

2022 Excellence in Governance Award Nominee



Kenneth McCuskey, Board Chair

Mary Greeley Medical Center, Ames

- Years of service at the hospital/organization = 18
- Years of service in health care = 18

Nomination

Brian Dieter, President and CEO

Mary Greeley Medical Center, Ames

I have had the opportunity to work with Ken since his appointment to the Mary Greeley Medical Center board of trustees in 2004, initially in my role as vice president and chief financial officer, then since 2008 in my current role at president and CEO. When the Sarbanes-Oxley Act passed in 2002, leading health care governance advisers suggested that the addition of a trustee with an extensive and varied financial background would be a wise move. Ken was recommended and, fortunately for Mary Greeley, agreed to accept an appointment to the board. The hospital was even more fortunate when Ken chose to run for reelection to the board and has continued to do so every four years since 2006.

Ken is the Mary Greeley Medical Center board chair and treasurer, as well as chair of the Finance and Audit Committee and the Governance and Compensation Committee. In addition, Ken is on the American Hospital Association Regional Policy Board 6. He has been on the governance planning committee and is on the Council on Education and Member Services for the Iowa Hospital Association. Ken has maintained his IHA certification as a trustee since its inception. Before his retirement from Sauer-Danfoss, Ken served as Board and Audit Committee Secretary, Chair of UK Pension Plan Trustees and the board of directors and officers of various United States, Canadian and European companies. He also has served on many local community service boards including the United Way of Story County, the Ames Educational Foundation and the Ames City Vision Committee.

Ken exemplifies the best in health care governance. He is a strategic thinker, a diplomat, a visionary and a leader. He is experienced, fair and ethical. He is proficient as a discussion leader and facilitator. Ken is supportive of Mary Greeley's objectives and vision and demonstrates both the personal and professional attributes that his position on the board entails. His extensive financial background provides a level of expertise that is an asset to any organization. Ken has served as a mentor to less-experienced members of the board. He is thoughtful and always prepared for the many board-level meetings he attends. Ken runs an efficient meeting yet is always approachable and encourages attendees to share their ideas and suggestions.

Summary

Ken McCuskey has been on the Mary Greeley Medical Center board of trustees since 2004 and is currently the board chair. In addition, he is chair of the Governance and Compensation and the Finance and Audit Committees. Ken has been on several Iowa Hospital Association committees and is on the Council on Education and Member Services. Since 2019, he has been on Regional Policy Board 6 for the American Hospital Association. Ken retired from Danfoss, a global manufacturing company, in 2017 as vice president and chief accounting officer. Ken has been on national and international company boards, as well as several local community boards including the United Way, the Ames Educational Foundation and the Ames City Vision Committee.

Letter of Support No. 1

Gary Botine, Vice President and Chief Financial Officer

Mary Greeley Medical Center

I am writing enthusiastically in support of Ken McCuskey to be honored with the IHA Excellence in Governance Award.

I have the unique perspective of having been an employee and colleague of Ken's for 21 years while at Sauer-Danfoss (now Danfoss Power Solutions) and now working with him in my role as the chief financial officer at Mary Greeley Medical Center for the past eight years.

While at Sauer-Danfoss, I witnessed Ken's professional and personal integrity as he always maintained the highest ethical standards. He has carried these traits over to his work on the Mary Greeley board of trustees and the various committees on which he serves. Several years ago, Ken requested more information related to Cyber and Information Security in his role as Chair of the Finance and Audit Committee. As a result of Ken's leadership, the committee has semiannual IT security updates and meets with the external security audit firm in a closed-door session at least annually, much in the same manner as the external financial audit firm is handled.

Ken has always been a mentor to me personally, leading by example and never asking someone to do something that he, himself, was not willing to do. Ken asks thought-provoking questions and listens to understand, both very good traits in a complicated health care industry. Ken understands his role on the Board is to govern, not manage, and works with the senior leadership team in a collaborative manner. Ken challenges the leadership team in positive ways and does not rubber-stamp decisions due to his passion to see our hospital be successful.

Ken is a strong advocate for health care locally, at the state level, and even the national level as evidenced by his roles on the planning committee for the IHA Governance Forums and the American Hospital Association Regional Policy Board 6. Ken actively seeks out opportunities for learning about the ever-changing health care industry and has maintained certification through the IHA's trustee certification program since its inception.

In summary, Ken is an excellent candidate for the IHA Excellence in Governance Award, and I would be thrilled to see him recognized for all he has done and continues to do for Mary Greeley Medical Center and our broader community.

Letter of Support No. 2

Sarah Buck, Trustee and Immediate Past Chair

Mary Greeley Medical Center

As Ken McCuskey's predecessor as chair of the board of trustees, Mary Greeley Medical Center, it is my privilege to provide a letter of support for his nomination for the Excellence in Governance Award.

I have been involved extensively with both the Iowa and American Hospital Associations and am a past recipient of this award. Throughout my varied health care experiences, I have appreciated the importance of excellence in governance and have had high expectations in my leadership positions. I have seen the gamut from exemplary performance to failure to understand or disregard of the role of a governing board. Ken McCuskey's performance as a trustee, which I've had the privilege to observe since 2004. Is exemplary.

Ken understands that the Board's role is to govern. not manage. He questions, challenges and advocates while respecting the position of management. Yet he is willing to roll up his sleeves and analyze the details of complicated transactions, bringing his finance expertise to bear, with the full support and gratitude of management.

Before his retirement. Ken's work schedule required extensive international travel. He was careful to plan so he could attend Board and committee meetings. He prepares thoroughly for meetings, which enables him to be an active and valued participant. He asks challenging questions, which helps the entire Board come to an understanding of issues.

Ken has volunteered to tutor and mentor other board members with more-limited grasp of finance. As a board officer and member of the Governance and Compensation Committee, Ken has a key role in setting and evaluating annual performance goals which align with Mary Greeley's strategic plan.

Ken has high regard for the continuing education that is important to strong Board performance. He participates in the high-quality educational programming offered by the IHA and American

Hospital Association, and other organizations such as the Governance Institute. Like his colleagues on the Mary Greeley Board. Ken achieved and has maintained certification through the IHA's trustee certification program since its inception.

Ken supports the organizations with which he is affiliated. Ken and his wife, Marie, support the Mary Greeley Foundation, and Ken provides annual support to the American Hospital Association and IHA PACs.

In his role as Board chair, Ken communicates regularly and effectively with physician and community leaders and with partner organizations on behalf of the Board.

Ken is an active participant in American Hospital Association Regional Policy Board 6. He has unique perspective as a trustee for a successful, mid-sized, independent, publicly owned, regional medical center. He can raise questions and challenges in a nonthreatening way. He has tremendous financial knowledge and experience.

The industry knowledge he has acquired during his nearly two decades on the Mary Greeley Board is extensive. He genuinely cares about the health care provided at the local, state, regional and national levels and is an effective advocate. An example of his service to the IHA is Ken's participation on the planning committee for IHA Governance Forums.

I enthusiastically support Ken McCuskey's nomination for the Excellence in Governance Award. If there is more information that I can provide that would be helpful to your deliberations, please let me know.

Letter of Support No. 3

John Dalhoff, Community Representative

Mary Greeley Medical Center Board, Finance and Audit Committee

It is my pleasure to write this letter of support for Kenneth McCuskey for the IHA Excellence of Governance Award. As a member of the Mary Greeley Medical Center's Board Finance and Audit Committee for the past eight years, I have witnessed Ken's proactive, engaging leadership style and appreciate how it contributes to enhanced health care services in Ames and the surrounding area.

I retired as vice president of a Fortune 100 manufacturing firm and served on several nonprofit boards. Ken possesses the qualities I've witnessed in effective leaders. Four qualities stand out as I have observed him interact with Mary Greeley Medical Center (MGMC) management and board members to achieve its strategic goals, serve the community and be a leading health care provider in the region:

1. ***Engaging Leader*** – Ken's self-deprecating leadership style is particularly effective in building teamwork to reach decisions and deliver results. He mentors others to set high standards for achievement and accountability for outcomes. In addition, Ken is forward thinking. He proactively follows current events that shape the future of the health care industry and keeps these issues in front of the organization. Examples include:
 - a. As chair of the MGMC Board's Finance Committee, Ken requested the information technology staff and its external security audit firm to provide regular cybersecurity updates to the Finance Committee to ensure oversight in this ever-changing environment.
 - b. Hospital consolidations, the Patient Protection and Affordable health care Act, new technology, Iowa's Medicaid Program and heart/dialysis/ambulatory surgery centers offer unique challenges. Ken consistently encourages the organization to be prepared to either minimize the impact or maximize the opportunities these trends present.
2. ***Pragmatic Thinker*** – Ken is adept in analyzing a situation, asking probing questions and weighing the consequences. He seeks to understand both the theoretical and practical side to any problem and appropriately comes to a balanced solution. The COVID-19

pandemic presented many new and different opportunities to exercise these skills. For example, the COVID-19 pandemic was particularly impactful on MGMC's financial results. Ken quickly grasped financial targets needed to be flexible in a rapidly changing environment; yet, challenging to ensure accountability and financial excellence.

3. ***Collaborative Problem Solver*** – Ken values teamwork and diverse opinions. When faced with a decision, he engages all the stakeholders. Ken instinctively solicits input from management, Board members and others to build consensus decision-making. For example, in 2020-2021, Mary Greeley faced a financial reporting decision related to the CARES Act. Generally Accepted Accounting Standards for the CARES Act payments are different for government and public entities. Following the Government Accounting Standards Board standards distorted benchmark information with Financial Accounting Standards Board entities. Ken sought input from management, board finance committee members and outside auditors to build a consensus solution.
4. ***Civic Minded*** – Ken supports initiatives that bind the Mary Greeley Medical Center to the surrounding community. As a Mary Greeley Medical Center board trustee, Ken has proactively supported construction or renovation projects totaling more than \$150 million to create an innovative and efficient building to deliver high quality health care in the region. Ken has also supported initiatives that enhance health within the community such as a Story County Healthy Life Center and new health care services, such as a psychiatric program and a wound care clinic.

In summary, Ken is a tremendous asset to the City of Ames and Story County. His dedicated service and contributions to Mary Greeley Medical Center's success and to the surrounding community makes him an excellent candidate for the IHA Excellence of Governance Award.

Letter of Support No. 4

Mary Kitchell, Trustee

Mary Greeley Medical Center

With great pleasure, I support the nomination of Ken McCuskey for the Iowa Hospital Association Excellence in Governance award. He embodies all the personal traits and social skills that promote excellence in governance. Those attributes, coupled with his concern for the well-being of others and his commitment to service make him a valued member of the Mary Greeley Medical Center board of trustees.

I first got to know Ken when we served together on the Executive Committee of United Way of Story County, a vital component of the safety net for our county. When we joined that board, the organization was stagnating, and public support for it was declining. There were some community leaders who recognized the problems but were hesitant to intervene due to the time and energy required of the board to make changes. But Ken is an optimist and a problem-solver, so he committed to change. The talents he displayed helped restore stability to the organization.

Although he had not previously been involved in health care, I was eager to recruit Ken to serve on the Mary Greeley Board for many reasons. First, he has the personal characteristics that foster good governance. Ken's ethical perspective, intelligence, honesty, integrity, his ability to communicate, engage in robust discourse, and draw others into discussion would contribute to our organization's success. His orientation to improve and achieve would enhance any organization.

Secondly, Ken has a deep understanding of business, industry and finance. After implementation of the Sarbanes Oxley Act, many national leaders recommended adding "finance experts" to hospital governing boards. Ken's career as the chief financial officer of a multi-national corporation certainly qualifies him as an "expert." As a member of the Finance Committee, with Ken as chair, I witnessed his effectiveness. Mindful of his role in governance versus management, he offered great support and advice to the management team as they navigated the complexities of hospital finance. I particularly noted his meticulous oversight of the audit and budget process, his insight in investing, borrowing, bond issuing, joint ventures, facility

enhancements, employee benefits, etc. I also remember specifically his steady hand during the 2008 recession when he reminded us that tough times can prompt novel solutions.

Besides his financial expertise, Ken's experience with teamwork, compliance, process improvement, and error reduction in industry provided a unique perspective to all the quality improvement efforts at Mary Greeley. While acknowledging that financial stability is the foundation, he affirms that it is in service to the patient experience and the quality of care we deliver.

Thirdly, I did not hesitate to recommend Ken to the board despite his inexperience with health care because I knew he would take every opportunity to learn about it. He did not disappoint. Curious by nature, he has taken advantage of multiple occasions to read, listen to webinars and attend conferences. He has achieved trustee certification every time he was eligible. His knowledge of health care is reflected in his appointment as the trustee representative to the Region 6 Policy Board of the American Hospital Association.

Recently elected as Chair of the Mary Greeley Board, Ken has earned the respect of all our board members. He has mentored less experienced board members. He listens respectfully to the contributions of everyone. His leadership style is authoritative and collaborative but not authoritarian.

I am privileged to serve on the Mary Greeley Board with Ken. His personal attributes, his deep knowledge of subject matter vital to the hospital's functioning, and his orientation to achieve and improve have all contributed to Mary Greeley's success. Those talents, coupled with his humility and desire to serve the community make him a worthy recipient of the Excellence in Governance award.

Letter of Support No. 5

Joseph Smith, President and CEO

Boone County Hospital

It is an honor to add my name to the list of those who support Ken McCuskey for selection as this year's Excellence in Governance Award recipient. It has been my pleasure to work with and get to know Ken through his commitments to the Iowa Hospital Association, the American Hospital Association Regional Policy Board and through his work as a trustee at Mary Greeley Medical Center. Over the past several years, our organizations have worked to improve our relationship and to develop ways that we could work together more closely to serve our communities.

During this work together I have found Ken to be a committed trustee who takes his position very seriously. He is a pragmatic leader who uses his past executive leadership experience to bring a very valuable perspective to his hospital and to his work through IHA and the American Hospital Association. Even though Ken has deep professional and executive leadership experience, he is also a lifelong learner. He leads by asking very pertinent questions that are designed to help him understand and to help others think more clearly about their goals, vision, and objectives. Importantly, he understands that his role as a trustee is to cast a vision, not to operate the organization.

Finally, and maybe most importantly, Ken is a nice guy. He deserves this recognition.

IHA involvement

Education:

- 2022 Governance Webinar Series
- Creating Successes: IHA's Summer Series for Health Care Leaders
- 2022 Governance Forum
- 2022 Hospital Day on the Hill
- 2021 Annual Meeting
- 2021 Noons in June: A Summer Leadership Forum Series
- 2021 Governance Webinar Series
- 2021 Governance Forum
- 2021 Hospital Day on the Hill

Board/Council memberships:

- Council on Education and Membership Services, 2019-2022
- 2011, 2013, 2015, 2017 and 2019 classes, Certified Trustee

IHA PAC Contributor:

- 2021
- 2020
- 2019