MIGUEL A. NÚÑEZ

MD, MBA, NACD.DC

Independent Director | Executive Chairman

Healthcare, Digital Health & AI Governance

Board Candidate Portfolio

Harvard CDC • NACD.DC • CERT • COSO ERM

2025

Board Bio & AI Oversight Brief

Independent Director and Executive Chairman combining active healthcare entrepreneurship with disciplined board-level governance. Currently launching **Sapien Care**, a digital health company focused on AI-enabled preventive care, while serving boards navigating digital transformation, regulatory complexity, and enterprise risk.

Previously, I founded and served as Chairman of **Salubris Health**, leading its evolution from a Medicaid health plan into a $120M+ Managed Services Organization serving 30,000+ members through 80+ provider networks. Completing the founder-to-chair transition sharpened my perspective on how boards steward innovation while maintaining fiduciary discipline and regulatory credibility, achieving 20% compound annual growth while maintaining NCQA accreditation and CMS regulatory compliance.

Certified through **Harvard Business School's Corporate Director Certificate (CDC)** and **NACD Directorship Certification (NACD.DC)**, my board work focuses on AI ethics oversight, algorithmic transparency, enterprise risk management (COSO ERM), and translating FDA and CMS regulations into practical governance frameworks. I have helped integrate AI governance into board charters, establish clinical AI audit protocols, and align innovation with compliance.

Board Competencies

• Strategic Growth & Transformation
• Digital Health Innovation & AI Governance
• Risk Management & AI Ethics
• Regulatory Compliance (Medicare/Medicaid/FDA/CMS)
• Financial Oversight & Audit Committee Leadership
• Cybersecurity & Enterprise Risk Management

Certifications & Committee Readiness

Certifications: Harvard CDC • NACD.DC • NACD CERT Cybersecurity • COSO ERM

Committee Readiness:
• **Primary:** Risk Committee (AI governance, algorithmic transparency, clinical safety)
• **Strong Fit:** Audit Committee (COSO ERM, financial controls, regulatory compliance)
• **Strategic:** N&G Committee (board composition, succession planning)
• **Specialty:** Compliance Committee (Medicare/Medicaid, FDA, HIPAA, CMS)

Strategic Governance & AI Oversight Brief

AI oversight is risk oversight by another name—boards that treat it as a technical issue miss its fiduciary essence. As artificial intelligence transforms healthcare and regulated industries, directors must evolve oversight from compliance checking to strategic resilience.

From Algorithmic Risk to Strategic Resilience

Boards must view AI not as an IT tool but as an enterprise risk driver. Consider a health system whose clinical AI tool recommends treatment pathways for 200+ patients daily. When an algorithmic update causes disparate outcomes across patient demographics, who owns the oversight? IT? Clinical quality? The board?

Without clear governance structures, accountability fractures—and so does patient trust. Effective AI oversight requires boards to ask not just *what* algorithms do, but *how* management validates their fairness, monitors their drift, and ensures transparent accountability when outcomes diverge.

AI Oversight Brief (continued)
Translating Ethics into Enterprise Risk Management

Integrating AI ethics into enterprise risk management (ERM) frameworks aligns with COSO and NIST principles. Boards should ensure management maps algorithmic risk to existing audit, risk, and compliance structures—making ethics measurable and auditable.

This means establishing board-level AI risk dashboards, clinical AI audit protocols, and quarterly reporting mechanisms to the Risk Committee. It requires defining clear ownership, escalation paths, and intervention thresholds when algorithmic performance deviates from expected parameters.

Questions Every Board Should Ask

• How does management validate fairness, explainability, and performance of AI systems used in clinical or operational decision-making?

• What governance mechanisms exist to detect bias, drift, or unintended clinical or financial outcomes from algorithmic recommendations?

• Which board committees oversee AI-related risk, and how often is algorithmic performance reported to the full board?

• What board-level dashboard monitors algorithmic performance metrics, including accuracy, drift detection, and patient safety indicators?

• How does management ensure algorithmic transparency and explainability when AI systems influence patient care pathways?

• What is our response protocol when an AI system produces outcomes that deviate from clinical standards or exhibit demographic disparities?

Practical Board-Level Implementation

Effective AI governance requires integrating algorithmic risk into existing COSO ERM frameworks rather than treating it as a standalone IT initiative. This means establishing quarterly algorithmic risk reporting to the Risk Committee, developing clinical AI audit protocols reviewed by Quality Committees, and creating board-level dashboards that track algorithmic performance across key metrics including accuracy, drift detection, and patient safety indicators.

The most successful approaches ensure AI oversight is not isolated in IT but integrated across clinical quality, compliance, and risk management functions—with clear escalation paths to the board when algorithmic performance deviates from established parameters. This cross-functional integration transforms AI ethics from an abstract concern into a measurable, auditable governance responsibility.

"AI oversight is risk oversight by another name. Boards that integrate algorithmic risk into existing ERM frameworks—rather than treating AI as a separate IT initiative—create the governance structures needed for responsible innovation."

Adapted from insights in The Health Boardroom Brief — Dr. Miguel A. Núñez's LinkedIn newsletter on healthcare governance, AI ethics, and board oversight.

Board Resume 2025

Independent Director and Executive Chairman combining active healthcare entrepreneurship with board-level governance expertise. Currently launching Sapien Care LLC, a digital health company focused on AI-enabled preventive care. Former Founder and Chairman of Salubris Health, a $120M+ Managed Services Organization serving 30,000+ members through 80+ provider networks. Certified through Harvard Business School (CDC) and NACD (NACD.DC), bringing expertise in strategic governance, AI ethics, enterprise risk, and regulatory compliance.

CURRENT LEADERSHIP & BOARD EXPERIENCE

Executive Chairman | Sapien Care LLC
2025 – Present
• Launching digital health company focused on AI-powered preventive care and health optimization
• Building scalable technology platform with minimal operational complexity
• Leading strategic vision and board governance for early-stage health tech venture

Chairman of the Board | Salubris Health
2020 – December 2025
• Led strategic transformation from Medicaid health plan to $120M+ Managed Services Organization
• Oversaw board governance across 80+ provider networks serving 30,000+ members
• Chaired audit, risk, and compliance committees with integrated AI governance framework
• Maintained CMS & NCQA accreditation with zero regulatory deficiencies
• Achieved 20% compound annual growth while navigating complex regulatory environment

KEY BOARD IMPACTS

• **Strategic Transformation:** Guided pivot from Medicaid health plan to MSO model, achieving enterprise value growth to $120M revenue / 30,000+ members

• **AI Governance & Risk:** Established AI oversight framework integrated with COSO ERM, including board-level algorithmic risk dashboard, clinical AI audit protocols, and quarterly reporting to Risk Committee

• **Regulatory Excellence:** Maintained CMS & NCQA accreditation with zero regulatory deficiencies through Medicare Advantage expansion, Medicaid contract negotiations, and value-based care transitions

• **Growth & Scaling:** Expanded provider network and improved margin performance with 20% compound annual growth over five-year period

TECHNICAL & AI GOVERNANCE EXPERTISE

Frameworks: COSO ERM • NIST Risk Management Framework • HIPAA • Medicare/Medicaid Compliance • FDA Regulatory Affairs

Specialization: Algorithmic Risk • AI Ethics & Transparency • Clinical AI Safety Oversight • Pharmaceutical Supply Chain Governance • Cybersecurity Oversight • Digital Health Regulatory Compliance

THOUGHT LEADERSHIP & PUBLICATIONS

GOVERNANCE EDUCATION & PROFESSIONAL DEVELOPMENT

• Harvard Business School: Advanced Corporate Director Seminar (2025)
• NACD Healthcare, Pharma & Life Sciences Industry Roundtable (2025)
• NYU Directors Academy: Program on Corporate Compliance and Enforcement (2025)
• Harvard Business School: Corporate Director Certificate Program (2024)
• NACD Directorship Certification Program

EXECUTIVE LEADERSHIP BACKGROUND

Founder & Chief Executive Officer | Salubris Health

2010 – 2020

Built and scaled healthcare enterprise from startup to $120M+ revenue; operated Medicaid Health Plan through 2014, transitioning to MSO; managed P&L, complex regulatory compliance, and external audit cycles; successfully navigated CMS, NCQA, and state Medicaid agency requirements

Founder, CEO & Chairman | Green Cross Health Systems

1994 – 2010

Founded multi-site behavioral health organization serving 100,000+ patients; achieved Medicare/Medicaid certification and JCAHO accreditation; chaired board, oversaw external auditors, managed state compliance and growth strategy

ADDITIONAL SECTOR EXPERIENCE

Aviation: FAA Senior Aviation Medical Examiner (2007–Present); Commercial Pilot with multi-engine and instrument ratings; Founded MAN Aerospace (aircraft leasing)

Real Estate Development: President, OneHomes LLC; led residential and commercial development projects in Florida, Nevada, North Carolina, South Carolina

Healthcare Technology: Co-founder, Team Aristeaus (Qualcomm Tricorder X-Prize finalist); active in digital health innovation and preventive care technology

Primary Care Practice: Active primary care physician (1992–Present); Diplomate, International Board of Lifestyle Medicine

PROFESSIONAL ORGANIZATIONS & AFFILIATIONS

• National Association of Corporate Directors (NACD)
• Private Directors Association (PDA)
• World Economic Forum
• World Medical Association
• Virtual Advisory Board — General Member
• University of Miami Miller School of Medicine — Voluntary Assistant Professor
• University of Miami 'Cane Angel Network — Angel Investor

EDUCATION

MD — Georgetown University School of Medicine
MBA — University of Tennessee, Physician Executive Program
BS (Honors) — University of Miami

CONTACT