



3010 Broadway St NE
 Minneapolis, MN
 55413-1768
 612-638-4900
www.lifelinkiii.com

May 22, 2018

Dave Evans
 Chair, AAMS Nominations Committee
 909 N. Washington Street, Suite 410
 Alexandria, VA 22314

RE: Letter of Intent for Region III Director seat

Dear Dave and the AAMS Nominations Committee:

This letter is written response to the Call for Board Nominations, to inform you of my interest in becoming Region III Director on the AAMS Board for 2018 – 2020

If elected as the Region III Director I will fully support the mission, vision and core values of AAMS. I will devote the time and resources needed to achieve the objectives, represent the interests of AAMS members, perform responsibilities that are assigned, and perform the fiduciary duties of care, loyalty and obedience that are outlined by the AAMS bylaws and the Board Code of Conduct.

My extensive experience in a broad and diverse range of healthcare operating companies will be unique to the Board of AAMS. I have worked with healthcare companies across the country working in public accounting consulting with Ernst & Young. This experience provided insight and to the diverse differences and challenges of healthcare organizations across the country. I have served in a variety of senior financial leadership positions with for profit and non- profit hospital, long term care, dialysis, and human services organizations.

Life Link III is an independent, community-style, non-profit air medical consortium of ten hospital systems representing over 50 hospitals. Ten years ago I joined Life Link III as their Chief Financial Officer and completed a very successful turnaround of their operations including significant contract negotiations with a union along with insurance payers, conducting enterprise risk assessments, operation improvements, and negotiations with insurance regulators. During this time Life Link III transitioned from leasing helicopters to purchasing and owning helicopters. Life Link III is responding to air medical industry changes that are affecting all AAMS members, the Affordable Care Act, changes in safety and FAA regulations, CMS rule-making, quality-based care and value-based payment requirements and many others.

Consortium Members

- Allina Health
- CentraCare Health
- Children's Minnesota
- Essentia Health
- Fairview Health Services
- Hennepin County Medical Center
- Marshfield Clinic Health System
- Regions Hospital -- HealthPartners
- Sacred Heart Hospital, Eau Claire, WI
- St. Luke's



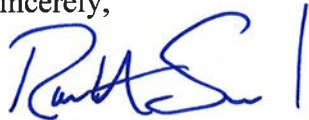
Robert Sannerud, continued

This breadth experience will allow me to contribute significantly to the mission and vision of AAMS and the success of you, the members of AAMS, as we respond to these industry-wide changes.

I will also bring special expertise in the areas of governance and accounting. I am a CPA and hold the Chartered Global Management Accountant (CGMA) designation. Consistent with governance best practices, as a CPA, I will bring audit committee financial expertise and skills to AAMS. My governance experience includes serving on local-, state- and national-level boards, serving on those board's executive, finance, investment and search committees. I am a past Board Chair of the Minnesota Society of CPAs (MNCPA) a past member of the American Institute of Certified Public Accountants' (AICPA) Governing Council and currently Vice-Chair of their Americas Regional Board.

It will be my goal as an AAMS board member, as it is now, to support improvement of the overall safety, patient care, education and the positive image and success of the air medical industry and you, the AAMS members. Thank you for your consideration of my application.

Sincerely,



Robert Sannerud, MBA, CPA, CGMA
Chief Financial Officer
Life Link III

GOAL as an AAMS Board Member

It will be my goal as a board member to support improvement of the overall safety, patient care, education and the positive image and success of the air medical industry and our members.

PROFESSIONAL EXPERIENCE

Life Link III – Minneapolis, MN **2008 to Present**
Chief Financial Officer

Life Link III has an annual budget of \$35 million, transports 2,700 patients annually with 130+ employees. Responsible for annual planning and forecasting, accounting, banking, risk management, audit, Form 990 non-profit tax matters, contracts, investment management, underwriter relationships and financial reporting.

RWJ & Associates - Edina, MN **2000 to 2008**
Managing Director

A professional search and contract staffing firm for healthcare, non-profit, and financial service businesses in the Twin Cities. Responsible for all aspects of operations including client relationship management, sales, marketing, P&L, client relations, prospect and business development.

RAS Services - Edina, MN **1998 to Present**
Accounting, tax, and business advisory services for individuals, non-profits, and personal representative services.

Dungarvin, Inc. - St. Paul, MN **1996 to 1998**
Chief Financial Officer

A provider of housing and support services to people with developmental disabilities; \$64 million annual revenues, 25% annual growth, 2,200 employees; operations in 12 states; serving over 1,200 clients in 400+ locations. Responsible for annual planning, accounting, information systems, audit, tax, and financial reporting.

Regional Kidney Disease Program of Caremark/DaVita - Minneapolis, MN **1995 to 1996**
Director of Finance

A \$35 million division of Caremark, Inc. - a Fortune 500 company. Sold to Total Renal Care/DaVita in June 1996. Managed accounting, audit, financial reporting, quarterly forecasts, billing and collection and transfer of all functions to new owners.

Minnesota Masonic Home - Bloomington, MN **1990 to 1995**
Chief Financial Officer

Established the accounting and finance function and systems that allowed it to double in size to \$21 million in revenue, more than \$95 million in assets, over 450 employees in five years. Responsible for accounting, information systems, investment management, cash management, audit, budget, benefits plan design, tax, investment manager, underwriter and bank relationships, and board reporting.

Prior experience: public accounting and industry

Ernst & Young - Minneapolis, MN Senior Consultant **1988 to 1990**

Laventhol & Horwath – Minneapolis, MN Supervisor **1986 to 1988**

Allina Health (Health Central) – Minneapolis, MN Financial Consultant **1980 to 1986**

Project/engagement experience included medical group operations including succession planning, mergers and acquisitions, reimbursement analysis, medical group billing, corporate-wide capital budgeting and annual planning process, tax-exempt bond financing, Medicare and Medicaid cost reporting and Medicaid litigation strategy and analysis.

EDUCATION

MBA - University of North Dakota, Grand Forks, ND 1980

BA Business Administration - Concordia College, Moorhead, MN 1977

PROFESSIONAL LICENSES, HONORS, MEMBERSHIPS AND ACTIVITIES

Certified Public Accountant – Minnesota

Chartered Global Management Accountant (CGMA)

CFO of the Year 2010 – Non-Profit Health Care, *The Twin Cities Business Journal*

SAYFSM (Sub-Saharan African Youth and Family Services Minnesota)

- Board of Directors (2016 – Present)
 - Board Chair (2017 – Present)

American Institute of Certified Public Accountants

- AICPA Americas Regional Board (2016 – Present)
 - Vice Chair, Americas Regional Board, 2018-2019
- AICPA Governing Council (2013 - 2017)

Minnesota Society of Certified Public Accountants:

- Board of Directors (2009 - 2016)
 - Finance Committee (2010 – 2012)
 - Vice-Chair, Chair Elect and Chair (2012 – 2015)
 - President Search Committee (2015-2016)

Normandale Lutheran Church:

- Church Council Member (2010 – 2016)
 - President (2012 - 2014)

Normandale Lutheran Church Foundation: (2002 – 2009)

- President (2005 - 2008)

University of North Dakota: – Graduate Teaching Assistant, taught undergraduate finance courses

North Dakota Department of Commerce: – North Dakota Ambassador (2006 – 2009)



3010 Broadway St NE
Minneapolis, MN
55413-1768
612-638-4900
www.lifelinkill.com

Consortium Members

Allina Health
CentraCare Health
Children's Minnesota
Essentia Health
Fairview Health
Services
Hennepin County
Medical Center
Marshfield Clinic
Health System
Regions Hospital -
HealthPartners
Sacred Heart Hospital,
Eau Claire, WI
St. Luke's



May 22, 2018

Dave Evans
Chair, AAMS Nominations Committee
909 N. Washington Street, Suite 410
Alexandria, VA 22314

Dear Dave and the AAMS Nominations Committee:

The Life Link III organization enthusiastically and completely supports the nomination of Robert (Bob) Sannerud for the Region III seat on the AAMS Board of Directors.

I have had the privilege to work with Bob since I joined Life Link III in 2011. He is a trusted colleague whom I and the Board of Directors can rely on for solid analysis and presentation of initiatives, integrity of financial results and supportive of staff initiatives. I have found him to have a strong commitment to the air medical industry and is an advocate for EMS.

Bob began his career in healthcare and public accounting with the Big 4 firm of Ernst & Young. As the CFO for Life Link III, Bob has made significant contributions since he joined the organization in 2008. At that time Life Link III, an air medical transport company in the business of saving lives, was itself in need of life-saving assistance. Life Link III was close to bankruptcy with 4 days of cash in the bank. Working with the Board of Directors, staff, a union, vendors, banks, and insurance companies, he engineered the turnaround of the company in 12 months. In recognition of this turnaround he was recognized as CFO of the Year by The Minneapolis-St. Paul Business Journal. Today, Life Link III continues to grow and provide its life saving services to its patients.

Bob has a strong presence in the community and in the accounting profession, serving on volunteer boards; currently serving on the American Institute of Certified Public Accountants' (AICPA) Governing Council and their Americas Regional Board. His experience, commitment and personal character are of the very highest quality.

I highly recommend Bob for the Region III director position on the AAMS Board of Directors. Please feel free to contact me should you need anything further.

Sincerely,

Edward R. Ero, FACHE, CAE, CMTE
President & CEO
Life Link III

May 23, 2018

Dave Evans, EMT-P, CMTE
Chairman, Nominating Committee
Association of Air Medical Services
909 North Washington Street, Suite 410
Alexandria, VA 22314

RE: AAMS Board Position – Region III Director

Dear Mr. Evans,

I am reaching out once again to nominate Robert Sannerud to the Association of Air Medical Services Board of Directors. Bob has been the Chief Financial Officer at Life Link III for over ten years, and manages a budget of \$34 million with patient transports of increasing to more than 2,600 annually. I believe that Bob will bring his wealth of knowledge and experience to the Board, as well as over 17 years of service in the healthcare industry.

The ever changing political climate of the country around healthcare and the air medical community requires that we have voices at the board level who can speak to the importance of safety and patient care throughout the industry. The fact that Life Link III and Bob have supported the current legislative pursuits of AAMS and has been part of a team that has participated actively and thoughtfully on behalf of our industry provides ample reason to see this worthy executive help shape the future of our industry from the AAMS Board of Directors. Bob clearly understands our industry, understands the mission, vision and core values of AAMS, and would bring a respected voice and perspective to the Board. Bob has committed to devote the necessary time and resources needed to achieve success representing Region III as its Board representative.

Please feel free to reach out to me with any questions regarding my support.

Sincerely,



Michael Allen
President and Chief Operating Officer

cc: Bob Sannerud, Life Link III

May 25, 2018

Dave Evans
Chair, AAMS Nominations Committee
909 N. Washington Street, Suite 410
Alexandria, VA 22314

RE: AAMS Board Position –
Region III Director

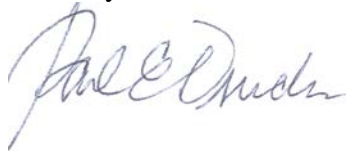
Dear Mr. Evans,

It is my pleasure to nominate Robert Sannerud to the Association of Air Medical Services Board as Region III Director. Bob is the Chief Financial Officer at Life Link III managing a budget of \$35 million with patient transports of increasing to more than 2700 annually. I believe that Bob will bring his wealth of knowledge and experience to the Board, as well as over 18 years of service in the healthcare industry, including the past ten years with Life Link III.

I continue to support the overall safety and patient care of our members, as well as the importance of AAMS' positive image and success in the industry. I believe that Bob understands the mission, vision and core values of AAMS and would bring a valuable voice and perspective to the Board. Bob has committed to devote the necessary time and resources needed to achieve success as an At Large Director.

Please feel free to reach out to me with any questions regarding my support.

Sincerely,



Paul Drucker, RN
Senior Director
Mayo Clinic Medical Transport