

PETER W. BUTLER, MHSA

Rush University Medical Center
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EDUCATION

Master of Health Services Administration, University of Michigan School of Public Health 1974-76
Ann Arbor, Michigan

Bachelor of Arts, Psychology, Amherst College, 1969-73
Amherst, Massachusetts

QUALIFICATIONS SUMMARY

Nationally recognized health care executive with over 25 years experience in prestigious academic medical centers and health care systems. Extensive leadership accomplishments in multiple settings. Strong values, strategic and analytical capabilities complemented by competitive focus on results. Passion for redesigning health care to meet consumer expectations. Superb listener, particularly in challenging settings that require accommodation of diverse perspectives and complex problem solving. Widely published, frequent public speaker and leader of health policy locally and nationally.

PROFESSIONAL AND ACADEMIC EXPERIENCE

Rush University Medical Center (RUMC) - Chicago, Illinois **2004-Present**
President of Rush University Medical Center (2014 - present)
President and Chief Operating Officer (2010 – 2014)
Executive Vice President and Chief Operating Officer (2004 – 2010)
Professor and Chairman, Department of Health Systems Management

On its main campus, RUMC includes a 674-bed tertiary, teaching hospital, College of Medicine, College of Nursing, College of Health Sciences, and Graduate College. Rush also includes three additional owned or affiliated hospitals and a large clinical integrated network (Rush Health). RUMC was recently recognized in 7 specialties by *U.S. News and Report* and has been consistently among the highest performers in the annual UHC Quality and Accountability Study. It was the first adult hospital in Illinois to achieve Magnet status in nursing, and has been named among the 100 “most wired” hospitals multiple times.

Rush North Shore Medical Center - Skokie, Illinois **2002-2004**
President

Rush North Shore is a 268-bed community teaching hospital which was affiliated with Rush University Medical Center until 2009, when it became part of NorthShore University HealthSystem and was renamed Skokie Hospital. Located in suburban Chicago, it has a full range of adult health care services and graduate medical education programs.

The Methodist Hospital System - Houston, Texas
President and Chief Executive Officer

1997-2001

The Methodist Hospital System is a pre-eminent academic health care system which includes The Methodist Hospital and other community hospitals. Well-known as home to renowned heart surgeon, Michael DeBakay, The Methodist Hospital has long supported significant educational and research programs. It has been consistently highly ranked by *U.S. News and World Report*, rated most preferred hospital in Houston, and ranked among the 100 most "wired" health care systems.

Henry Ford Health System (HFHS) - Detroit, Michigan
Senior Vice President and Chief Administrative Officer

1992-1997

HFHS is a large non-profit health care system in Southeast Michigan with over \$4 billion in annual revenues. It includes many owned or affiliated hospitals, a health plan with over 500,000 members, and a group practice with over 1,000 physicians.

Rush-Presbyterian-St. Luke's Medical Center (RPSLMC) - Chicago, Illinois

1982-1992

Vice President, Administrative Affairs,
Rush-Presbyterian-St. Luke's Medical Center (1990-1992)
Acting Chairman, Department of Health Systems Management (1990-1992)
President, Rush North Shore Medical Center, a 268 bed community hospital (1987-1990)
Associate Vice President, Corporate Planning and Budgeting (1984-1987)
Budget Director (1982-1984)
Faculty member, Department of Health Systems Management,
Rush University- Assistant Professor (1982-1985)
Rush University- Associate Professor (1985–present)

RPSLMC, now called Rush University Medical Center, is a large, non-profit, academic health system including a nationally recognized flagship hospital and Rush University, a health university with a medical school, nursing school, college of health sciences, and graduate college.

Association of American Medical Colleges (AAMC) - Washington, D.C.

1976-1982

Senior Staff Associate, Department of Teaching Hospitals (1978 -1982)
Staff Associate, Department of Institutional Development (1976 – 1978)

AAMC is a trade association representing and providing services to all medical school and major teaching hospitals in the United States.

Michigan Blue Cross/Blue Shield - Detroit, Michigan
Research Assistant, Summer Intern

1975

Somerset House - Chicago, Illinois
Unit Manager (100 beds), long-term care facility.

1973-1974

Evanston Hospital - Evanston, Illinois
Administrative Assistant, Summer Intern

1970

ACADEMIC APPOINTMENTS

Department of Health Systems Management, Rush University Chicago, Illinois	2004-pres.
Department Chair	2004-pres.
Professor	2016-pres.
Associate Professor	1985-2015
Assistant Professor	1982-1985

SELECTED OTHER PROFESSIONAL ACTIVITIES

Member, International Hospital Federation University Hospital Steering Committee	2015-pres.
Member, AAMC Council of Teachers Hospitals Administrative Board	2015-pres.
Member, Illinois Hospital Association Transforming Illinois Health Care Task Force	2012-pres.
Commissioner, Medicare Payment Advisory Commission (MedPAC)	2008- 2014
Member and Former Chairman, University HealthSystem Consortium Board of Directors	2005-2012
Member and Former Chairman, National Center for Healthcare Leadership Board of Directors	2011-pres.
Member, The Midwest Alliance for Patient Safety Board	2010-2013
Member, Griffith Leadership Center Board, University of Michigan School of Public Health	2007 – pres.
Member, Health Research and Education Trust Board of Trustees	2004-2008
Member, Steering Committee, RAND Corporation study on impact of electronic medical records	2002-2004
Chair-Elect, Texas Hospital Association Board of Trustees	2001
Chairman, American Hospital Association Commission on Workforce	Feb-Dec 2001
Chairman, American Hospital Association Health Systems Governing Council	2000
Chair, University of Houston Clear Lake Advisory Board	2000
Member, Accreditation Council on Graduate Medical Education	1999-2001
Member, Michigan Hospital Association Board of Trustees	1995-1997

PUBLICATIONS – PEER REVIEWED

- Jarvis B, Johnson T, Butler P, O'Shaughnessy K, Fullam F, & Gupta R. (2013). The impact of electronic health records as an enabler of hospital quality and patient satisfaction. *Academic Medicine*, 88(10), 1471-7.
- Calhoun, J.G., Dollett, L, Sinioris, M.E., Wainio, JA, Butler P.W., Griffith J.R., & Warden, G.L. (2008). Development of an Interprofessional Competency Model for Healthcare Leadership. *Journal of Healthcare Management*, 53(6), 375-89.
- Calhoun, J., Baker, R., Butler, P.W., Sinioris, M., & Chen, S. (2004). Competency Identification and Modeling in Healthcare Leadership. *Journal of Health Administration Education*, 21(4), 419-440.
- Douglass, P, Rosen, R, Butler, P. W., & Bone, R. C. (1987). DRG Payment and Chronic Ventilator Patients: Policy Implications and Recommendations. *Chest*, 91(3), 413-417.
- Bone, R. C., Field, T., & Butler, P. W. (1986). Prospective payment Guidelines for the Critically-ill Patient: Time for Reassessment. *Journal of Intensive Care Medicine*, 1(1), 2-3.
- Bone, R. C., Butler, P. W., & Field, T. (1985). Intensive Care Monitoring in a Cost-conscious Age. *Respiratory Care*, 30(7), 621-627.
- Butler, P. W., Bone, R. C., & Field, T. (1985). Technology Under Medicare DRG Prospective Payment: Implications for Medical Intensive Care. *Chest*, 87(2), 229-234.
- Bentley, J. D., & Butler, P. W. (1987). Patient Case Mix: It's Not Too Early to Become Involved. *Pathologist*, 35(1), 32-35.
- Butler, P. W., Bentley, J. D., & Knapp, R. M. (1980). Today's Teaching Hospitals: Old Stereotypes and New Realities. *Annals of Internal Medicine*, 3(4), 614-618.
- Butler, P. W. (1980). Financing House Staff Expenditures in COTH Member Hospitals. *Journal of Medical Education*, 55 (9), 1129-1131.
- Knapp, R. M. & Butler, P. W. (1979). Financing Graduate Medical Education. *New England Journal of Medicine*. 301, 749-755.
- Butler, P. W. (1979). Sources of Construction Funds in Teaching Hospitals. *Journal of Medical Education*, 56(10), 869-871.
- Smythe, C. M., Butler, P. W., Jones, A. B., & Wilson, M. P. (1979). Departmental Review in Medical Schools: Focus and Functions. *Journal of Medical Education*, 53(4), 284-293.

PUBLICATIONS – BOOK CHAPTERS, RESEARCH REPORTS & TRADE / INVITED PAPERS

Anonymous (2015, February). “Leadership Development: Building the Workforce of the Future.” (Interview.) *Hospitals & Health Networks’ Executive Dialogue*, 39-50.

Butler, P. W. (2014, March 22). “A Hippocratic Oath for Healthcare Managers.” *Modern Healthcare*.

Butler, P. W. (2007). The Informed Decisions Toolbox: Tools for Knowledge Transfer and Performance Improvement: Practitioner Application. *Journal of Healthcare Management*, 52(5), 341-342.

Garman, A. N., Butler, P. W., & Brinkmeyer, L. (2006). Competencies: Leadership. *Journal of Healthcare Management*, 51(6), 360-364.

Grazier, K. L., (2001). Interview with Peter Butler, President and CEO, Methodist Health Care System. *Journal of Healthcare Management*, 46 (4), 214-217.

Butler, P. W. (1994). Medical Education and Patient Care in an Integrated Delivery System. *COTH Report*, Council of Teaching Hospitals, Association of American Medical Colleges, Volume 28, Number 1.

Smythe, C. M., Butler, P. W., Jones, A. G., & Wilson, M. P. (1978). *Departmental Review in Schools of Medicine*. Association of American Medical Colleges, Washington, D.C..

*Batchelor, G. J., Butler, P. W., & Jellinek, L. A. (1987). Clinical Profiles Manage Quality, Cost of Hospital Product. *Healthcare Financial Management*, 41(7), 66-69, 72.

Field, T., & Butler, P. W. (1986). “Prospective Payment.” In R. C. Bone, M.D. (Ed.), *Pulmonary Reviews*. John Wiley and Sons.

Butler, P. W. (1984). *COTH Survey of Housestaff Stipends, Benefits, and Funding*. Association of American Medical Colleges, Washington, DC.

Butler, P. W. (1983). Medicare Payment: Cost-per-Case Management. *Special Report 8, Budgeting*. American Hospital Association..

Sinioris, M. E., & Butler, P. W. (1983). Strategic Business Unit Planning Under Emerging Payment Systems. *Hospitals*.

Bentley, J. D. & Butler, P. W. (1982). Selected Data on a Small Sample of Teaching Hospitals. *Association of American Medical Colleges, Washington, D.C.*.

Butler, Peter W. (1977). “A Literature Review of Executive Time Management.” *Map Notes, Issue 7*.

Butler, P. W. (Editor) (1979). Map Notes, A Summary of Current Management Information for Academic Medical Center Administrators. *Association of American Medical Colleges, Washington, D.C., 1977-1979*.

Bentley, J. D. & Butler, P. W. (1982). Describing the Contemporary Teaching Hospital. *Association of American Medical Colleges, Washington, D.C.*

Butler, P. W. & Bentley, J. D. (1982). The Disease Staging Case Mix of a Sample Teaching of Teaching Hospitals: A Technical Report. *Association of American Medical Colleges, Washington, D.C.*

Bentley, James D., and Butler, Peter W. (1981). The DRG Case Mix of a Sample of Teaching Hospitals: A Technical Report. *Association of American Medical Colleges, Washington, D.C.*

Bentley, J.D. & Butler, P.W. (1981). Patient Case Mix: It's Not Too Early to Become Involved. *Pathologist*. 35(1), 32-35.

Butler, P. W. & Bentley, J. D. (1980). Ten Issues to Consider When Evaluating Case Mix Reimbursement. *Hospital Financial Management*, 10(5), 34-42.

Bentley, J. D. & Butler, P.W. (1980). Describing and Paying Hospitals: Developments in Patient Case Mix. *Association of American Medical Colleges, Washington, D.C.*

Butler, P. W. (1980). COTH Survey of Housestaff Stipends, Benefits and Funding, 1979. *Association of American Medical Colleges, Washington, D.C.*

Bentley, J. D. & Butler, P. W. (1980). Case Mix Reimbursement: Measures, Experiments and Applications. *Hospital Financial Management*, 34(3), 24-35.

Bentley, J. D. & Butler, P. W. (1979). Case Mix Measures and Their Reimbursement Applications; A Preliminary Staff Report. *Association of American Medical Colleges, Washington, D.C.*

McLaughlin, C., Smythe, C. M., Butler, P. W., & Jones, A. B. (1979). Strategic Planning and the Control Processes: A Study Guide. *Association of American Medical Colleges, Washington, D.C.*

Butler, P. W., Bentley, J. D., & Knapp, R. M. (1979). Toward a More Contemporary Public Understanding of a Teaching Hospital. *Association of American Medical Colleges, Washington, D.C.*

*Awarded Hospital Financial Management Association's Helen M. Yerger Best Article Award for 1987

SELECTED PRESENTATIONS

Butler, P. (2016, May), 1982-2050. *Rush University Commencement Address, Chicago, IL.*

Butler, P. (2015, May). National dialogue on payment trends. *Presentation, Annual State Hospital Association CEO Meeting, Chicago, IL.*

Butler, P. (2015, March). The Illinois Healthcare Environment. *Presentation at the Illinois Hospital Association / Rush University Leadership Academy for Healthcare Transformation, Chicago, IL.*

Butler, P. (2015, June). The leader's role in transformational change. *Presentation at the Illinois Hospital Association / Rush University Leadership Academy for Healthcare Transformation, Chicago, IL.*

Butler, P. W. & Atchison, T. (2015, March). Leading Cultural Change Through a Strategic Thinking and Visioning Process. *Invited Hot Topics Session at the Annual Congress of the American College of Healthcare Executives, Chicago, IL.*

Butler, P. W. (2014, August). Future of Healthcare and the Competencies Needed for Future Healthcare Leaders. *HSM Faculty, Retreat, Rush University.*

Butler, P. W. (2013, May). Embracing Change in the Emerging Healthcare Reform Landscape. *Presentation to Grand Rounds, Department of Internal Medicine, Rush University, Chicago, IL.*

Butler, P. W. (2010, November). Reaching Excellence in Health Management and Policies, *Panel session, Griffith Leadership Center Symposium, University of Michigan, Ann Arbor, MI.*

Butler, P. W. & Garman, A. N. (2007, October). The NCHL Graduate Education Demonstration Project: Rush's Experiences. *Presentation to the National Center for Healthcare Leadership Board of Trustees, Chicago, Illinois.*

Butler, P. W., Ansell, D., & Hargreaves, M. (2007, October). The Road Less Traveled: Rush's Patient Safety Journey: 2005-2007. *University HealthSystem Consortium Fall Forum, Palm Springs, California.*

Butler, P. W., & Garman, A. N. (2007, June). An Integrated Practitioner – Teacher Model: Mutual Benefits from Academic and Practitioner Roles. *Association of University Programs in Health Administration Annual Meeting, Orlando, Florida.*

Butler, P. W. (2005, October). Building Strategic Governance in Healthcare. *Alumni Biennial Institute of the University of Michigan, School of Public Health, Department of Health Management and Policy, Ann Arbor, MI.*

Butler, P. W. (2003, July). Strategies on Being the Best. *9th Annual Picker Institute International Symposium, Boston, Massachusetts.*

Butler, P. W. (2002, October). Redesigning of All Hospital Processes Focusing on the Patient Under Present Workforce Shortages. *VHA Senior Operating Officer Affinity Group Meeting, Freeport, ME.*

Butler, P. W. (2002, August). AHA Workforce Commission Report. *Health Systems Management Faculty Retreat, Rush University, Chicago, IL.*

Butler, P. W. (2001, November). Roundtable: Workforce Issues Update. *Health Research and Development Institute, Atlanta, GA.*

Butler, P. W. (2001, October). Marshalling Community Resources to Address Workforce. *University HealthSystem Consortium, Denver, CO.*

Butler, P. W. (2001, August). The Workforce Challenge. *ACHE Houston Chapter Meeting.*

Butler, P. W. (1999, October). A Report Card on Integrated Delivery Systems: Will This Megatrend Continue into the Millennium? *Association of American Medical Colleges Annual Meeting, Washington, D.C.*

Butler, P. W. (1999, October). Beyond Managed Care: Responding to the Market Demands. *Biennial Alumni Symposium, University of Michigan Department of Health Management and Policy, Ann Arbor, Michigan.*

Butler, P. W. (1999, May). Health System Development: The Continuing Revolution and Evolution. *Council of Teaching Hospitals Spring Meeting, Palm Beach, FL.*

Butler, P. W. (1998, May). New Strategies for a New Century: Integrated Delivery Systems and the Methodist Health Care System. *Guest lecture, Department of Health Systems Management, Rush University, Chicago, IL.*

Butler, P. W. (1998, April). Observations on the Houston Market, Integrated Delivery Systems and Careers in Health Care. *University of Houston at Clear Lake Spring Forum, Houston, TX.*

Butler, P. W. (1998, April). The Houston Market, Integrated Delivery Systems and Methodist Health Care System. *Houston Corporate Partners, Houston, TX.*

Butler, P. W. (1998, March). Information Technology and the Senior Executive: An Overdue Imperative. *Annual Congress of the American College of Healthcare Executives, Chicago, IL.*

Butler, P. W. (1997, December). Understanding and Responding to Government and Health Plan Financing Strategies for Health Care Services. *Association of American Medical Colleges Executive Development Seminar, Lago Del Mar, FL.*

Butler, P. W. (1997, May). Southeastern Michigan Market. *AAMC COTH Spring Meeting, Chicago, IL.*

Butler, P. W. (1997, March). Information Technology and the Senior Executive: An Overdue Imperative. *Annual Congress of the American College of Healthcare Executives, Chicago, IL.*

Butler, P. W. (1997, January). Understanding and Responding to Government and Health Plan Financing Strategies for Health Care Services. *Association of American Medical Colleges Executive Development Seminar, Leesburg, VA, January 24-29.*

Butler, P. W. (1996, October). Vertical Integration and System Formation. *On Job On Campus Program, University of Michigan, Health Management and Policy, Ann Arbor, MI.*

Butler, P. W. (1996, October). Achieving a Continuum of Care: Henry Ford Health System's Experience. *Chicago Health Executives Forum, Detroit, MI.*

Butler, P. W. (1996, May). Physician Report Cards and Information Feedback. *American Hospital Association Strategic Action Forum, Atlanta, GA.*

Butler, P. W. (1996, April). Clinical Integration: Advances, Missteps, Agenda Items for the Future. *Guest lecture, Kellogg School of Management, Chicago, IL.*

Butler, P. W. (1996, March). For Sale/For Rent: Outsourcing in the 90s. *HRDI Chief Operating Officers Conference, Pensacola Beach, FL.*

Butler, P. W. (1996, January). Understanding and Responding to Government and Health Plan Financing Strategies for Health Care Services. *Association of American Medical Colleges Executive Development Seminar, Leesburg, VA.*

Butler, P. W. (1995, October). Issues in Hospital Reimbursement and Resident Education. *Association of American Medical Colleges Executive Management Training Seminar, Leesburg, VA.*

Butler, P. W. (1995, July). The Future of Integrated Health Systems. *New Horizons in Healthcare Management, University of Alabama Alumni Institute, Destin, FL.*

Butler, P. W. (1995, April). Rx for Change: Michigan's Momentum in Health Care Reform. *Michigan State University, College of Osteopathic Medicine, Stakeholders Summit, Lansing, MI.*

Butler, P. W. (1995, February). Issues in Hospital and Physician Reimbursement. *Association of American Medical Colleges, Executive Development Seminar for Deans, Leesburg, VA.*

Butler, P. W. (1995, February). Ingredients for Successful Healthcare Integration. *Healthcare Forecast Conference, Irvine, CA.*

Butler, P. W. (1994, October). "Hospital and Physician Reimbursement: Organizing for Healthcare Reform", Association of American Medical Colleges Executive Development Seminar for Associate Deans and Department Chairs, Marathon, FL, October 17-18, 1994.

Butler, P. W. (1994, April). Model Arrangements Between Academic Medical Centers and Managed Care Systems. *Association of American Medical Colleges and Group Health Association of America, Leesburg, VA.*

Butler, P. W. (1994, February). Developing and Operating an Integrated Health System. *Annual Congress of the American College of Healthcare Executives, Chicago, IL.*

Butler, P. W. (1993, June). Integrated Health Care Delivery. *Missouri Hospital Association, Jefferson City, MO.*

Butler, P. W. (1993, June). Issues for Physician & Hospital Reimbursement, *Association of American Medical Colleges Executive Development Seminar for Medical School Deans, Leesburg, VA.*

Butler, P. W. (1992, October). Hospital and Physician Reimbursement Issues. *Association of American Medical Colleges, Executive Development Seminar, Marathon, FL.*

Butler, P. W. (1992, October). The Cost of Health Care. *Leadership Michigan Health Care, Ann Arbor, MI.*

Butler, P. W. (1991, December). The State of Hospital Care: Competence or Incompetence of Hospitals. *WGN Radio, Chicago, IL.*

Butler, P. W. (1983-1984). Workshops: Budgeting Procedures for Hospitals. *Healthcare Financial Management Association, New Orleans, LA; Las Vegas, NV; Lake Tahoe, NV; Philadelphia, PA.*

Butler, P. W. (1983). Workshops: Medicare Prospective Payment System: Implications for Medical Schools and Faculties. *Association of American Medical Colleges, Houston, Texas; Oakland, CA; Chicago, IL; Philadelphia, PA.*