

Curriculum Vitae

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Birth: July 25, 1959 - Durham, N.C.

Military Service: U.S. Public Health Service, 7/90-6/92, Lt. Commander

Training:
08/77-05/81 Undergraduate: University of Virginia B.A. Biology
07/81-06/85 M.D. Graduate: Duke University
06/85-06/88 Internship & Residency, University of Vermont/Internal Medicine
Medical Center Hospital of Vermont
07/89-06/90 M.P.H. (Epidemiology) Postgraduate: Johns Hopkins University
07/90-06/92 Centers for Disease Control Epidemic Intelligence Service

Current Hospital Membership: Sentara Hospitals Norfolk (active)

Licensure:
1992-present Virginia
1990-1993 Indiana
1989-1990 Maryland
1985-1989 Vermont

Board Certification: Internal Medicine – 1988 (current)

Professional Positions:

2019-2024: Vice President, Complex Care Solutions, Sentara Ambulatory Services Division, and Medical Director, Sentara Quality Care Network and Sentara Accountable Care Organization

I developed and oversee Complex Care Solutions (CCS), an operational unit of the Sentara Ambulatory Services Division, that develops and integrates programs to improve the quality and affordability of care for all patients, with special focus on those patients with complex care needs. Our teams deliver care in hospitals, clinics, homes, and virtually, with a goal of improving clinical, financial, and experiential outcomes. Our team members include 269 physicians and Advance Practice Providers (APP) in Hospital Medicine, Palliative Care, Hospice, and Hospital@Home; 14 Pharmacists and Pharmacy Technicians providing anticoagulation, diabetes care, education, and medication adherence services; 53 nurses

providing care management, patient education, outreach, gap closure, and transitions care; 6 coders and 20 provider coaches providing documentation education and workflows to support appropriate risk adjustment; and 3 APP performing home visits. Our teams support care in 9 hospitals, 6 regions, 220 clinics, and 1,000 homes in Virginia and North Carolina. In 2022, I assumed the role of Medical Director of Sentara Quality Care Network and Sentara Accountable Care Organization, in a dyadic partnership with VP, Population Health, to manage a network of 4,000 providers in a commercial/Medicaid CIN and a Medicare ACO, with 240,000 lives under management.

Previous Positions:

<u>Years</u>	<u>Position</u>	
2013-2019	Medical Director	Sentara Medical Group, Clinical Integration
2011-2019	Clinical Chief	Sentara Medical Group, Internal Medicine
2010-present	Internist	Sentara Family and Internal Medicine Physicians
08/01-02/10	Internist - Eastern Shore Physicians and Surgeons	
01/03-02/10	Chairman - Department of Internal Medicine, Shore Memorial Hospital	
01/05-02/10	Co-Medical Director - Hospice and Palliative Care, Eastern Shore	
2008-2009	Fellow - Claude Moore Leadership Institute, Medical Society of Virginia	
08/98-08/01	Internist - Sentara Williamsburg Community Hospital	
08/92-06/98	Director - Virginia Department of Health, Eastern Shore and Virginia Beach Health Districts	
07/90-07/92	EIS Officer - Centers for Disease Control and Prevention, Atlanta, Georgia	
12/88-4/89	Physician - Upachar Griha Clinic, Kathmandu, Nepal	
07/88-12/88	Physician - Porter Medical Center, Middlebury, Vermont	

Awards: Member, Alpha Omega Alpha Honor Medical Society
 Most Outstanding Physician in Training, Alpha Omega Alpha, University of Vermont 1988
 Exemplary Physician Award, Virginia Academy of Preventive Medicine and Public Health, 1998
 Doctor of the Year, 2005, Shore Memorial Hospital
 CEO Award, Sentara Healthcare, 2014, 2015, 2019, 2020
 “Top Hat” Award given to highest Sentara performers: 2019, 2021, 2022.

Community Services:

2013-present Norfolk Academy Medical Scholars Program (leader, preceptor)
 2007-2009 Board of Directors, Broadwater Academy (K-12 private school on the Eastern Shore),
 1991 Co-Founder - Friends of Ideal English School - A charitable organization providing financial support to a school for children in Nepal.

Previous Appointments:

1997-2000 Director, MSII Epidemiology Course for 2nd year medical students, Eastern Virginia Medical School
 1998-1999 Chairman, EVMS Graduate Program in Public Health Advisory Committee
 1995-1998 Board of Directors, Eastern Shore Rural Health Systems
 1994-1998 Board of Directors, Eastern Shore Community Services Board

1995-1998 Member, Pesticide Control Board, Commonwealth of Virginia

Professional Memberships: Group Practice Improvement Network
American Medical Group Association

Accomplishments:

2010: Led implementation of **Patient Centered Medical Home (PCMH)** standards and accreditation in 36 primary care sites, including quality dashboards, KPI, transitions workflows, and aligned provider compensation plans. Established Physician Practice Leader program for 36 primary care sites; established monthly medical home meeting program at each primary care site.

2012: Established the first **Performance Improvement CME program** in Virginia, to provide education to PCPs in value based care. Co-led implementation of a **Care Management program** in SMG, growing from 2 integrated care managers to 15, supporting 6,000 high risk Medicare advantage and Medicare patients annually.

2013: Co-led implementation of **Pharmacy program** at SMG to support anticoagulation, medication adherence, and pre-authorization for medication, growing from 1 pharmacist to 7 PharmD and 5 Pharm techs and MA FTEs, supporting 8,000 patients annually in all markets. Received designation as a **Center of Excellence in 2020**. Led **Medicare Advantage PMO**, overseeing clinical, coding, and quality programs, including risk adjustment program, integrated care management services, virtual pharmacy review program for 2 payer populations of 15,000 members. Results: Humana MER declined from 95% in 2014 to 79% in 2020; 4.2 STAR rating 2021. Led establishment of a **coding and documentation program** to support risk adjustment, growing from 1 to 6 coders supporting all primary care practices and all markets with risk adjustment support, provider alerts, dashboards, incentives, and establishing an in advance practice provider coaching program across all markets. RAF increase from 0.86 to 1.1 (Humana). **Redocumentation rate 91% for all MA and SACO 2021 (SASD data)**.

2014: Led implementation of **Careplus clinic**, providing geriatric concierge services to 1,200 MA and Medicare patients. Led system high-performance team for improving outcomes and efficiency in **care coordination**. Results: standardized roles, IT solutions. Established a training program for providers in techniques of communication to improve **patient experience**, using simulated patients. **Key founding leader of Sentara Quality Care Network** of 3,500 providers. Chair, Primary Care Clinical Protocol Committee 2014-2016

2015: Led establishment of retail clinic management services in 6 clinics with CVS; led establishment of **2 on-site primary care clinics with large local employers** (Stihl and MHI).

2016: Led implementation of **Extensivist model** at SNGH. Led **CPI team Appointment Availability** team focused on patient access; 1,000 providers across 4 employed medical groups providing 1.5 million visits annually. Results: NRC Patient survey data suggested the % of patients “Always” getting care when needed **increased from 45th% in 2015 to 63rd% in 2018**.

2017: Led implementation of **Senior Health Services**, an in-home primary care program using APP's to support our most fragile patients. Performed >1,000 home visits in 2022, providing wellness services, coding and documentation, post discharge care, and primary care. Became **Medical Director for Hospital Medicine Division**, supervising the Director of Medical Operations, Hospital Medicine, with 160 Physicians and 40 Advanced Practice Clinicians serving 8 hospitals, serving 1,150 patients daily.

2018: Established **Hospital and Palliative Medicine Care Division**, to achieve optimal performance in hospitalist and palliative care services. Developed dashboards, performance metrics, and new leadership structure to create Chief Hospitalist role, reporting to the hospital CMO.

2019: Won **CEO Award for Hospital Medicine performance** in quality, financial improvement, and patient experience.

2020: Our team won **first place in the 2020 CEO Award** competition for improving outcomes in wellness visits, quality, hospital follow up, accurate documentation and coding, and financial performance among patients with Medicare and Medicare advantage. Earned \$70 million in revenue and achieved 4.5 star performance in Humana Medicare Advantage. Co-led **HITOC**, the Hospitalist Intensivist Tactical Operations Committee, to respond to staffing needs across all Sentara hospitals for Hospital medicine and Intensivist medicine. This committee develop dashboards to monitor trends and projections in COVID patients, develop disaster staffing plans, identified and trained 400+ providers for inpatient care to manage surges, and coordinated and sourced provider staffing across all Sentara hospitals. Implemented an early discharge program called “**Sentara to home**” for managing COVID and CHF patients post discharge, using remote patient monitoring, hospitalist televisits, and home nursing care. >500 patients managed through 2022, with **readmission rate 9.7%** (40% below expected) and lower than expected LOS. Established **Hospitalist Telemedicine program** to provide Teleadmitting support to hospital teams using a remote hospitalist.

2021: Co-led establishment of the **Population Health Informatics Group**, to develop informatics solutions to support care manager-facing population health workflows to support quality, risk stratification, appropriate care, payer partnerships, SDOH management, and documentation. Established **Hospital at Home program** using through a collaboration with Sentara Home Health, using telemedicine, remote monitoring, and in-home nursing care. 1st patient admitted March 2021. Established **APP independent rounding** program in Hospital and Palliative Care Medicine to expand APP roles and team capacity. 2 APP privileged 2021. Led the Sentara provider implementation of **Unite Us**, a software solution to connect our patients and caregivers with an on-line community of providers of housing, food, transportation, financial support, and other services. Co-led establishment of **ValTOC** (value-based tactical operations committee) to develop joint ventures with Optima to improve outcomes in defined populations. Through ValTOC, developed and opened the Behavioral Health Care Center to improve access and follow up for behavioral health patients in Southside Hampton Roads. Opened December 2021. Established **Hospice and Palliative Medicine Care Division**, creating one functional team from two divisions led by a Director of Medical Operations. Goal is to align cultures, values, service expectations, and workflows between Hospice and Palliative Care. Co-led establishment of **Behavioral Health Tactical Operations Committee** in response to state mental health hospital closures to new admissions in July 2021. Developed dashboards to monitor volumes, identified safety and ligature risk, hired staff to expand inpatient capacity, developed tools for emergency department triage management, and developed a centralized bed flow process to coordinate activities across multiple emergency departments and fully utilize inpatient beds available. Established a **Telepsychiatry program** to serve 11 hospitals, providing 5,000+ Teleconsults to emergency departments and general medical floors in 2022. Implemented December 2021. 2020-2022: Served as VP on **Clinical Appropriateness Committee** 2019-2022, which oversees Clinical Process Improvement for the system.

Value-based care performance of CCS team:

- Humana STAR 4.3 2020-2021, 2022 3.91 YTD. 2022 RAF 1.11, MER 82.7%.

Readmit rate 10.5%

- SACO MIPS score 96%, PMPY savings rate 6.0% below benchmark.

