much of the work is done during business hours. Are you able to make this commitment of time and service?

[I don't see any reason why this would be a problem. For the calendar year '23 my work schedule is Fri-Mon, leaving Tue-Thur available for this work. If there are special meetings or events on other days, I'm sure I can coordinate to participate if given enough notice.]

9. There are ten board meetings annually, and up to ten committee meetings for each committee each year, would you be able to commit to making nine board meetings and most committee meetings?

[Yes.]

10. Have you ever run for public office? Are you comfortable doing so?

[Have not previously, but have always been interested in doing so. I would be comfortable running after the appointed term has completed.]

Note: Trustees must complete an Oath of Office, a conflict of interest statement and confidentiality agreement and agree to abide by the SJH Code of Conduct upon taking office. These documents are available by request. Applicants are encouraged to review the SJH Bylaws located at <https://www.stjohns.health/about/who-we-are/our-board/hospital-district-bylaws/>

Please complete this questionnaire and enclose a biography, CV, or resume to info@stjohns.health by 5:00 pm on January 11th, 2023.

Thank you,

Karen Connelly, Director of Communications

Email: kconnelly@stjohns.health

Phone: (307) 739-7380

James K. Hunt

Jim Hunt currently serves as non-executive chairman of the board of Hunt Companies, Inc, a national real estate and infrastructure firm based in El Paso, TX. From November 2015 until August 2016, Mr. Hunt served as the managing partner and CEO, middle market credit at Kayne Anderson Capital Advisors, LLC, an alternative investment firm based in Los Angeles.

From August 2014 to November 2015, Mr. Hunt served as non-executive chairman of the board of THL Credit, Inc., an externally-managed, non-diversified closed-end management investment company. Mr. Hunt was founder and served as chief executive officer and chief investment officer of THL Credit, Inc. and of THL Credit Advisors, a registered investment advisor that provided administrative services to THL Credit, Inc., from April 2010 to July 2014. He held similar executive positions with predecessor entities beginning in May 2007. Previously, Mr. Hunt was chief executive officer and managing partner of Bison Capital Asset Management, LLC, a multi-fund private equity firm, from 2001 to 2007.

Prior to co-founding Bison Capital, Mr. Hunt was the president of SunAmerica Corporate Finance and executive vice president of SunAmerica Investments (subsequently, AIG SunAmerica). Mr. Hunt was with Citibank/Citicorp from 1975 through 1989 with his last responsibilities serving as Far West Area Head of Leveraged Capital with the designation of Senior Credit Officer.

Mr. Hunt serves as a director of PennyMac Financial Services, Inc. (NYSE: PFSI.) Additionally, he is on the boards of Cartiga, a specialty finance firm and Amber Infrastructure Group based in London. Mr. Hunt was chairman of the recently liquidated Hunt sponsored SPAC, NYSE: HTAQ, and the boards of Ares Dynamic Credit Allocation Fund Inc, CION Ares Diversified Credit Fund, THL Credit, Inc., THL Credit Advisors, Primus Guaranty, Ltd., Fidelity National Information Services, Inc., Lender Processing Services, Inc. and Falcon Financial, Inc.

Current community engagement includes serving on the boards of the Jackson Hole Historical Society & Museum (three terms as its president), the Friends of Pathways and as an advisor at St. John's Health, all in Jackson WY.

Mr. Hunt received a BBA from the University of Texas at El Paso and an MBA from the Wharton School of the University of Pennsylvania.

Married to Maggie Fellner Hunt for 39 years, they have two daughters, Charlotte Hunt Harvey and Lindsay Hunt.

James (Jim) K. Hunt
1/5/23

1. Are you a qualified elector resident of Teton County, WY? Indicate the number of years as a resident and any other significant time spent working/living in the Greater Teton area.

After traveling to Jackson over the years, we purchased our first home in Jackson Hole in Wilson in January 1999. Initially we were part-time residents with increasing time in the valley until residing here full time in 2014. 23 years total with 8 of those full time.

2. Are you or any relative employed by SJH?

No

3. Why do you want to serve as a SJH Trustee?

St. John's Health is a vital community resource. I am proud of the SJH product and its leadership role and I would be honored to further its success and contribution to greater Jackson Hole. At this point in my corporate career, I feel I can be accretive to the board with operational, finance and relevant housing experience. I look for opportunities to employ my broad business relationships and experience and SJH is a wonderful such opportunity.

4. Describe your community service experience, if any.

One of the wonderful aspects of our community is the ability to get involved in a wide range of organizations. I have been on the Jackson Hole Historical Society & Museum for nine years, serving as president for the past three years including successfully raising the Museum's SPET. I have been thoroughly involved in capitalizing, designing, and planning for the new history museum's home which is now under construction. I termed out at the end of 2022 as president and will continue on the board.

Additionally, I serve on the Friends of Pathway's board and was previously on the START transportation board for three years where I had some success in facilitating more effective schedules with SJH. Until the end of 2022, I served for seven years on the National Forest Foundation board and was previously board member and president of Neighborhood Youth Association and on the board of the Los Angeles Opera.

5. Describe any previous and current board experience, including whether with a for-profit or non-profit institution.

Non-profit experience is chronicled in community involvement. With respect to corporate boards, I have chaired two public companies, serve as non-executive chair of a national real estate firm which is a leader in affordable multi-family housing. I am one public company board that is a leader in housing finance and two private boards, an insurance company and specialty finance company. Over the years, I have served on eight public boards, as lead director in two instances and chair for two companies. Private board participation exceeds 15 companies.

6. What skills and background would you contribute to the SJH Board of Trustees?

My career has been institutional investment focused including starting two companies in that arena and leading large teams. Many of those investments were in healthcare and I hope those experiences are accretive to SJH. While I regard a Trustee role as funiculars and not management, I hope I can constructively challenge management, add sound business judgement from a wide range of relevant experiences.

For a successful Trustee, integrity should be at the top of the list followed by collaborative with other Trustees and Advisors. An independent perspective is critical while seeking to understand perspectives of others. Building trust with the SJH leadership community is vital but without comprising willingness to speak candidly,

7. What hobbies and activities do you enjoy outside of work/business?

Participating in all Jackson Hole offers has contributed to my frequent patient use and benefit from all SJH offers. I ski, hike, bike, fish, kayak, and golf and greatly treasure all our region offers.

8. Because of committee business, meetings and other discussion of hospital business, Trustees may spend up to eight hours a week on hospital business, and in time of special initiatives, substantially more than that. Much of the work is done during business hours. Are you able to make this commitment of time and service?

Yes

9. There are ten board meetings annually, and up to ten committee meetings for each committee each year, would you be able to commit to making nine board meetings and most committee meetings?

Yes

10. Have you ever run for public office? Are you comfortable doing so?

No, I have never run for public office but would welcome doing so to continue to serve at St. John's

LINDSAY LOVE PT, DPT, CLT

EDUCATION:

Doctor of Physical Therapy, June, 2013

University of Washington, Seattle, WA

Owned a business and worked up to 25hr/week while attending DPT program

Bachelor of Arts, Business, June, 2005

University of Washington, Seattle, WA

Magna Cum Laude

Study Abroad: University of London, UK

EMPLOYMENT:

Director of Rehabilitation: St. John's Health & Teton Orthopaedics

Dec, 2018 - Present

IncreMedical Therapy Solutions; Jackson, WY

- Manage between 45 and 60 rehab team members including physical therapists, occupational therapists, speech language pathologists, rehabilitation techs, administrators, and billing professionals, who complete an average of 480 patient visits weekly.
- Oversee rehabilitative care at SJH: Outpatient, ICU, PCU, OPS, Swing bed, IRF, Sage Living, Home Health, Outpatient in the Home, Hospice
- Facilitate and manage the following rehabilitation programs: Connections Geriatric Assessment, concussion/TBI management, pediatric rehab, neuro rehab, orthopedic rehab, OT mental health initiative, THRIVE, driving rehab, oncology rehab, lymphedema management, return-to-sport, wound care
- Report to administrative teams at four entities: SJH, Teton Orthopaedics, IncreMedical Therapy Solutions, Confluent Health
- Manage internal relationships between four entities
- Responsible for finances and monthly reporting for each entity
- Set annual rehab department goals and measure progress quarterly
- Increased SJH's bottom line by \$540K in fiscal year '21/22 through rehabilitation services provided

Physical Therapist, Home Health & Hospice Team Lead

IncreMedical Therapy Solutions; Jackson, WY

Oct, 2013 - Nov, 2018

- Provided patient care in home health, hospice, outpatient, oncology
- Started interdisciplinary oncology rehab department for St. John's Health
- Spearheaded oncology survivorship program for St. John's Health
- Established lymphedema management program for St. John's Health
- Created rehabilitation retention package for IncreMedical rehab team

Owner, Personal Trainer

Essential Fitness; Seattle, WA

Mar, 2006 - Aug, 2011

- Managed client relationships, accounting, bookkeeping, and company growth
- Supervised employees and oversaw the day-to-day operations of the business
- Constructed personalized fitness programs and monitored client progress

LEADERSHIP & RECOGNITION:

Nominated for the 2022 Wyoming Woman of Influence in Health Care by the Wyoming Business Report
Member of the Brio Collective, a state-wide women's leadership group through Leadership Wyoming
Nominated as "Best Boss" in Best of Jackson Hole

1. Yes. I have been a Teton County, WY resident since October 2013.
2. No
3. I entered healthcare to help people. I specifically went into physical therapy because I strongly value connection and I feel that I can help people more wholly if I have the time to understand their history, their barriers, and their motivation. I was drawn to the partnership of healing that my field allows. Rehabilitation is a sector of medicine with very little ego and with a strong emphasis on collaboration and shared knowledge. As I moved away from my role as a clinician and into my role as an administrator, I feared that I would lose this connection, partnership, and collaboration that made my profession deeply rewarding. I was concerned that I would no longer be helping people. I quickly realized that these same traits allowed me to be an effective leader and that fostering these values within my team not only improved employee satisfaction, retention, and the culture of my team, but it also improved patient care on a much larger scale than I could have reached independently as a clinician. This realization significantly shifted the direction of my career and provided momentum and a drive to broaden my scope in hopes of helping more people.

As a SJH Trustee, I could continue to do a job I love while collaborating with an accomplished and experienced group of professionals to further improve healthcare in Jackson. This is exciting to me. I am energized by new challenges and by stepping outside of my comfort zone. I feel that I have a perspective that is unique to this board. I have an understanding of operationalizing and running a healthcare business in Jackson paired with a clinical lens. I am young and in the heart of my career and I am firmly grounded in this community and in SJH. There are many sacrifices made by working class individuals in Jackson to make a life here. The cost of living is laughably incongruous to compensation. To combat this, leaders must focus on intrinsic factors and on creating a culture that outweighs the struggle. This is how we can attract the best possible talent and reach the level of care that we are striving to achieve. This culture should start with the board. Throughout the course of my time at St. John's, I have come to understand the powerful role the board plays and how deeply important this work is. The board sets the tone of leadership in our organization. It makes impactful decisions that affect our day-to-day lives, and in turn, the lives of so many in our community. I would love to be the member of the board who is able to reduce the chasm between the Trustees and the lives that the board affects. I am uniquely qualified to bridge this gap.

4. My role as a home health physical therapist in this town continues to provide me with countless opportunities to give back. As a home health PT, I became very close with many of my patients. They invited me into their homes and into their vulnerabilities. I was often one of their only outlets to the world outside of their walls. This has often made me the go-to for assistance far outside of my role or hours as a therapist. I have driven patients to and from Salt Lake City for surgeries. I have delivered meals, medications, and assistive devices. I have provided countless rides to and from MD appointments, airports, funerals, family engagements, and trips to the park or the canyon just to catch the fall colors. I have made cookies with patients who were alone for the holidays and have made off-hours house calls for falls and fears. I've provided respite stays for exhausted caregivers and have provided support for transfers. My husband owns a bike shop and is a skilled mechanic. I have

delivered more broken wheelchairs, worn walker brakes, and disabled shower/bath transfer devices to him for a “tune up” than you’d imagine possible. Together we’ve built ramps, welded necessary items to wheelchairs, installed handrails, and modified doors at patients’ homes.

I have also spearheaded efforts for our rehab team to give back, both in our community and in the global community. This year, we sponsored families for holiday gifting through One22 and raised funds through Airbnb for citizens of Ukraine in the initial days of the invasion.

5. I am a named board member of the non-profit Watershed Jackson. Watershed Jackson works as an educational and clinical resource for athletes who have sustained a traumatic brain injury or spinal cord injury in their sport. It works to provide an improved understanding of concussion management for mountain sport athletes through data collection and clinical assessment. My role on this team was primarily in the organization and execution of the annual fundraising gala.

6. I have been a clinician, a team lead, and a director at SJH. These experiences have provided a unique perspective of the different layers within our hospital. I have spearheaded the development of SJH programs and have facilitated collaboration with departments within our hospital and beyond our doors. I’ve learned that creativity and resourcefulness are essential when navigating the roadblocks and limitations of rural healthcare. These are two of my strengths. Utilizing outside contacts and community networks has been key to my success and I have developed trusting relationships with these entities. These community connections and this trust will come with me to the board.

I graduated with a BA in business and started a successful fitness center in Seattle when I was twenty-three. I took textbook knowledge and the energy of youth and dove in, learning the “real world” along the way. I learned how to manage a team, client relationships, finances, and daily operations. This experience, paired with my undergraduate education, gave me an understanding of finance and business. I have continued to develop an understanding of both throughout my career and I find that I implement this knowledge daily in my current role. I am comfortable in financial conversations and know my way around financial statements.

While I have worked at SJH, I have simultaneously worked for 3 for-profit healthcare companies: Teton Orthopaedics, IncreMedical Therapy Solutions, and Confluent Health. I have learned to manage the demands and requests of four administrative teams that don’t always have the same goals and the same process expectations. This has taught me the importance of gathering facts and understanding the opposing viewpoints prior to acting. It has also taught me patience. This unique set up has provided the opportunity to learn from healthcare systems outside of the bubble of Jackson. It has given me benchmarks for comparisons, new ideas to implement with my team, and a unique degree of autonomy to incorporate the best parts of each system into daily operations with my staff. These different healthcare perspectives will be useful for me to make informed decisions.

My family is engrossed in the Jackson community. My husband is a small business owner and we both have active social lives with friends of every age and socioeconomic class. I hear when a birth experience at SJH was phenomenal, and I hear when friends decide to only seek healthcare in Utah and why. I hear the rumors, the highs, and the lows. I will bring the perspective of many different groups to the board with me. I also have the insight to filter this feedback through a clinical lens. I have an incredible support system in Jackson who want to see me succeed and who want to see our hospital succeed. I'd like to bring them along for the ride.

I have follow-through. I am action oriented, and I am good at closing loops. I am an optimist. I seek out opportunities for growth and self-reflection. I gladly accept that I don't have all the answers and I don't have an innate need to be right. I enjoy the process of learning and will bring an open mind and young(ish) eyes to issues.

7. I enjoy everything Jackson has to offer. Downhill ski racing was my original introduction to Jackson as a kid. Skiing remains my passion, although it has primarily shifted from grand backcountry adventures and bell-to-bell village days to the King's magic carpet with my 2-year-olds. I love hiking and exploring the state. In the summer we spend time wake surfing on Jackson Lake, camping off the grid, and biking on anything with wheels. I have an inspiring group of friends in Jackson and around the world who I spend as much time with as possible. I love traveling, especially for adventure or surf. I enjoy frequent trips to Whitefish, MT to visit my family. I am an avid reader, coffee drinker, and podcast consumer. My hilarious children and my kind husband make my world go around.
8. I have a demanding job and a demanding life outside of the office. There are certain standing commitments to my team that cannot be shifted, as 50+ schedules line up to make these specific times work. I am willing to be as available as I can be within these limitations and will prioritize as necessary. I am organized and I am a planner. I will be transparent with my current schedule. I keep my Outlook calendar up to date, which can be accessed by other board members. I will be as flexible as my job allows.
9. Yes, I can commit to this.
10. I have not run for public office and would be willing to do so.

SADIE H. Cole, Ph.D.
CLINICAL PSYCHOLOGIST
TETON CBT, LLC

Education

Ph.D. Psychology May 2014
Harvard University, Cambridge, MA
Adviser: Jill Hooley, D. Phil.
Clinical Psychology Program

A.M. Psychology May 2009
Harvard University, Cambridge, MA
Clinical Psychology Program

B.A. Psychology June 2005
Temple University, Philadelphia, PA
Summa cum laude
Graduation with distinction
Psychology Honors Program
Cumulative GPA: 3.99; Psychology 4.0

Awards

Sackler Scholar in Psychobiology 2010-2011
Harvard University Restricted Funds Award 2011
Derek Bok Center Certificate of Distinction for Excellence in Teaching 2010
Harvard University Restricted Funds Award 2009
Temple University Psychology Prize (awarded to the graduate with the highest GPA in psychology) 2005

Memberships

American Psychological Association 2018-present
Wyoming Psychological Association 2017-present
Massachusetts Psychological Association 2015-2019
Multiservice Eating Disorder Association 2016-present
Association for Behavioral and Cognitive Therapies 2011-present
International OCD Foundation 2013-present
Association for Contextual Behavioral Science 2015-present
Society for Research in Psychopathology 2008-2013
Society for Neuroscience 2006
Phi Beta Kappa (Rho) 2005-present

Service

Teton District Board of Health, Member and Secretary	2019-present
Wyoming Psychological Association, Member and Past President	2019-present
Community Prevention Coalition of Teton County	2018-present

Licensure

Licensed clinical psychologist and health service provider in the Commonwealth of Massachusetts

MA license number: 10138

Licensed clinical psychologist in the State of Wyoming

WY license number: 631

Experience

Clinical Psychologist in Private Practice Teton CBT, LLC Jackson, WY	July 2017-present
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- Individual therapy with adolescents and adults with a range of psychiatric diagnoses
- Assessment, diagnosis, psychoeducation, and referral to other clinical resources as needed
- Evidence-based treatment incorporating CBT, DBT, and ACT interventions
- Regular attendance at conferences and peer supervision

Clinical Psychologist in Private Practice Concord, MA and Sudbury, MA	June 2013-June 2017
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- Individual therapy with adolescents and adults with a range of psychiatric diagnoses
- Assessment, diagnosis, psychoeducation, and referral to other clinical resources as needed
- Evidence-based treatment incorporating CBT, DBT, and ACT interventions
- Regular attendance at conferences and peer supervision

Instructor in Psychology McLean Hospital/Harvard Medical School	Apr 2015-Sep 2018
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Supervisor: Thröstur Björgvinsson, Ph.D, ABPP

Responsibilities:

- Supervision of psychology interns
- Participation in psychology training program didactics

Behavior Therapist (per diem) McLean Hospital/Harvard Medical School	Jul 2016-Oct 2016
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Child and Adolescent OCDI
Supervisor: Lisa Coyne, Ph.D.

Staff Psychologist/Clinical Team Manager Feb 2015-Jul 2016
Behavioral Health Partial Program
McLean Hospital/Harvard Medical School
Supervisor: Thröstur Bjorgvinsson, Ph.D, ABPP
Responsibilities:

Clinical duties:

- Case management of adult patients at the partial hospital level of care admitting for treatment of mood, anxiety, substance use, and personality disorders
- Implementation of CBT, DBT, and ACT interventions
- Coordination of care within multidisciplinary team setting and between local and regional providers and institutions
- Rounds and individual supervision
- Supervision of psychology interns, practicum students, and counseling staff

Group Therapist June 2015-Feb 2016
Lexington Group Therapy
Supervisor: MaryEllen Crowley, PhD
Responsibilities:

- Design and conduct 8-12 week group therapy sessions for outpatients with eating, mood, and anxiety disorders

Clinical and Research Postdoctoral Fellow July 2013-Jan 2015
OCD Institute, McLean Hospital
Supervisor: Jason Kropf, Ph.D.
Responsibilities:

Clinical duties (50%):

- Behavior therapist at the OCD Institute (residential treatment program for adults with severe OCD and related disorders; work individually with clients to design and implement exposure and response prevention strategies to reduce symptoms and improve functioning
- Implementation of CBT, DBT, and ACT interventions
- Group therapy (emotion regulation, exposure and response prevention)
- Rounds and individual supervision
- Group supervision of community residence counselors
- Individual supervision of practicum students

Research duties (50%):

- Researcher with the Office of Clinical Assessment and Research
- Design and implementation of diagnostic assessment initiative to conduct structured clinical interviews with all new admissions

- Training and supervision of diagnostic assessment clinicians (post-baccalaureate and doctoral students)
- Design and conduct of treatment outcome research
- Data analysis, research, and dissemination

Predoctoral Internship in Clinical Psychology

July 2012-June 2013

McLean Hospital, Belmont, MA

Advisors: Thröstur Bjorgvinsson, Ph.D, ABPP; Philip Levendusky, Ph.D., ABPP

Supervisors:

Judith Halperin, Ph.D., David Alperovitz, Psy.D, David Stember, Ph.D, Jeffrey Brown, Ph.D.

Training:

- Weekly didactics (CBT, crisis management, hospital administration, DBT, risk assessment, research)
- Motivational interviewing seminar
- Weekly individual supervision
- Group supervision with fellow interns

Responsibilities:

Klarman Center for Eating Disorders (50%):

- Individual therapy and case management of residential eating disorder patients
- Attendance of rounds
- Group therapy (CBT for body image, trauma, community meeting, Internet and eating disorder)

Behavioral Health Partial Program (50%):

- Program therapy (individual short-term treatment with acute partial hospital patients) consisting of CBT, psychoeducation, skills training, crisis management, DBT, and consultation
- Multidisciplinary team cooperation
- Group therapy (worry management, psychoeducation, behavioral activation, interpersonal skills)
- Substance abuse rotation (adolescent individual therapy and attendance of adult relapse prevention group)

Practicum Student

Aug 2010-Jun 2011

Klarman Center for Eating Disorders, McLean Hospital, Bowditch

Supervisors: Judith Halperin, Psy.D.; Robert Lawton, LICSW

Responsibilities:

- Individual therapy and assessment
- Leading groups (mindfulness, DBT, group therapy) on an intensive residential

- treatment unit for adolescent girls with severe eating disorders
- Attendance of rounds
- Attendance of individual supervision

Co-Leader

Outpatient DBT Level II Skills Group

Summer 2010

Supervisor/Group Leader: Ben Banister, Psy.D.

Practicum Student

Aug 2009-Jul 2010

Adolescent Dialectical Behavior Therapy Program, McLean Hospital, 3 East

Supervisor: Michael Hollander, Ph.D.

Responsibilities:

- Co-leading groups with community residence counselors and therapists on an intensive residential treatment unit for adolescent girls with severe mood and anxiety disorders and symptoms of borderline personality disorder
- Individual therapy with outpatients and families
- Attendance of DBT consultation team meetings and group supervision with Dr. Hollander
- Attendance of parent skills training group

Practicum Student: Behavioral Coach

Sep 2008-Aug 2009

Obsessive Compulsive Disorders Institute, McLean Hospital, NB1, Belmont, MA

Supervisor: Szu-Hui Lee, Ph.D.

Responsibilities:

- Behavioral coaching during exposure and response prevention with residential patients in an intensive behavioral treatment program for OCD and OCD-spectrum disorders
- Conducting SCIDs with new patients
- Weekly group supervision with Dr. Lee

Practicum Student

Spring 2007

Cambridge Hospital

Supervisor: Marla Eby, Ph.D.

- Observation of clinical interviews on inpatient units at Cambridge Hospital

Clinical Research Assistant

2005-2007

Pain and Analgesia Imaging and Neuroscience (P.A.I.N.) Group

McLean Hospital Neuroimaging Center, Belmont, MA

Supervisor: David Borsook, M.D., Ph.D.

Responsibilities include:

- Data collection
- Coordinating fMRI scans and sensory testing
- Preparing equipment for stimulus presentation and recording of subject responses in the MR environment

- Recruiting and scheduling participants for neuroimaging research on chronic pain and psychiatric disorders

Teaching/Supervisory Experience

Supervisor, McLean Hospital/Harvard Medical School 2015-2016

- Responsible for clinical supervision of doctoral and post-baccalaureate students at the OCD Institute and the Behavioral Health Partial at McLean Hospital

Supervisor, McLean Hospital/Harvard Medical School 2014-2015

- Responsible for clinical supervision of doctoral students at the OCD Institute and the Behavioral Health Partial at McLean Hospital

Supervisor, McLean Hospital/Harvard Medical School 2013-2014

- Responsible for clinical supervision of doctoral students at the OCD Institute at McLean Hospital

Teaching Fellow (five semesters)

Harvard University Department of Psychology Fall 2008-Spring 2011

- Taught independent sections associated with large lecture courses within the Department (Abnormal Psychology and Introductory Psychology)
- Mentored undergraduate students

Head Teaching Fellow (two semesters) 2009-2010

Harvard University Department of Psychology

- Worked with instructor to coordinate course administration
- Supervised other graduate student teaching fellows
- Coordinated section assignments, exams, and student discipline for large (150+ students) lecture course
- Utilization of online learning tools
- Individual mentoring of undergraduates

Publications

Cole Monaghan, S.; Allen, K.A.; & Buccholz, J.L. (in preparation). Impact of comorbid eating disorders on residential treatment outcome for OCD.

Krompinger, J.W. & **Cole Monaghan, S.** (in preparation). Early response in the treatment of obsessive-compulsive disorder.

Cole Monaghan, S., Buccholz, J.L, and Hooley, J.M. (in preparation). Current status of problematic Internet use literature: A focused review.

Reid, A.M., Garner, L., Krompinger, J.M., Mathes, B.M., **Cole Monaghan, S.,** Crosby,

J., & Elisa, J.A. (in press) How willing are you? Willingness as a process of change during treatment of adults with obsessive-compulsive disorder

Cole Monaghan, S., Cattie, J.E., Mathes, B.M., Shorser-Gentile, L.I., Crosby, J.M., & Elias, J.A. (2014). Stages of change and the treatment of OCD. *Journal of Obsessive Compulsive & Related Disorders*.

Cole Monaghan, S. (2014). Problematic Internet Use: A Unique Expression of the Addiction Syndrome. Doctoral dissertation in fulfillment of the requirements of the doctoral degree. Harvard University, May, 2014.

Mathes, B.M., Shorser-Gentile, L.I., Cole Monaghan, S., Crosby, J.M., & Elias, J.A. (2013). Stages of change and the treatment of OCD. Poster presented at the Annual McLean Research Day, Belmont, MA, January, 2013.

Mathes, B.M., Shorser-Gentile, L.I., **Cole Monaghan, S.**, Crosby, J.M., & Elias, J.A. (2013). Stages of change and the treatment of OCD. Poster session presented at the 20th Annual Conference of the International Obsessive-Compulsive Foundation, July, Atlanta, GA.

Cole, S. & Hooley, J. (2013) Clinical and personality correlates of MMO gaming: Anxiety and absorption in problematic Internet use. *Social Science Computer Review*. 31, 424-436.

Hooley, J., **Cole, S.**, & Gironde, S. (2012). Borderline personality disorder. In T. Widiger (Ed.), *The Oxford Handbook of Personality Disorders*. Oxford: Oxford University Press.

Scrivani, S., Wallin, D., Moulton, E., **Cole, S.**, Wasan, A.D., Lockerman, L., et al. (2010). A fMRI evaluation of lamotrigine for the treatment of trigeminal neuropathic pain: Pilot study. *Pain Medicine*, 11, 920-941.

Borsook, D., Moulton, E., Pendse, G., Morris, S., **Cole, S.**, Aiello-Lammens, M., Scrivani, S., & Becerra, L. (2007). Comparison of evoked vs. spontaneous tics in a patient with trigeminal neuralgia (tic douloureux). *Molecular Pain*, 3. doi: 10.1186/1744-8069-3-34

Borsook, D., Moulton, E., Pendse, G., Morris, S., **Cole, S.**, Aiello-Lammens, M., Scrivani, S., & Becerra, L. (2006). Trigeminal neuralgia (tic douloureux)-fMRI of evoked vs. spontaneous tics. Poster session presented at the 36th annual meeting of the Society for Neuroscience, October, Atlanta, Georgia.

Presentations

- Cole, S.** Jackson Hole First Responders Crisis Intervention Training – Personality Disorders. Presented at CIT, Jackson, WY, October 2022.
- Cole, S.,** Rue, N., Ryan, M. Body image and eating disorders. Panel discussion, online, 2021.
- Monaghan, S.,** Chiupka, C., van Kirk, N., & Elias, J.A. (2016, July). *“Dealing with Treatment Resistance: Translating Research into Strategies to Enhance Treatment Motivation.”* Symposium presented at the 23rd annual meeting of the International Obsessive-Compulsive Disorders, Foundation, Chicago, IL.
- Mathes, B.M., Allen, K.J., Kropf, J.W., Cattie, J.E., Andre, M.C., **Monaghan, S.C.,** Crosby, J.M., Brennan, B.P. & Elias, J.A.(2015, November). *“Not Just Right” Reactions: Exploring the Relationship between Response Inhibition and OCD Symptom Dimensions.* Poster presented at the 49th annual convention of the Association for Behavioral and Cognitive Therapies, Chicago, IL.
- Garner, L., Van Kirk, N., Cattie, J.E, Tiff, E., Mathes, B.M., **Monaghan, S.,** Andre, C.M., Kropf, J., Brennan, B., Crosby, J. & Elias, J. (2016, April). *The role of distress tolerance in obsessive-compulsive disorder and treatment outcome.* Poster presented at the 36th annual Anxiety and Depression Association of America, Philadelphia, PA.
- Tsao, S.; **Cole Monaghan, S.;** Olivardia, R.; & Riemann, B. (2015, July). *OCD and Eating Disorders: What We Know about Treating the Dually Diagnosed.* Symposium presented at the 22nd annual meeting of the International OCD Foundation, Boston, MA.
- Cole Monaghan, S.;** Allen, K.J., Borkum, D.B., Andre, M.C., Brennan, B., Cattie, J.E.,... Elias, J.A. (2015, November). *Behavioral impulsivity in residential OCD patients with comorbid eating problems.* Poster to be presented at the 49th annual meeting of the Association for Behavioral and Cognitive Therapies, Chicago, IL.
- Cole Monaghan, S.** (2013). Clinical and personality correlates of MMO gaming: Anxiety and absorption in problematic Internet use. Podcast for SAGE Publications, open-access on iTunes.
- Cole Monaghan, S.** (2012). Case presentation: A comorbid case of borderline personality disorder and eating disorder NOS. Talk given at McLean Hospital, November, 2012.
- Cole, S.** (2011). Predicting Problematic Internet Use in Online Gaming. Presented at

Department of Psychology Clinical Science Research Seminar, Harvard University, March 4, 2011.

Cole, S. & Hooley, J. (2011). Clinical and personality correlates of online gamers. Poster session presented at the 45th annual convention of the Association for Behavioral and Cognitive Therapies, Toronto, ON.

Cole, S. (2010). Guest lecture: Borderline personality disorder. Psychology 18: Abnormal Psychology. Harvard University, Fall 2010.

Cole, S. and Hooley, J. (2009). Evaluation of anxiety as a potential predictor of problematic Internet use. Poster session presented at the annual meeting of the Society for Research in Psychopathology, Minneapolis, MN.

Reviewer Activities

2014 Invited reviewer, Social Science Computer Review: Author. (2014). The role of leadership in MMO games.

2013 Invited reviewer, 26th International Bled eConference: Author. (2013) The State of Problematic Use of MMOGs Research: A Literature Analysis.

2011 Ad hoc reviewer, Journal of Abnormal Psychology: Svaldi et al. (2011) Urge to deliberately self-harm in borderline personality disorder: Increase by suppression but not by acceptance.

Additional Training

Unified Protocol Training 2016
Boston University Unified Protocol Institute

Dialectical Behavior Therapy Foundational Training (Behavioral Tech LLC) 2013
McLean Hospital



Board Member & Advisor to the SJH Board of Trustees Questionnaire

Thank you for your expression of interest in the position of Trustee for the Teton County Hospital District, dba St. John's Health (SJH). As this trustee position is a public office, this correspondence may be subject to disclosure under the Wyoming Public Records Act.

Please provide responses to the questions below:

1. Are you a qualified elector resident of Teton County, WY? Indicate the number of years as a resident and any other significant time spent working/living in the Greater Teton area.

Yes. I have been a resident of and homeowner in Teton County year-round since 2017 (six consecutive years in July 2023). Jackson is also my hometown; I was raised in Jackson from 1988-2001. When my father, Brad Cole, died in 2015, my brother and I inherited the home we grew up in, and I returned in 2017 to raise my daughter here.

2. Are you or any relative employed by SJH?

No.

3. Why do you want to serve as a SJH Trustee?

As a psychologist and as a community member, I know the integral role that St. John's Health plays in our county. I would like to bring my skills as a researcher and a clinician to the table to advocate for mental health needs in Teton County. During my clinical training as a psychologist at McLean Hospital/Harvard Medical School, it was always striking to me how complex problems can be solved more comprehensively by teams than individuals. While I love being home in Jackson, many times I miss the collegiality of the physicians, nurses, researchers, administrators, and myriad others with whom I worked.

When beginning graduate school, I expected to train as a researcher. I loved lab work and data and enjoyed teaching; however, I was enthralled by the clinical work. Seeing positive, evidence-based change visible at the individual and community level drew me away from population-level research to individual psychological therapy. Working in partial hospital, residential, and outpatient care, during internship, postdoctoral training and as a licensed psychologist connects me to the needs of our community and the voices that we as healthcare workers need to hear.

Additionally, I have served on the Teton District Board of Health since 2019. The perspective and expertise of my fellow Board members has been remarkable. It is both meaningful as a psychologist and personally satisfying to work on issues like the SARS-CoV-2 pandemic and valley water quality with them. I am inspired to continue to work alongside my fellow healthcare professionals in the further service of our community.

4. Describe your community service experience, if any.

In addition to serving on the Teton District Board of Health, I have participated in the Community Prevention Coalition of Teton County since 2018. We are a group of stakeholders who help to encourage the wellbeing of our community through allocation of Health Department funding to local prevention needs. These include suicide prevention and reducing and preventing adult and adolescent substance abuse through education, media, and other interventions. It has been a pleasure participating in the Coalition.

5. Describe any previous and current board experience, including whether with a for-profit or non-profit institution.

As stated above, I have served on the Teton District Board of Health since 2019 (currently as Member and Secretary). I also served on the Executive Council of the Wyoming Psychological Association as President.

6. What skills and background would you contribute to the SJH Board of Trustees?

My background as a Wyoming native and Jackson resident combined with my clinical and research experience and training represent a unique opportunity for me to serve as a Trustee. The perspective I have on the changing needs of the valley over time is informed by my experience living, working, and training in the Boston area. I believe that health organizations can spearhead meaningful change when they are connected to the people they serve. An example of this from McLean Hospital was research by an intern that prompted the administration to change the hospital paperwork to read “male/female/other” instead of a binary designation, modeling gender-affirming healthcare. I hope to continue to connect the Board to the mental health community and to bring my dedication to science, experience from multiple levels of care, and enthusiastic team participation to SJH.

7. What hobbies and activities do you enjoy outside of work/business?

Outdoors, I love hiking, camping, fishing, skiing, and exploring the mountain West, in addition to working in my gardens or chasing my dog around. I love taking my 8-year-old into the mountains with our friends. I am a passionate birder and am usually on my deck in the spring watching them. I keep freshwater aquariums and have a large collection of plants. In the winter I am generally catching up on my to-be-read books and cooking.

8. Because of committee business, meetings and other discussion of hospital business, Trustees may spend up to eight hours a week on hospital business, and in time of special initiatives, substantially more than that. Much of the work is done during business hours. Are you able to make this commitment of time and service?

Yes.

9. There are ten board meetings annually, and up to ten committee meetings for each committee each year, would you be able to commit to making nine board meetings and most committee meetings?

Yes.

10. Have you ever run for public office? Are you comfortable doing so?

No, but I believe I am comfortable running.

Note: Trustees must complete an Oath of Office, a conflict of interest statement and confidentiality agreement and agree to abide by the SJH Code of Conduct upon taking office. These documents are available by request. Applicants are encouraged to review the SJH Bylaws located at <https://www.stjohns.health/about/who-we-are/our-board/hospital-district-bylaws/>

Please complete this questionnaire and enclose a biography, CV, or resume to info@stjohns.health by 5:00 pm on January 11th, 2023.

Thank you,

Karen Connelly, Director of Communications

Email: kconnelly@stjohns.health

Phone: (307) 739-7380

TO: St. John's Health Board of Trustees

REF.: Vacancy on St. John's Health Board of Trustees

SUBJ.: Expression of Interest in Consideration for Interim St. John's Health Board of Trustees Position

DATE: Friday, February 17, 2023

I am submitting my application for consideration for the currently open interim SJH Board of Health Trustee position.

I have a Master's degree in public and health care administration, with an internship at St. John's McNamara Hospital (Monument Health) in Rapid City, SD. I also served as the Project Associate for the Wyoming Health Systems agency. My career was diverted for several decades by an opportunity to lead large-scale programs and organizations in the energy industry. (Please see bio, attached.) I currently lead my own management consulting business, specializing in government and private engineering, health care, and technology development management.

My skills are relevant and transferable at the executive level. I am familiar with the systems, processes, and culture of large-scale health care organizations such as University of California – San Francisco, Stanford Health Care, the University of Washington School of Medicine, and most recently, St. John's Health as a user/patient. My daughter is in medical school which provides an added dimension of understanding of the physician's perspective, as well.

My contributions to the Board would in in project management, fiscal accountability and oversight, stakeholder relations, personnel management and accountability, negotiation, and conflict resolution.

I hold an Advanced Program Manager certificate from Stanford University and am currently working on a certificate in Decision Analysis. I have been recognized for management problem-solving, especially as relates to mission growth and workforce supply chain. I am known for my strong, compassionate leadership and my demonstrated abilities in risk-based strategic planning and forecasting; workforce recruitment, retention, and management; negotiation and conflict resolution; stakeholder relations and advisory board management; and strategic thinking and decision analysis in support of mission assurance.

Regards,

Shannon A. Brennan



SHANNON ALAIN BRENNAN

Executive Profile

Executive leader in the federal scientific and engineering laboratory system, with over 25 years of experience in the program and lifecycle management of large-scale capital asset environmental cleanup projects. Extensive knowledge of major organizational management processes, especially contract development, award, and transition. Strong track record of project delivery, workforce management, inter-laboratory and contractor coordination, project and human performance measurement, and external and internal team collaboration. Effective engagement in all levels of personnel, management, stakeholders, regulators, and customers. Focus is on mission forward through project ideation, risk and forecast-based planning, and strategic decision-making.

Skills Highlights

- | | |
|---|---|
| - Project and Program Management | - Risk-Based Decision Analyses |
| - Contract Acquisition/Transition | - Ideation and Forecasting |
| - Contract Selection Evaluation Board (SEB) | - Workforce Alignment/Human Capital Analytics |
| - Operational Readiness Review | - Organizational Design |
| - Mission Execution | - Conflict Resolution |
| - Strategic Planning | - Risk Management |
| - Contractor Assurance | - Stakeholder and Human Relations |

Core Accomplishments

- ❖ Commissioned and led a team in the re-baselining of a \$6B, 2000-person Superfund Site cleanup project, quantitatively and qualitatively defining work, people, processes, and risks, and defending the supporting documents to a 25-person approval board answering to the U. S. Secretary of Energy.
- ❖ Led the safe phaseout and shutdown of the United States' largest federal chemical reprocessing facility (\$1.04B TPC) and associated workforce (1400 employees) ensuring timely retraining/reassigning personnel without the loss of a single job and with no safety incidents.
- ❖ Led the transition of the sole U. S. Department of Energy (DOE)-owned, Nuclear Regulatory Commission (NRC)-licensed nuclear fuels storage permit from a major national engineering contractor to a small business ahead of schedule, completing turnover of processes, personnel, and programs with no loss of continuity of operations.
- ❖ Guided the transformation of a 15-person federal advisory board from a self-directed, anti-government activist group to a collaborative, esteemed regional advisory board within six months.
- ❖ Developed and fast-tracked a DOE-wide communications protocol requiring uniform screening of all forms of public messaging prior to public release.

Professional Experience

Project & Program Management

U. S. DOE, Idaho - Environmental Management Programs

- *Idaho Cleanup Project Re-Baseline and Project Management*
- *Independent Spent Fuel Storage Installation Contract Transition*
- *Sitewide Groundwater Monitoring and Permit Management*
- *Chemical Processing Plant Operations, Shutdown, and Phaseout*
- *Materials Test Reactor De-Fueling Operational Readiness Review*

- *DOE Programmatic Environmental Impact Statement (EIS)*
- *Geothermal Program*
- *National Spent Nuclear Fuel Program*
- *Nuclear Regulatory Commission (NRC) Support*
- *International Criticality Safety Benchmark Evaluation Project*

Corporate, Workforce, & Stakeholder Management

U. S. DOE, Idaho - Nuclear Energy Programs

- *Director, Human Resources (Acting):* Responsible for the recruitment, retention, performance evaluation, and HR servicing of a 240-person organization.
- *Strategic Systems:* Led a staff of engineers and program managers in Laboratory-wide strategic planning, DOE-mission alignment, mission development, systems engineering, human capital management, and workforce and succession planning to address current and future resource needs.
- *Environmental Management Citizens Advisory Board:* Led a team of federal and contractor staff in the management of a regional federal advisory board, chartered by DOE EM Headquarters in accordance with the Federal Advisory Committee Act (FACA).
- *Director, Public Affairs:* Responsible, as a direct report to the Manager of the DOE-Idaho, for internal/external communications for a 6700-person national laboratory having a \$940M annual budget.

Additional

- *Project Review Associate, Wyoming Health Systems Agency, U. S. Public Health Service, Cheyenne, WY* As the Wyoming Health Systems Agency Project Review Associate, I was responsible for the review of all proposed uses of federal funds for hospitals and health care delivery systems within the State of Wyoming. This work involved conducting public meetings at key locations throughout the State to obtain public input on the effects of federal funds at institutions and within programs within the local service areas.
- *Internship (8 months) Rapid City Regional Hospital (RCRH), now Monument Health, Rapid City, SD* I completed an executive internship under the direction of the Medical Director, RCRH, focusing on staffing, accounting, and service area expansion. Included participation in the new campus design, facilities configuration, transition planning, and administrative re-organization. I completed my Master's thesis on Maternal and Child Health, during the residency, under the direction of the State of South Dakota Medical Association Director.
- *Geologist/Mineral Industries Analyst, U. S. Dept. of Treasury Wash., D.C.* As a part of the Large-Case, Coordinated Examination and Audit Section, I reviewed American mineral interests in foreign nations.

Contact

Shannon A. Brennan



TO: St. John's Health Board of Trustees

REF.: Expression of Interest in Consideration for Interim St. John's Health Board of Trustees Position

SUBJ.: Board Questionnaire Responses – SA Brennan

DATE: Friday, February 17, 2023

Dear Board Members:

Below are my responses to the, "Board Member & Advisor to the SJH Board of Trustees Questionnaire."

1. Are you a qualified elector resident of Teton County, WY? **Yes.** Indicate the number of years as a resident and any other significant time spent working/living in the Greater Teton area. **Two years as permanent Teton County elector resident. Over 40 years living in the Greater Yellowstone Area (Upper Snake River Valley), spending most of my weekend and vacation time in western Wyoming and commuting through Jackson, Pinedale, and Dubois to visit our ranch in Sundance/Keyhole Dam and family in the Black Hills. Early career in Cheyenne.**
2. Are you or any relative employed by SJH? **No.**
3. Why do you want to serve as a SJH Trustee? **I want to bring energy to and be a part of keeping the exemplary service of SJH intact as its management navigates the huge population growth, the post-pandemic adjustments, and the workforce housing crisis, all of which place a huge burden on SJH's Board, leadership, and staff.**

I want to ensure that we preserve the culture of respect, professionalism, and service that is embodied in its mission and vision statements as well in the on-the-ground healing and supportive culture one sees walking the halls every day at St. John's.

I also would like to see SJH prepare for the future, where regionalization of healthcare appears to be becoming the norm (think the reach of Mayo, Kaiser, Sutter Health, and others, all of who are moving into rural areas), and establish what the right path should be before some other entity and the marketplace does that for SJH.

4. Describe your community service experience, if any. **Teton County Board of Health, Jackson Hole Chamber of Commerce member, Idaho Falls Chamber of Commerce – *ex officio* member; American Red Cross - volunteer; Pennington Co. (SD) Search and Rescue - member; Rapid City Schools (SD) system - tutor.**
5. Describe any previous and current board experience, including whether with a for-profit or non-profit institution. **Teton County Board of Health member, Idaho Falls District 91 Education board member, private school board member, Coordinator of the U.S. Department of Energy Environmental Management Board for the Idaho National Laboratory, a federally-commissioned citizens advisory board.**

6. What skills and background would you contribute to the SJH Board of Trustees? **I have executive experience in leading large organizations through change, with an emphasis on shifting workforce (recruitment, retention, and linking skills with scope) and managing stakeholder expectations. These translate well to the hospital setting in which I am both formally educated as an administrator and familiar as a user (patient).**

I lead particularly well under non-standards conditions and am known for my decision analyses, risk assessment, creative thinking, strategic design and innovation, and stakeholder management under pressure. The situation for SJH right now – pandemic response, sudden/severe manpower shortages, and an immediate housing crisis, with no easy resolution in sight – fits that description. And I sense that time is of the essence.

Specific skills:

- **[Project Management]** I have worked with large (\$6 B total project cost and \$100 M annual operating cost) construction, capital, and operating budgets and associated cash flow and earned value management, and I hold certification in advanced project Management from Stanford.
- **[Leadership]** I am a Senior Fellow with the Partnership for Public Service, a non-profit, nonpartisan organization that seeks improvement in federal government processes.
- **[Contract Management]** I am deeply familiar with high-value contract management (construction and management/operations), including proposal design, bid reviews and award, performance oversight, and closeout/transition.
- **[Compliance and Audit]** I have worked extensively with ISO 9001 requirements and regulatory compliance and have deep experience in performance review, program implementation verification, compliance reviews, and financial audit.
- **[Stakeholder Management]** I also have worked with Congressional, federal, state, and local officials as well as private entities to handle routine information sharing, resource planning and collaboration, and emergency response.

I am familiar with the role and work of the Joint Commission on Accreditation of Healthcare Organizations, and I am familiar with third party healthcare reimbursement strategies and management.

7. What hobbies and activities do you enjoy outside of work/business? **Writing, western trails exploration, history, geology and geomorphology, trap shooting, camping, biking, golfing, opera, theater, 19th century architecture, big game and big game-bird watching, gardening.**
8. Because of committee business, meetings and other discussion of hospital business, Trustees may spend up to eight hours a week on hospital business, and in time of special initiatives, substantially more than that. Much of the work is done during business hours. Are you able to make this commitment of time and service? **Yes. I lead my own management consulting business and therefore will have the flexibility to prioritize Board work.**

9. There are ten board meetings annually, and up to ten committee meetings for each committee each year, would you be able to commit to making nine board meetings and most committee meetings? **Yes.**

10. Have you ever run for public office? Are you comfortable doing so? **Yes, I ran a campaign last fall for a position on this Board and garnered a significant share of the voter support, particularly as I was a newcomer and virtually unknown to many in the community. I believe this indicates that my inclusion on the Board at this time would meet with public approval and acceptance.**

Regards,

Shannon A. Brennan

