



**Inclusion
and Equity**

INCLUSION MEANS
EVERYBODY

WE WILL PURSUE OUR MISSION TO PROMOTE HEALING, PROVIDE HOPE AND PRESERVE DIGNITY THROUGH AN INCLUSIVE WORKFORCE WHERE DIVERSITY IS RESPECTED AND REFLECTIVE OF OUR PATIENTS, RESIDENTS, FAMILY MEMBERS, CUSTOMERS AND EMPLOYEES.



KINDRED'S INCLUSION COUNCIL

Mission

Kindred Healthcare's mission is to promote healing, provide hope, preserve dignity, and produce value for each patient, family member, customer, and team member we serve.

Definition and Inclusion Principle

At Kindred Healthcare, diversity encompasses all of the ways that human beings are both different and similar, and inclusion is leveraging that diversity to create a fair, equitable, healthy, and high-performing organization. As an organization, we are committed to pursuing our mission to promote healing, provide hope, preserve dignity and produce value with an inclusive workforce in which diversity is leveraged, respected, and reflective of the patients, family members, customers, and team members we serve. Our goal is to maximize the potential of all team members to drive Kindred's strategy and enhance our brand.

Council Purpose and Structure

The Kindred Inclusion Council is committed to realizing our goal of promoting an inclusive environment that actively values diversity among all our team members, patients and families, and the broader community. The Council's purpose is to advise and propose to the Executive Committee of Kindred Healthcare how to implement inclusion strategy initiatives based on the goals of the organization. The Council will be responsible for ensuring that day-to-day inclusion-related work is planned, prioritized and implemented across the Kindred system for patients, team members, suppliers and the community as outlined in the Inclusion Strategy.

Council members will be expected to annually attend face-to-face meetings and conference calls. Council members will be expected to communicate to their organizational units on the progress and results made on inclusion initiatives. The time utilized for participating as a Council member will become part of each member's performance evaluation and they will be evaluated on their Council-related performance and accountability. The Council term will be for a minimum of two years. Based on vacancy and Council needs, members will be selected by senior leadership whenever a vacancy occurs to the Council structure, and a new member will be named within 30 days. At no time will 50 percent of Council members vacate their term.

KINDRED'S INCLUSION COUNCIL MEMBERS



TIM FINDLEY

Division Vice President of Diversity and Inclusion

Tim Findley is Division Vice President of Diversity and Inclusion at Kindred Healthcare. In this position, Tim has overall responsibility for the creation and implementation of the enterprise-wide diversity and inclusion strategy. He has worked in several different industries and disciplines.

Tim is former chairperson and vice chairperson of the Board of Trustees at Father Maloney's Boys Haven and a former member of the Board of Trustees at the Lincoln Foundation.

He also was chairperson of the Supplier Diversity Committee for Premier, one of the nation's largest performance improvement alliances of approximately 3,400 U.S. hospitals and 110,000 other providers.

A former board member of the Volunteers of America, the Louisville Central Community Centers, and the Kentucky Industries for the Blind, Tim has been a presenter at numerous conferences regionally and nationally, speaking on topics of leadership, diversity and inclusion, cultural competency and communications.

Tim has a doctoral degree from Spalding University, an MBA from Webster University, and a bachelor's degree from the University of Louisville. He is certified as a Diversity Professional/Advanced Practitioner by Cornell University in Ithaca, New York, where he also is a member of the adjunct faculty teaching leadership, diversity, inclusion and cultural competency.

Additionally, Tim has been an adjunct instructor at Webster University, Spalding University, Sullivan University, the University of Phoenix and Jefferson Community College.



KEN BOWMAN

DVP, IRF Operations – North

Ken Bowman has over 20 years of progressive leadership and administrative experience in acute rehabilitation service. Ken recently held the position of Chief Executive Officer, Van Matre HealthSouth Rehabilitation Hospital, in Rockford, Illinois. He is also the 2017 chair of the AHA's Section for Long Term Care and Rehabilitation Council.

Ken previously held the positions of Vice President of Network Services and Vice President of Business Development at Marianjoy Rehabilitation Hospital, in Wheaton, Illinois, and served as Executive Director of Rehabilitation Services at the Rehabilitation Institute of Chicago (RIC). He is a licensed Nursing Home Administrator in the State of Illinois and has served as Facility

Administrator for HCR Manor Care Health Services, in Naperville, Illinois. During this time, Ken published Resources Manual for The Licensure Examination for Nursing Home Administrators (Irwin Professional Publications, 1996). He opened the first rehabilitation outpatient clinic within a long-term care facility in the state of Illinois with Marianjoy Rehabilitation Hospital and Rest Haven Christian Services. He started his healthcare administrative career within the academic setting at Rush-Presbyterian-St. Luke's Medical Center, in Chicago, as the Senior Organ Procurement Transplant Coordinator.

Ken earned his master's degree in health administration from Governors State University, in University Park, Illinois. He has represented the State of Illinois on Capitol Hill as an Illinois delegate with the American Association of Homes and Services for the Aging, and continues to make Hill visits to discuss key legislative topic affecting post-acute care.



DR. SALLY BROOKS

CMO, Kindred Rehabilitation Services

Dr. Brooks joined Kindred Healthcare in November 2009 as VP of Medical Development to drive physician engagement strategies and clinical program development supporting the company's transitional care strategy. She was appointed CMO, Kindred Rehabilitation Services, in January 2015.

Before joining Kindred, Dr. Brooks was employed at UnitedHealth Group and Anthem Blue Cross Blue Shield where she developed and implemented Medicare and Medicaid programs that served inpatient, nursing center and ambulatory populations. Prior to launching her career as a physician executive, Dr. Brooks practiced in inpatient and ambulatory settings focused on older adult care.

Dr. Brooks holds degrees in pharmacy and biology in addition to her medical degree. She is a board-certified internist and geriatrician and Fellow of the American College of Physicians and American Geriatrics Society. She also is a member of AMRPA, advocating for acute inpatient rehabilitation services, previously served on the national Board of Directors of the American Geriatric Society and Health in Aging Foundation, and has been an invited speaker at several national professional meetings.



DEIDRA L. BYRD

Senior Vice President and Chief Employment Counsel

Deidra L. Byrd is a trusted advisor to senior leadership on employment matters and provides legal counsel to human resources. She has extensive class action, collective action and single plaintiff litigation management experience. Deidra manages an employment law team that, in addition to litigation responsibilities, has responsibilities in the areas of compliance, mergers and acquisitions, ERISA, EEO/AA and immigration.

Prior to joining Kindred, she was Divisional Vice President, Employment Law and Assistant General Counsel for Walgreens Boots Alliance. While at Walgreens, she was responsible for both employee relations and employment law.

Deidra has trained on numerous topics such as the benefits of positive employee relations, employment law, and wage and hour compliance. She has also served as keynote speaker and panelist at a number of national employment law seminars. She earned her JD in 1987 from DePaul University in Chicago, Illinois, and currently resides in Louisville, Kentucky.



RYAN CORBETT

Senior Director of Talent Acquisition

Ryan Corbett has worked for the Hospital Division of Kindred Healthcare for the last 10 years and is currently serving as the Senior Director of Talent Acquisition. In partnership with the marketing and communication department, Ryan leads media strategy for talent acquisition across all divisions for the enterprise.

Ryan began his career in talent acquisition with EIS, a small boutique recruitment firm in Cleveland, Ohio. This led to seven years at the University of Pittsburgh Medical Center culminating in a manager of recruitment role for one of the largest level one trauma hospitals in the country.



ADAM DARVISH

Senior Vice President of Physician Network Development – Hospital Division

Adam Darvish has enjoyed a 25-plus year career with Kindred Healthcare. Prior to his current position, which covers Kindred Hospitals in 47 states, he served as CEO and COO for Kindred Hospital Divisions in California and Washington.

Adam also serves as an Executive Vice President on United Hospital Association's board, and as a board member at the Hospital Association of Southern California and the California Hospital Association (CHA). For CHA, Adam also is the Post-Acute Board Chairman, and will be chair-elect for CHA Governance board in 2018.

Adam earned his master's degree in public health and health services administration from UCLA. He also earned his bachelor's degree in electrical/biomedical engineering from Rutgers University and his master's in electrical/biomedical engineering from the Georgia Institute of Technology.



JOSEPH DEVENUTO

Vice President, Clinical/Business Systems Development

Joseph DeVenuto has over 25 years of information services expertise with progressive leadership experience, currently serving as Vice President, Clinical/Business Systems Development for Kindred Healthcare. He is responsible for the clinical and revenue systems for line of business applications, long-term hospitals, rehabilitation services and facilities, and home health, hospice and community care. This includes supporting purchased applications as well as internally developed applications.

Prior to his current role with Kindred, Joseph served as Chief Information Officer for SIHO Insurance Services. Previously, he was Vice President of Information Technology for boice.net Consulting, and Senior Vice President of IT and Chief Information Officer for Trilogy Health Services.

Joseph has extensive practical experience in design and quality review processes for software development and project management. He holds an MBA from the University of Louisville and a bachelor's degree in computer science from the University of Kentucky.



LARRY FOSTER

CEO of Kindred Hospital Baldwin Park

Larry Foster is CEO of Kindred Hospital Baldwin Park. He transitioned from Kindred Hospital Chicago North facility where he had served as the CEO since 2006.

Originally from Louisiana, Larry completed the master's in nursing program at LSU Allied Health Center in New Orleans, worked in acute care for several years as an emergency department ICU Nurse, and then transitioned to management.

He began working in the LTAC industry at Kindred Hospital New Orleans (formerly THC) as a Clinical Coordinator before working at Kindred's Fort Lauderdale hospital as a Nursing Coordinator and Case Manager.

Larry relocated to Tampa, Florida, to be the Chief Nurse Executive for Kindred's Tampa/St. Pete hospitals, and later transitioned to Chicago Central as the COO, and was promoted to CEO in 2003.



MIKE GRANNAN

Vice President of Purchasing

Mike Grannan and his team have responsibility for supply chain management within all lines of business for the company, including long-term acute care hospitals, rehab therapy, and home health and hospice.

Mike joined Kindred in 1996 as Director of Purchasing and has managed the procurement function through the company's transition to becoming a national leader in post-acute healthcare.

Prior to joining Kindred, Mike served in various procurement functions for Humana and Columbia/HCA from 1984 to 1996. He holds a bachelor's degree in business administration from Indiana University.



CATHERINE KNIGHT

RehabCare Division Vice President – Operations

Cathy Knight joined RehabCare in 2000 as a Program Director, and has served as Division Vice President, Operations since 2005. She is a Certified Rehabilitation Registered Nurse (CRRN), and has over 25 years of clinical and leadership experience in the field of rehabilitation, both in Canada and the U.S.

Cathy previously served as Vice President of Patient Care Services for St. Elizabeth Health Care, the largest home health agency in Toronto, Canada, as well as Chief Operating Officer of a HealthSouth rehabilitation hospital in Kansas City. She was a founding board member of the American Stroke Foundation in Kansas City, and the president and board member of Independence, Inc., a community-based independent living center serving northeast Kansas.

She is currently the president of Mufindi Orphans, Inc., an NGO serving vulnerable children and families in rural Tanzania. Cathy lives in Lawrence, Kansas, and has five grown children who live in the Mufindi district of Tanzania; Kansas City, Missouri; Los Angeles, California; Brooklyn, New York and Lawrence, Kansas. She is a graduate of Queen's University, Ontario, Canada, and is currently in the graduate program for nursing leadership at the University of Kansas.



MARCIA MIKICH

Division Vice President, Compliance

Marcia Mikich has been with Kindred Healthcare since 2010. She held the position of District Director of Human Resources in the Nursing Center and Rehab Services divisions until 2015, at which time she became the Director of Human Resources Compliance. She is a certified Senior HR Professional.

Prior to joining Kindred, Marcia worked for the Mayo Clinic, Wheaton Franciscan Healthcare, and Transitional Hospital Corporation/ Community Psychiatric Hospitals. In addition to healthcare, she also worked as an HR director in the television/media industry for Fox Television.

Marcia holds a bachelor's degree in Medical Technology with a minor in business administration from Michigan Technological University, and she obtained her MBA specializing in healthcare administration from Ohio University.



LORENE PERONA

Vice President, Clinical Operations and Care Coordination – Hospital Division

Lorene Perona has served Kindred Healthcare since 2007 and currently holds the role of Vice President, Clinical Operations and Care Coordination for Kindred's Hospital Division. Her current responsibilities include aligning clinical coordination and care management to achieve successful quality outcomes and efficient delivery of care for our patients.

Prior to joining Kindred, Lorene worked with Hospital Corporation of America as an ICU nurse with increasing executive responsibility for acute care, as well as distinct part rehabilitation, psychiatric and home health in the quality/case management, CNO and CEO roles.

Lorene has recently completed an externship from the Harvard Business School in managing healthcare delivery, and she holds a master's degree in healthcare administration from the University of St. Francis and a BSN from the University of St. Catherine's in St. Paul, Minnesota. She has served as faculty for post-graduate courses in the essentials of healthcare administration at the University of St. Francis and as adjunct faculty for the Allied Health Division for Indian River State College.



JAMES POUILLARD

Vice President of Ancillary Services

James Poullard works cross-functionally supporting clinical operations in the areas of pharmacy, laboratory, respiratory therapy, dietary, dialysis and various other contracted ancillary services.

James joined the Hospital Division's support center in 2011 as Vice President of Pharmacy. Previously, James worked as an LTACH CEO and for 13 years held various acute care pharmacy leadership roles. James also served in the United States Army and Marine Corps Reserves.

James holds a doctor of pharmacy degree from the University of Arizona and completed a pharmacy practice residency with Cardinal Healthcare. He obtained his MBA from Our Lady of the Lake University and earned an executive certificate in business excellence from Vanderbilt University. He is also volunteer for Big Brothers Big Sisters of America.

James is an aspiring servant leader who has a strong desire to help Kindred exceed patient and performance expectations through continuous improvement of clinical-operations processes.



ESTHER RANKIN

Area Director of Operations

Esther Rankin has been with the organization for 13 years, working as an occupational therapist, Senior Program Director and, since 2008, Area Director of Operations. She has oversight over facilities in Missouri, Kansas and Nebraska.

Esther was born in Auckland, New Zealand, and travelled to the U.S. on a work visa soon after graduating to work and explore another side of the world. She returned to New Zealand, but then came back to the U.S. and has since become a citizen and made it her home.

Her favorite part of her job is helping clinicians advocate for the residents we serve in innovative and meaningful interventions.



SCOTT SHEPHERD

Director of Internal Communications

Scott Shepherd is Director of Internal Communications for Kindred Healthcare where he oversees enterprise-wide internal communications, and provides strategic and tactical communications support to all lines of business. Since joining Kindred in October of 2015, Scott has served as a key communications partner on several major initiatives, including the pending transaction to take the company private, the Gentiva/Kindred at Home integration, the rollout of the “Kindred for Me” HR platform, compliance activities related to RehabCare’s Corporate Integrity Agreement, and a variety of projects related to benefits and compensation programs.

Prior to joining Kindred, Scott spent 11 years with Caesars Entertainment Corporation, most recently serving as Director of Internal Communications, overseeing global internal communications for one of the world’s largest gaming entertainment companies. Scott also led employee-focused communications during the company’s \$28.8 billion buyout by two private equity firms, and oversaw internal communications in the wake of several natural disasters that directly impacted Caesars’ employees and the company’s operations.

Before his time at Caesars, he previously led internal communications for University of Colorado Hospital in Denver, and held consulting roles with Mercer and Hewitt Associates. Scott holds a bachelor’s degree in English – composition from DePauw University.



TIMOTHY SIMPSON

Vice President – Florida District

Timothy Simpson is currently Vice President – Florida District for Kindred Healthcare, a role he has held since 2012. He joined Kindred in 1994 as CEO of Kindred Hospital North Florida before transitioning to the role of Executive Director – Central Florida District in 2005.

Prior to joining Kindred, Timothy served as Assistant Administrator and Associate Administrator at National Medical Enterprises' Hollywood Medical Center, a JCAHO-accredited, 334-bed acute-care facility. His previous experience also includes roles with progressive responsibility at several hospitals in Virginia, including Virginia Beach General Hospital, Henrico Doctors' Hospital and Williamsburg Community Hospital.

Timothy holds a bachelor's degree in economics from Virginia Polytechnic Institute and State University, and a master's in health administration from Virginia Commonwealth University's Medical College of Virginia.



JASON ZACHARIAH

President of Kindred Rehabilitation Services

Jason Zachariah currently serves as the President of Kindred Rehabilitation Services. Jason, who joined the company in 2006, was previously Chief Operating Officer of Kindred Hospital Rehabilitation Services. He has been responsible for the company's hospital rehabilitation services business since July 2013.

Prior to that appointment, he served in various roles in the company's Hospital Division, including Chief Operating Officer/Executive Director for the division's California/Arizona District.

Jason earned a bachelor's degree with distinction in biology with a minor in chemistry from Duke University. He then earned a master's degree in biotechnology from Northwestern University and an MBA with distinction from the Kellogg Graduate School of Management at Northwestern.

INCLUSION MEANS **EVERYBODY**

WHY DIVERSITY AND INCLUSION ARE IMPORTANT

At Kindred, we believe there are several factors that make a strong business case for our commitment to inclusion, including:

Best Talent

As the demographics of our talent pool of well-qualified candidates continue to change and evolve, it is vital that we focus on a strategy of inclusion to enable Kindred to continue to hire, develop and fully engage the best talent available.

Best Medical Outcomes

Rapidly changing demographics and cultural characteristics of our patients, residents and the families we serve deserve continuous and consistent demonstration of the highest levels of understanding of their diverse needs so Kindred can provide them the highest quality care and best value.

Innovation

A well-led, inclusive environment enables us to proactively recognize, value and appreciate the individual experiences, ideas, perspectives and outlooks of all team members. An inclusive culture greatly contributes to innovation and problem solving as we continuously improve our ability to enhance our care delivery capabilities and our brand.

Stewardship

A commitment to diversity and inclusion helps enhance the financial stability of our organization by establishing relationships with and managing high quality, cost-effective suppliers and teams. We will enhance revenues by increasing market share in all communities, and limiting potential liability to our reputation related to government investigations.