



## FY19 Annual Report

When you can't breathe, nothing else matters<sup>®</sup>



# Our Impact

Our shared vision – a world without lung disease.  
We work to protect the lung health of 320+ million Americans with LUNGS.



## Impact Spanning America

Each year, our lifesaving mission directly impacts 20.3 million Americans and supports more than 327 million Americans through research, programs and advocacy.



\$174 million in research funded since 2000 with nearly \$8.7 million invested in research this past year.



Thanks to our advocacy efforts, 11 more states passed laws raising the legal age of tobacco sales to 21.



## Heroes for Lung Health

LUNG FORCE Heroes from all 50 states, volunteers and staff visited nearly 150 members of Congress in one day championing research and access to healthcare.



## Advancing Lung Cancer Screening

Our first-of-its-kind [Lung Cancer Screening Implementation Guide](#) helped community hospitals and health systems institute lifesaving lung cancer screening programs.



Our Year of Air Pollution and Health campaign spread the message that cleaner air means healthier lungs by raising awareness and offering resources.

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# A Heartfelt Thank You

## Leading in Lung Health

In fiscal year 2019, our leadership and authority in the public health community led to exceptional impact across all mission areas. Nothing illustrates this more than when our esteemed research team was recognized by the National Institutes of Health (NIH) and awarded one of our largest research grants to date, to conduct the first-ever long-term study of the lung health of millennials. Through this historic \$24.8 million grant, named “The American Lung Association Lung Health Cohort,” scientists will work through our Airways Clinical Research Centers to conduct a revolutionary study tracking young adult’s lung health nationwide in hopes of changing the way we address and prevent lung disease.

We took the lead when the youth vaping crisis turned deadly, warning America that e-cigarettes are not safe. Following our warnings, many major media outlets, including CBS, Warner Media and Viacom stopped running ads for e-cigarettes. Viacom directly cited our warnings when they made the announcement. We also launched a series of resources, including The Vape Talk, to help parents and schools help kids avoid these dangerous tobacco products.

As the leader in lung health, we continued to take on the #1 cancer killer in America – lung cancer. In FY19, more than 140,000 Americans took our “Saved By The Scan” lung cancer screening eligibility quiz, enabling tens of thousands to speak with their doctor about screening.

We invite you to look through this report and see the many areas where we led the way:

- Created the first Lung Cancer Screening Implementation Guide to help community hospitals and health systems institute lifesaving lung cancer screening systems
- Thanks to our advocacy efforts, 11 more states passed laws raising the legal age of tobacco sales to 21
- Invested nearly \$8.7 million in research this past year and added exciting new research awards to our grant program
- Created scores of new resources for people living with lung disease and their caregivers, including new online support groups
- Launched our Year of Air Pollution and Health campaign to spread the message that cleaner air means healthier lungs
- Celebrated five full years of our LUNG FORCE initiative’s impact on lung cancer
- Through LUNG FORCE Advocacy Day, helped secure a combined \$2 billion increase in NIH research funding from the House and Senate for FY2019
- And, much more.

We have so much to share and none of it would be possible without you. Only the generous support of our donors throughout the year makes our lifesaving work possible. Our commitment to you is to be the best possible stewards of your support and donations, and that commitment was recognized when we were awarded the coveted 4-Star rating from Charity Navigator.

On behalf of our National Board, nationwide volunteers and staff, we extend our deepest thanks to you—the many individuals, families, foundations and businesses who trust us to be America’s leader in lung health.

Yours in good health,



Penny J. Schilz  
National Board Chair



Harold P. Wimmer  
National President and CEO





**Invested over \$3 Million**  
in lung cancer research funding



**More than 1,300**  
LUNG FORCE Hero stories shared



**245,000+** have taken  
the "Saved By The Scan" screening  
eligibility quiz

Lung cancer is the number one cancer killer of both women and men in America. In FY2019, our LUNG FORCE initiative celebrated its fifth year of uniting women and men to rise up and defeat lung cancer.

Lung cancer research is a prime focus and this year we invested \$3.5 million in research grants to find new ways to detect and treat lung cancer. We also used research funding partnerships and advocacy for federal research funding to further our impact on lung cancer. One of these critical partnerships was the ongoing work of our two groundbreaking Lung Cancer Interception Dream Teams, created in collaboration with Stand Up To Cancer and the LUNGevity Foundation. These teams of leading researchers from across the country are focused on detecting lung cancer earlier, before it has a chance to take hold.



In recognition of [National Women's Lung Health Week](#) in May, we celebrated the sixth annual Turquoise Takeover. More than 150 famous landmarks, including Willis Tower in Chicago, were illuminated in turquoise, the signature color of LUNG FORCE.

## Highlights

- Celebrated five full years of LUNG FORCE's impact on lung cancer
- LUNG FORCE Heroes from every state, volunteers and staff visited 150 members of Congress
- More than 1,300 LUNG FORCE Hero stories shared
- Illuminated in turquoise 150 landmarks during Turquoise Takeover in May, helping raise critical awareness of lung cancer.
- 276,000 took the "Saved By The Scan" screening eligibility quiz since launch
- Hosted 36 LUNG FORCE walks in 25 states, raising funds for research, programs and advocacy
- Supported more than 140,000 patients and caregivers through our online communities.



# LUNG FORCE

In FY19, we also launched our “[My Lung Cancer Treatment Planning Tool](#),” an interactive tool that helps patients learn about their type of lung cancer and potential treatment options.

In April 2019, the American Lung Association presented CVS Health with our first Outstanding Corporate Partner Award recognizing them for five years of support as our LUNG FORCE National Presenting Sponsor. Generous funding from CVS Health has helped to expand research, offer cessation services, increase awareness and support lung cancer patients and their families – all in an effort to defeat lung cancer. CVS Health began partnering with the Lung Association when they made the bold decision to remove tobacco from CVS Pharmacy shelves. Together, we are working toward the first tobacco-free generation. The CVS Pharmacy in-store fundraising campaign encouraged customers to join us in making this goal a reality. CVS Health is one of [many generous LUNG FORCE partners](#) who have joined us to make a positive impact for people with lung cancer.



From left to right: Harold Wimmer, National President and CEO, American Lung Association; Penny Schilz, Chair, Board of Directors, American Lung Association; Joanne Dwyer, Senior Director of Corporate Social Responsibility, CVS Health and Director of CVS Health Foundation; Eileen Howard Boone, Senior Vice President of Corporate Social Responsibility & Philanthropy, CVS Health and President of CVS Health Foundation

## Milli was Saved By The Scan

Our LUNG FORCE initiative, in collaboration with the Ad Council, “[Saved By The Scan](#),” continued to encourage more people at high risk to get scanned for lung cancer and many of our LUNG FORCE Heroes shared how it saved their lives! Milli Wilson was the caretaker of her mother and brother who both died of lung cancer. When one of our [Saved By The Scan](#) public service ads caught her eye, she learned that she fit the profile to be eligible for a low dose CT scan for lung cancer. Her lung cancer was caught early, and now Milli is alive, cancer free and able to do the things she loves—sing!



## Heroes Make Their Voices Heard

Our LUNG FORCE Heroes are powerful advocates for lung health. On [LUNG FORCE Advocacy Day](#) in Washington DC, Heroes from all 50 states along with other volunteers and staff visited 150 members of Congress—all in one day—to advocate for quality, affordable healthcare and robust investments in medical research funding at the National Institutes of Health. Thanks to their efforts, we helped secure a combined \$2 billion increase in NIH funding from the House and Senate for FY19. Once again, our Heroes were a positive force for good!

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# Research

## Pioneering New Treatments and Cures



Received \$24.8 million  
for historic cohort study



Invested nearly \$8.7 million  
in research funding



58 awards and grants  
projects and 17 Airways Clinical  
Research Centers

This year we were excited to be awarded a first-of-its-kind millennial health study! In June, we were awarded one of our largest grants ever to study millennials' lung health when the National Institutes of Health announced a new \$24.8 million grant that bears our name: "The American Lung Association Lung Health Cohort." Through this historic grant, scientists will conduct the first-ever national study focused on the lung health of millennials. The scientists will leverage the national infrastructure of our ACRC to recruit study participants from its 17 centers across the U.S. The lung health of 4,000 healthy adults between the ages of 25 to 35 will be studied and monitored over several years, and potentially over their lifespan.



The members of our Research Team are pioneers who blaze trails into the unknown regions of medical knowledge, leading to new ways to prevent, treat and even cure lung disease. For more than 115 years, the American Lung Association has been a pioneer in the field of lung health research. Our funding directly results in innovative work that has a concrete life-changing impact on patients. Our research program includes our [Awards and Grants Program](#) and our [Airways Clinical Research Centers \(ACRC\) network](#), the nation's largest not-for-profit network of clinical research centers dedicated to asthma and COPD. This fiscal year, we increased our total research funding dollars to nearly \$8.7 million, spread across 58 promising research projects and our 17 Airways Clinical Research Centers.

Findings from several of our ACRC studies were published for the benefit of the entire medical community, including: research identifying an at-risk population for poor asthma outcomes; exploring the role of soy isoflavones in reducing asthma exacerbations in certain asthmatic patients and; determining if obesity increases respiratory tract infections in patients with asthma.

Awards and Grants studies were also published, including results from recipient Matthew Drake, M.D. This study looked at the role of eosinophils—disease-fighting white blood cells—in worsening asthma symptoms. Patients with high levels of eosinophils in the lungs may suffer from inflammation, tissue damage, and airway remodeling (structural changes), which make it difficult to breathe. Dr. Drake and his team concluded that airway remodeling contributes to the overall worsening of eosinophilic asthma.



# Research

## Using Nanoparticles to Better Diagnose Lung Disease

The body protects itself from infection from inhaled bacteria and viruses by creating mucus in the lungs, which captures the pathogen and moves it out of the lungs. In lung diseases like asthma and COPD, the movement of mucus is impaired, reducing lung function and increasing the chance of infection. With funding from the Lung Association, Dr. Gregg Duncan, who himself suffers from asthma, is working to use the ultrafine measurement ability of nanoparticles to create a new diagnostic tool to discover under what conditions mucus is cleared effectively and why it fails to clear in pulmonary diseases.



## Exciting New Research Awards

This year, we added several exciting new awards to our Awards and Grants Program, including:

- Catalyst Award, supporting the next generation of scientists who are ascending toward independence;
- Innovation Award, supporting the work of scientists with a proven track record of success, poised to make a significant impact in lung health discoveries, and;
- Public Policy Research Award, designed to help stimulate and inform important public policy debates around tobacco control, healthy air and lung disease.

## Guidance for Health Professionals

Much of our work helps health professionals do their work better. For example, our Lung Cancer Screening Implementation Guide, an [online resource](#), created this year in partnership with the American Thoracic Society, was a first-of-its kind guide to help community hospitals and health systems institute lifesaving lung cancer screening programs. Our [Tobacco Trend Brief](#), an online resource describing trends and disparities in cigarette smoking and use of other tobacco products, was an important resource for not just health professionals, but also policy makers, researchers and others.



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# Health Promotions

## Education and Support for All Americans with Lungs



Reached millions of Americans with education and resources on the youth vaping epidemic



34 LUNG FORCE Expos held, reaching almost 3,800 people



Our Lung HelpLine provided help and support to constituents making over 138,000 contacts

Every year, Americans trust the Lung Association to help them understand and manage their lung disease, overcome their nicotine addiction and live healthier lives. This past year, we developed even more resources to help people protect their lungs and to support both patients and caregivers as they face a wide array of lung diseases, including asthma, chronic obstructive pulmonary disease (COPD), lung cancer, pulmonary fibrosis, sarcoidosis and more.

In December, the U.S. Surgeon General issued an advisory about the youth [e-cigarette use epidemic](#), which was prompted by a [78 percent increase in youth vaping by high school students](#) and a [48 percent increase among middle school students from 2017 to 2018](#). The American Lung Association quickly became a leading voice in the public conversation, raising awareness of the dangers of e-cigarette use and providing resources to address it. On World No Tobacco Day, we launched [The Vape Talk](#), an online resource with a conversation guide to help parents talk with their kids about vaping. Additionally, we developed information and resources for youth, teachers and healthcare providers. As lung injuries and deaths due to vaping increased, the Lung Association spoke out in major media outlets about the dangers and urged that no one should use e-cigarettes.



Helping smokers quit and reducing everyone's exposure to secondhand smoke are essential parts of our mission. This year, we also fully integrated education about [lung cancer screening](#) into our [Freedom From Smoking®](#) cessation curriculum.





# Health Promotions

[Asthma](#) affects more than 25 million Americans, including more than 6 million children. This year, we brought our [Enhancing Asthma Care for Children](#) to 65 community health centers across four states. With one-on-one attention, our staff was able to provide extensive training for providers and other clinic staff on asthma diagnosis, medications, asthma management plans, ongoing asthma management and patient education. We also made major advancements to our asthma resources, including our [Asthma in Schools online resources](#) including our [Asthma Friendly Schools Initiative](#) and [Back to School with Asthma Checklist](#). Through our [Asthma Basics](#) course 5,255 patients and caregivers learned how to better manage their asthma.



To better support pulmonary fibrosis (PF) patients, we developed new online constituents' pathways on [Lung.org/pf](#) and invited them to join our Better Breathers Clubs, integrating PF support into the clubs' structure. We also added a pulmonary arterial hypertension (PAH) group to our online support communities which helped reach more than 140,000 patients and caregivers.



## Highlights

- Created and shared new videos showing people how to use supplemental oxygen.
- Integrated pulmonary fibrosis patients into our nationwide Better Breathers Clubs.
- Added a pulmonary arterial hypertension group to our online support communities.



## Supporting Patients Living with Chronic Cough

Chronic cough is one of the most frequent reasons for consultation with a healthcare provider and can often disrupt otherwise enjoyable activities, resulting in embarrassment, anxiety and social withdrawal. This year, we were pleased to share new [resources that provide education and support to individuals living with chronic cough](#).



## COPD Support

COPD (chronic obstructive pulmonary disease) is the fourth leading cause of disease death in the U.S. and impacts more than 15 million Americans. This year, we offered a wide variety of helpful resources, including our new tools and [videos on oxygen therapy](#), the Lung HelpLine, our Better Breathers Clubs and Inspire online [Living with COPD](#) support community.

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# Advocacy

## Leveraging Legislation for Better Health



Protected patient access to healthcare through the Affordable Care Act and Medicaid for the more than **35 million Americans** with lung disease.



Launched the **Year of Air Pollution & Health** campaign to raise awareness about the health impact of air pollution.



Helped 11 more states **raise their tobacco sales age to 21**, for a total of 16 states by year's end.

Every year, the American Lung Association, through the [advocacy efforts of both volunteers and staff](#), supports policies and legislation that protect our children from deadly air pollution and tobacco products, supports funding for critical lung disease research and health programs at the federal level, and much more. In FY19, we pushed back against a legislative climate that posed new challenges to protecting healthy lungs and healthy air.

The Food and Drug Administration (FDA) has been unacceptably slow in using its full regulatory authority over all tobacco products, especially flavored and highly addictive e-cigarettes, putting kids at risk of a lifetime of addiction to tobacco products. We won critical legal victories in lawsuits against the FDA, requiring the agency to use its full regulatory power over all tobacco products, including small cigars and e-cigarettes, and to implement a policy requiring graphic warning labels on tobacco product packaging by 2021.

Our advocacy efforts helped 11 more states and multiple cities and municipalities pass laws raising the legal sales age for tobacco products to 21. Tobacco 21 laws have been proven to reduce youth smoking rates. We also advocated—including taking legal action—to push the FDA to properly regulate harmful e-cigarette products and to remove from the market all flavored tobacco products, which appeal to kids and create the next generation addicted to nicotine.



Protecting quality, affordable healthcare for all Americans, especially the more than 35 million with chronic lung disease, was a top priority this year. The Lung Association wrote and released an issue brief, that highlighted multiple efforts by the Centers for Medicare and Medicaid Services, to work with states in enacting barriers to healthcare. We also mobilized the patient community to weigh in against these barriers, including so-called work requirement proposals, including in Kentucky, Arkansas and others.

# Advocacy

Healthy air and the Clean Air Act were again under attack on many fronts. In January, our Healthy Air Campaign launched [The Year of Air Pollution & Health](#) public education campaign that focused on a different aspect of the health effects of air pollution and climate change each month. We also fought the U.S. Environmental Protection Agency's (EPA's) plan to replace the Clean Power Plan with one that will allow more power plant pollution, and the undermining of lifesaving Mercury and Air Toxics Standards. Tactics included launching a Health Professionals for Clean Air and Climate Action webpage and newsletter and organizing successful health professionals' Congressional visits on climate and health.

## Highlights



- Won lawsuit forcing FDA to place graphic warning labels on tobacco products
- Worked throughout the year to protect the Mercury and Air Toxics Standards and pollution-reducing cleaner cars standards
- LUNG FORCE Advocacy Day helped secure a combined \$2 billion increase in NIH research funding from the House and Senate for FY2019



STATE OF  
**TOBACCO**   
CONTROL

Our 17th annual “[State of Tobacco Control](#)” report released in January 2019, graded states and the federal government on the proven-effective tobacco control laws and policies necessary to save lives. It found that FDA failed to protect kids from e-cigarettes, and states not funding proven tobacco prevention efforts. This year’s report also outlined the pieces needed to solve the tobacco use puzzle and revealed [the one critical piece that’s missing](#).



STATE OF THE **AIR**

Our 20th annual “[State of the Air](#)” report released in April 2019 found that 4 in 10 Americans live in counties with unhealthy air, putting them at risk for [serious health effects](#), with eight cities experiencing their worst air quality ever recorded. This year’s report spotlights the increasing role that the changing climate plays in worsening air quality across the nation, placing health and lives at risk.





# Special Events

## Take Action to Make a Difference



Hosted 42 Fight For Air Climb events



Held 36 LUNG FORCE Walk & Run/Walk events



Hosted 9 unique Cycle for Air Trek events



Nearly \$19 million raised from events to support research, education and advocacy

Sometimes the best way to support healthy lungs is with your feet! Lung Association fundraising events like Walks or Stair Climbs let you get active, have fun and meet others who share your passion for healthy lungs! No matter what your interest or activity level, we have an event nearby for you. This year, through our signature [Fight For Air Climbs](#), [LUNG FORCE Walks & Run/Walks](#), and our [treks](#), [galas](#) and [golf outings](#), thousands of our friends and family walked, ran, climbed, biked and more, all while raising essential funds to help those who live with lung disease.



### On the Move for Lung Health!

We thank the many special event participants and event volunteers whose contributions help make our lifesaving mission possible. Their support helps raise awareness to promote lung health and fund education, advocacy and research as well as support services for all those who struggle to every day just to breathe.



Forming a team makes event fundraising even more fun. Won't you join us and help our mission continue saving lives?



### A Flying Phoenix Joins the Team!

This year, Najee Richardson, American Ninja Warrior finalist "The Flying Phoenix" was our first [National Fight For Air Climb Ambassador](#). Sharing his experiences living with asthma, Najee teamed up with the Lung Association to raise awareness for lung disease and prove to young people that asthma doesn't have to slow you down.

### Honor Someone You Love

Every year, families, friends and coworkers get together and form event teams to honor someone they loved and lost to lung disease. If you have lost a loved one, or love someone who is currently grappling with lung disease, you can join our many volunteers who participate in a loved one's honor. Our events are a celebration of hope that raise much-needed funds for research, education and support for all people touched by lung disease.

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# Legacy Giving

## A Lasting Gift for a Healthier Tomorrow

Our generous donors understand that giving to the American Lung Association today delivers a healthier tomorrow. Not just better health and longer lives for us and our loved ones, but for future generations. Every gift, large or small, says that you care about the future of lung health and want to see our vision of a world free of lung disease become a reality. You can make a gift that will have a lasting impact for years to come by joining our [Legacy Society](#) or giving a gift to the Lung Association [in your will](#). Your loved ones, and future generations will thank you and know you cared.



### How Your Donation Helps

**Research:** Without research, new and better ways to prevent, treat and cure lung disease remain forever hidden from us. The Lung Association [funds a broad spectrum of medical research](#) that advances the knowledge of the entire medical community, increasing the opportunities for discoveries that will mean more lives saved, and making diseases like lung cancer, asthma, COPD, pulmonary fibrosis and many others, a thing of the past.

**Health Promotions:** The Lung Association is an incredible storehouse of [educational and support resources for patients and caregivers](#), and we're adding to it every day. Resources like our Better Breathers Clubs, Asthma Basics and our Lung HelpLine (1-800-LUNGUSA) help people across the country learn how to protect their lungs, understand their lung disease, manage their symptoms, make treatment decisions and much more. Your donation helps us provide the information and support needed for lung disease patients and their caregivers.

**Advocacy:** With your generous support, the Lung Association leverages the [advocacy efforts of both volunteers and staff](#), to support and defend laws that protect our children from deadly air pollution and tobacco products, support funding for critical lung disease research and health programs at the federal level, and much more.

### Earning Your Trust

We offer [many ways to give](#) and we give one special promise in return – you can trust the American Lung Association to put your donation to the best possible use to fulfill our vision of a world free of lung disease. In fact, 88 cents of every dollar goes to mission use. Stewardship at this level has earned us the coveted 4-Star rating from Charity Navigator, America's largest independent charity evaluator.

According to Charity Navigator, a 4-star rating means that the organization "exceeds industry standards and outperforms most charities in its cause." Ways to give include:

- [Make a one-time gift](#)
- [Make a recurring monthly gift](#)
- [Make a memorial gift](#)
- [Leave a gift in your Will](#)
- [More ways to give](#)

### Jim Ryan – Honoring Marlene

American Lung Association  
Legacy Society member  
Jim Ryan



Our donors are giving back in extraordinary ways, and their generosity makes our lifesaving mission possible. Each has a story and a reason to give. One of them is [Jim Ryan](#). When his wife, Marlene, passed away from pulmonary arterial hypertension in 2016, he wanted to do something that would honor her life and make a great impact for future generations. So, he became a [Legacy Society Member](#). [Read other donor stories](#) and learn more compelling reasons to support lung health.

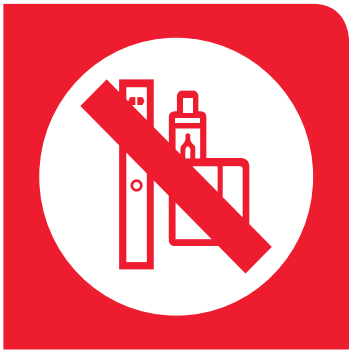


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# Looking Forward

## Free to Breathe

For 115 years, the American Lung Association has proven itself America's leader in lung health. Although we have an illustrious history, our sights are always on the future. Air pollution, tobacco products, diseases known and still unknown tell us every day that our work is far from over and we can never take a single breath for granted. Our mission to save lives by improving lung health and preventing lung disease is more important than ever. In fact, new threats to our lung health, like climate change, loosening of healthy air standards and the youth vaping epidemic, show that this might be the most critical time in our history. Working together through research, education and advocacy, we can achieve better health and longer life for all.





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# Supporters

Working Together to Save Lives by Improving Lung Health  
and Preventing Lung Disease

The American Lung Association gratefully acknowledges the businesses and foundations that have supported our lifesaving mission through their financial support in fiscal year 2019. Their support not only helps fuel our mission, but also demonstrates their trust in the American Lung Association to make a real difference in the health of Americans.

## National Corporate and Foundation Supporters



Bristol-Myers Squibb  
Foundation

THE DAVEE  
FOUNDATION

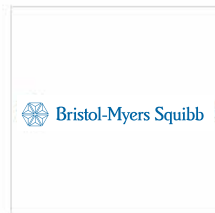
HCSC  
Health Care Service Corporation

SANOFI PASTEUR 

# Supporters

## National Corporate and Foundation Supporters

(continued)



# Supporters

## National Corporate Supporters

(continued)



\*PayPal and the PayPal logo are trademarks of PayPal Inc.

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## Health Industry Council

Fellow champions of lung health, American Lung Association Health Industry Council members gain meaningful and relevant information on policy, research and patient education and support efforts at twice yearly meetings that also serve as exclusive networking opportunities among corporate leaders.



## Nationwide Corporate Teams





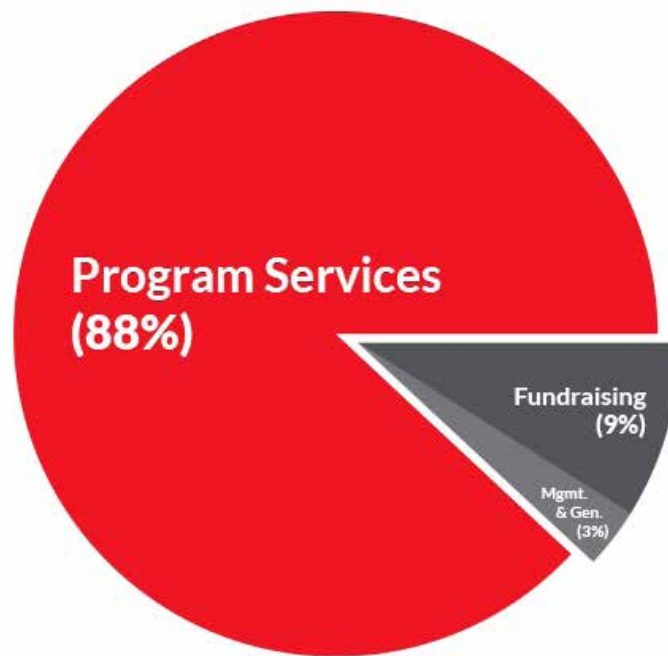
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# Financials

Committed to Excellence in Stewardship

Your gift to the American Lung Association helps us save lives by improving lung health and preventing lung disease in three areas proven to be effective: education/programs, advocacy and research. Every single gift makes a real difference in helping us fulfill our lifesaving mission.

The chart below illustrates the outstanding operating efficiency of the American Lung Association, with 88 cents out of every dollar going to program services nationwide.



As a [Better Business Bureau Wise Giving Alliance Accredited Charity](#), the American Lung Association values financial accountability and is committed to transparency with our donors and the general public.

## FY19 National Financial Documents

- [Audited Financials](#)



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# Leadership

## Committed to Excellence in Stewardship

The American Lung Association is governed by a dedicated and diverse volunteer Board of Directors, and managed by an experienced team of staff who guide its lifesaving mission daily.

### National Board of Directors | July 2018 - June 2019

Penny J. Schilz | Board Chair

Sumita B. Khatri, MD, MS | Vice Chair, Mission Programs

Stephen R. O’Kane | Secretary/Treasurer

John F. Emanuel, JD | Past Board Chair

Jennifer M. Bazante, MBA

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Johnny A. Smith, Jr.

Karin A. Tollefson, PharmD

Sterling QL Yee, MBA

Harold P. Wimmer | National President and CEO

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