

STEVEN F. NEMERSON, MD, MSE, MBA

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SYSTEM TRANSFORMATION PHYSICIAN EXECUTIVE

Highly accomplished, senior-level medical executive with a demonstrated record of driving organizations to reduce costs, increase efficiencies, and improve outcomes through system transformation and physician alignment. Recognized authority at strategic program investment and development, integrated care delivery, reducing patient length of stay, increasing operational efficiency, enhancing clinical revenue, and improving clinical performance and patient experience scores. Champion for innovations encouraged by and necessary to conform to the U. S. Patient Protection and Affordable Care Act of 2010. Known as a strong leader in developing a High Reliability Organization through performance improvement and enhanced patient safety.

AREAS OF EXPERTISE

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|---------------------------------------|--|-------------------------------|
| * Population Health | * Accountable Care Organization | * Clinical Integration |
| * Physician Gainsharing | * Physician Compensation | * Physician Contracting |
| * Bundled Payments | * Medicare Shared-Savings | * Medical Co-Management |
| * Leading Organizational Change | * Engaging Medical Staff | * Nursing Partnership |
| * Performance Improvement | * Governance & Accreditation | * Expense Reduction |
| * Business Turnaround | * Regulatory & Policy Compliance | * Clinical Research Oversight |
| * Program Development | * Hospital-Physician Alignment | * Improving Patient Outcomes |
| * Implementing Best Medical Practices | * Highly Developed Communication and Presentation Skills | * Value Enhancement |
| * Reducing Care Variability | * Women & Children's Services | * Graduate Medical Education |
| * Pediatric System Development | | * Adult / Pediatric Alignment |
| | | * Pediatric Critical Care |

KEY SKILLS ASSESSMENT

INNOVATIVE LEADER - Leading projects allowing forward-thinking health systems to seize opportunities provided by the Affordable Care Act, CMS Bundled Payments, ACO Programs, and other initiatives.

SYSTEM EXPANSION AND INVESTMENT- Driving health system growth based on strategy, vision, values and business analytics, recognizing unique opportunity in pediatrics, women's health, and payer-provider relationships.

TURNAROUND CHAMPION - Designing and leading initiatives to align the medical staff and employed medical group with hospital and health system clinical, customer service, and financial goals.

POSITIVE CHANGE AGENT - Leading revision of physician performance oversight and regulatory compliance, enhancing clinical efficiency and outcomes; reducing disruptive physician behavior; and improving quality, customer service, and performance scores.

ORGANIZATIONAL DEVELOPMENT - Leading Medical Staff Office outreach and development, physician and provider recruitment, increasing size of physician medical staff and employed medical group, subspecialty representation, and reducing turnaround time to medical staff appointment.

ACADEMIC AND RESEARCH ADVANCEMENT - Increasing institutional support of, and partnership with, residency program directors and physician faculty, enhancing continuing medical education opportunities, developing clinical research enterprise, establishing and chairing Institutional Review Board.

PROFESSIONAL EXPERIENCE**SPECTRUM HEALTH****2015- PRESENT**

Spectrum Health is a not-for-profit health system, based in West Michigan, offering a full continuum of care through the Spectrum Health Hospital Group, which is comprised of 12 hospitals, including Helen DeVos Children's Hospital; 188 ambulatory and service sites; more than 3,400 physicians and advanced practice providers, including 1,400 members of the Spectrum Health Medical Group; and Priority Health, a health plan with about 710,000 members.

Chief Medical Officer, Post-Acute Health***Spectrum Health Medical Group, Spectrum Health Hospital Group***

System leader actively integrating leadership, operations and finance across Post-Acute Health/Continuing Care, a new Service Line incorporating all healthcare provided outside of traditional acute care settings. Services provided include inpatient and ambulatory physical medicine and rehabilitation, long-term acute care, sub-acute rehabilitation, home-based primary care, visiting nursing, palliative care, hospice, and geriatrics. Continuing Care operations and management oversees 569 sub-acute rehab and long-term care beds, an average daily census of 2285 patients in home and community-based services, 93 hospital inpatient beds, and 26 outpatient rehab locations.

Accomplishments:

- Redesign of physician leadership
- Recruitment of new physicians and advanced-practice professionals
- Stabilization, retention of existing providers
- Initiation of high reliability organization
- Increase in internal referral capture rate (inpatient and ambulatory Continuing Care services)
- Alignment of provider compensation with performance improvement initiatives

AURORA HEALTH CARE**2013- 2015**

Aurora Health Care is an integrated not-for-profit health care provider serving communities throughout eastern Wisconsin and northern Illinois. The System includes 14 hospitals and 172 clinic sites in 31 counties throughout the region. The South Market includes outpatient and ambulatory care sites in Kenosha, Racine, and Northern Illinois and inpatient acute care at Aurora Medical Center- Kenosha. Hospital medical staff size exceeds 450.

Chief Medical Officer, Aurora South Market***Aurora Medical Group and Aurora Medical Center- Kenosha***

Recognized expert and asset to facility and corporate leadership in developing and driving high reliability and customer service. Noted for the unique ability to reconcile competing independent and employed practitioners. analyze performance of strategic partners, and engage physician leaders in innovative growth and development. **Select advisor to System CEO on pediatric enterprise expansion.**

Accomplishments:

- Joint Commission Top Performer on Key Quality Measures
- Enhanced Alignment of Independent Medical Staff.
- Primary Care Redesign Champion.
- Performance Improvement of 3 separate Hospitalist Programs with resulting top-decile core measures scores.
- Improved Safety Impact Score to a perfect 4.0.
- Improved Care Management Impact Score from 1.6 to 3.3
- Improved Physician HCAHPS Scores to top quartile.

- Recruitment of Physicians in Primary Care, Orthopedics, Otorhinolaryngology, Dermatology, and other specialties.
- Revising Medical Staff Bylaws
- Improved support of physicians under corrective action.
- Established a Joint Multispecialty Peer Review Committee across the Market
- Advanced Safety Event Reporting to integrate with High Reliability Initiative

VANGUARD HEALTH SYSTEM

2011- 2012

A for-profit system with 26 acute care and specialty hospitals and related outpatient services located in Arizona, Illinois, Massachusetts, Michigan and Texas. Hospitals in Illinois include MacNeal, Weiss Memorial, Westlake, and West Suburban.

VANGUARD WEST SUBURBAN MEDICAL CENTER, Oak Park, IL

A state-of-the-art, 250-bed teaching and community hospital serving two diverse communities.

VANGUARD WESTLAKE HOSPITAL, Melrose Park, IL

A 282-bed facility offering services ranging from high-tech diagnostic procedures to specialized inpatient, rehabilitation, and psychiatric services.

Chief Medical Officer / Vice President Medical Affairs

Concurrent positions at both West Suburban (2011-2012) and Westlake (2012) Hospitals

Transformative leadership to ensure compliance, energize development, and exploit opportunities provided by healthcare reform under the Affordable Care Act.

Accomplishments:

- Improved Core Measures performance to 95th percentile.
- Improved readmissions rate from 50% to 15%.
- Improved Medicare ALOS from 4.5 to 4.0 days.
- Improved Medical Records Delinquency rate from 65% to 30%.
- Identified and integrated a new anesthesia provider onto medical staff, resulting in \$500K savings, improved SCIP measures performance, and enhanced customer service.
- Eliminated electronic ICU coverage in favor of in-house physicians, resulting in \$850K savings, improved nursing-physician partnership, and positive patient outcomes.
- Completely revised medical staff bylaws to become Joint Commission compliant.
- 100% penetration of the High Reliability Organization patient safety model throughout the medical staff.
- Established and led Vanguard Chicago Market Institutional Review Board.
- Integrated Clinical Research across 4 hospitals.

LOWER BUCKS HOSPITAL, Bristol, PA

2008 - 2010

Lower Bucks Hospital is a 186-bed acute care facility recognized for its cardiology expertise, OB/Gyn care, and full-service “cradle-to-grave” convenient to home care. Over 400 physicians treat more than 150,000 patients yearly in a variety of inpatient and outpatient settings.

Medical Executive Director / Chief Medical Officer

Led team that implemented processes and improvements that led to enhanced clinical revenues, improved clinical performance scores, increased regulatory compliance, and Joint Commission accreditation.

Accomplishments:

- Improved Core Measures performance by 30% increase.
- Improved Medical Records Delinquency rate from 60% to 20%.
- Designed, adopted, and implemented Disruptive Physician Policy.
- Improved Medical ALOS by 0.7 Days.

TEMPLE UNIVERSITY MEDICAL CENTER, Philadelphia, PA

2003 – 2011

A 714-bed teaching hospital. Physicians include the faculty of the Temple University School of Medicine.

Director of Pediatric Performance Improvement, Patient Safety and Utilization Management

Led initiatives resulting in the hospital's exceeding national standards of medical care and performance while simultaneously reducing the average cost of provided care.

Medical Director of Pediatric Intensive Care

Led management redesign of pediatric intensive care unit, resulting in reduced nurse and physician turnover, improved clinical operations, and measurable improvement in performance parameters.

EDUCATION

Master of Business Administration, Temple University, Fox School of Business, Philadelphia, PA, 2006
With Honors

Doctor of Medicine, Pennsylvania State University, College of Medicine, Hershey, PA, 1992

Master of Science in Biomedical Engineering, Johns Hopkins University, Baltimore, MD, 1988

Bachelor of Science in Biomedical Engineering, Brown University, Providence, RI, 1985

GRADUATE MEDICAL EDUCATION

Residency, Pediatric Medicine, Children's National Medical Center, Washington, D.C., 1992 – 1995

Fellowship, Pediatric Critical Care, Children's Hospital, San Diego, CA, 1995 – 1998

LICENSURE, BOARD CERTIFICATIONS, AND ACCREDITATION

Pennsylvania Medical Physician and Surgeon's License, MD-421095, 2003 – Present
Board Certification Subspecialty of Pediatric Critical Care, American Board of Pediatrics, 1998
Board Certification General Pediatrics, American Board of Pediatrics, 1995

ADVISING AND CONSULTING

Chief Executive Officer
Health System Analytics, Northbrook, IL, 2008 – Present

Partner, Healthcare Innovation, Analytics, and Technology Transfer
Rivia LLC, Chicago, IL, 2013-present

Principal, Healthcare, Biotech, and Pharmaceutical Segments
Dartmouth Partners, Bryn Mawr, PA, 2007 – Present

Associate and Expert, Strategy, Finance, and Clinical Application
Capgenic LLP, Wilmington, DE, 2007 – Present

Associate and Expert, Clinical Innovation and Application
Medox, Inc., New York, NY, 2006 – 2012

Medical Advisory Board, Pediatrics Channel
Revolution Health Network, Washington, D.C., 2006 – 2011

Medical Advisory Board, Critical Care Products
AstraZeneca Pharmaceuticals LP, Wilmington, DE, 2001 – 2003

CLINICAL RESEARCH

Chair, Institutional Review Board, Vanguard Health Systems, Chicago, 2011-2012

Co-Investigator:
Recombinant Factor VII during Spinal Surgery in Children, 2006 – 2007

Co-Investigator:
Xigris in Children with Severe Sepsis, 2000 – 2001

Principal Co-Investigator:
Prophylactic Intravenous Use of Milrinone After Cardiac Operation in Pediatrics, 2000 – 2002

Principal Co-Investigator:
Partial Liquid Ventilation in Children with Acute Lung Injury, 1998 – 2000

Co-Investigator:
Recombinant Bactericidal Permeability Increasing Protein in Severe Meningococcal Sepsis, 1998 - 2000

HOSPITAL APPOINTMENTS

Attending physician, Pediatric Critical Care
Shriners Hospital for Children, Philadelphia, PA, 2003 – 2011

Attending physician, Pediatric Critical Care
Chair, Pediatric Performance Improvement
Chair, Pediatric Patient Safety
Chair, Pediatric Utilization Management
Temple University Hospital
Temple University Children's Medical Center, Philadelphia, PA, 2003 – 2011

Attending physician, Pediatric Cardiac Intensive Care
Attending physician, Pediatric Critical Care
A.I. DuPont Hospital for Children, Wilmington, DE, 2003 – 2007

Attending physician, Pediatric Critical Care
Director of Research and Education, Pediatric Critical Care
Children's Hospital, Central California, Madera, CA, 2000 – 2003

Attending physician, Pediatric Critical Care
Director of Research and Education, Pediatric Critical Care
Children's Hospital of New Jersey at Newark Beth Israel Medical Center, Newark, NJ, 1998 – 2000

PUBLICATIONS**Articles**

Harel, Y., Metinko, A., Nemerson, S., et al. *Blood Loss and Transfusion Therapy During the Intra-operative and the Post-operative Phases of Posterior Spinal Fusion Surgery*. Spine, submitted January 2008.

Richard, R.B., Snider, M.T., Nemerson, S.F. *Calorimetric Evaluation of a System to Measure O₂ Combustion and CO₂ Exchange in Man's Injured Lung and an Artificial Lung Simultaneously*. Pennsylvania State University College of Medicine, Internal Publication, October 1991.

Nemerson, S.F., et al. *Calcium Kinetics in the Sarcoplasmic Reticulum of the New Zealand White Rabbit*. Master's thesis, Johns Hopkins University, May 1988.

Abstracts

Harel, Y., Metinko, A., Nemerson, S., et al. *Does Estimated Blood Loss During Posterior Spinal Fusion Surgery Exceed 50% of the Estimated Blood Volume for Idiopathic Scoliosis in Pediatric Patients?* Critical Care Medicine, December 2007.

Harel, Y., Metinko, A., Nemerson, S., et al. *Does Estimated Blood Loss During Posterior Spinal Fusion Surgery in Pediatric Patients with Non-Idiopathic Scoliosis Exceed the Estimated Blood Loss During Posterior Spinal Fusion Surgery in Pediatric Patients with Idiopathic Scoliosis?* Critical Care Medicine, December 2007.

Harel, Y., Metinko, A., Nemerson, S., et al. *Transfusion Replacement Therapy for Intra-Operative and Post-Operative Bleeding for Posterior Spinal Fusion in Pediatric Patients*. Critical Care Medicine, December 2007.

Mogck, D., Nemerson, S. *Assessing the Safe and Efficacious Use of Propofol for Monitored Anesthesia Care in a Pediatric Intensive Care Unit*. Eastern States Conference for Pharmacy Residents, April 2006.

Nemerson, S.F., et al. *Ultrastructural Changes in Pulmonary Capillaries of Neonatal Rabbit Lungs at High Pulmonary Capillary Pressures*. American Thoracic Society, April 1998.

Nemerson, S.F., et al. *The Fastrac Method for Securing Endotracheal Tubes in the Pediatric Intensive Care Unit*. The Seventh World Congress of Intensive and Critical Care Medicine, July 1997.

Bender, K.S., Gioia, F.R., Nemerson, S.F. *Measurement of Pulmonary Vascular Pressure-Flow Curves During ECMO*. Pediatric Research, April 1988.

Gioia, F.R., Bender, K.S., Nemerson, S.F. *Pulmonary Vascular Pressure Flow Relations During ECMO*. Fourth Annual ECMO Symposium, February 1988.

AWARDS

Top 25% of Teaching Faculty: Resident Physician Evaluations
UCSF Fresno Residency Program, 2001 – 2003

Keymaker Award: Excellence in Service, Care and Education
Temple University Health System, 2005

Golden Fish Award: Acknowledgment for Extraordinary Quality and Service
Temple University, Children's Medical Center, 2006

Beta Gamma Sigma International Business Honor Society
Association to Advance Collegiate Schools of Business, 2006