

Patrick A. Grusenmeyer, ScD, FACHE

Business Address

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Educator and former Senior Health System Executive

Associate Professor of Health Service Administration and experienced, innovative former executive at the intersection of strategy and operations. Effectively provides leadership that creates high quality coordinated patient care, exceptional teamwork, and strong operational performance. Extensive experience overseeing clinical, administrative, and service operations with a thoughtful, inclusive, decisive leadership style and a track record of building collaborative partnerships with health system leaders and physicians. Extensive expertise developing and reorganizing clinical programs, and improving quality of care and financial performance.

EXPERIENCE:

Nov. 2017 to Present **Associate Professor and Director, Center for Healthcare Leadership and Management, Department of Health Services Administration University of Alabama at Birmingham (UAB), Birmingham, AL.**

Primary areas of interest in teaching and research are healthcare policy, strategy and finance. Design and teach undergraduate healthcare policy course (HCM 480), Masters Strategic Planning and Management (HA 625), and executive doctor of science policy course (AHD 731). Direct Center focused on education for healthcare executives, including UAB National Symposium for Healthcare Executives and UAB Health System Certificate in Healthcare Administration.

Christiana Care Health System, Inc., Wilmington, DE
October 2001 – January 2018

Health System Background: Christiana Care Health System is one of the nation's largest private not-for-profit, teaching health care systems, dedicated to patient care, education and research. Christiana Care Health System includes Christiana Care Health Services, Inc., Christiana Care Health Initiatives, Inc., and Christiana Care Home Health, Inc. Health Services, Inc. is composed of 913 bed Christiana Hospital, 241 bed Wilmington Hospital, most clinical services, education and research. Health Initiatives, Inc. is composed of outpatient services and joint venture limited liability companies (LLCs) with physician partners/owners. Christiana Care is a Truven Health Analytics 2015 and 2016 Top 100 Major Teaching Hospital and Everest Award winner. Overlapping responsibilities at CCHS.

May 2011 to Jan 2018 **President and CEO, Christiana Care Health Initiatives, Inc. Christiana Care Health System, Inc.**

Reorganize Christiana Care Health Initiatives, Inc., a health system subsidiary corporation, eliminated low value businesses, transitioned business lines to CC Health Services to better coordinate services, improve patient care and profitability. Assess structure and operation of joint ventures, restructure organization within joint ventures. Sold joint ventures and wholly owned services. Serve as and appoint board members to joint venture Limited Liability Corporations.

Sept 2015 to Jan 2018 **Senior Vice President, Strategic Business Development Christiana Care Health System, Inc.**

Acquired four urgent care centers December 2016. Part of senior leadership team to develop Medicare Shared Savings Program ACO, 1/1/2016 start date, and Medicaid Risk contract with Highmark Blue Cross. Part of team that developed clinically integrated network, Christiana Care Quality Partners, Inc. (CCQP) including network design, organizational structure, and physician practice recruitment, effective 7/1/2015. Serve on CCQP Board of Directors. Board liaison to Reimbursement Committee.

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Served as Interim SVP Medical Group Operations, Medical Group of Christiana Care (Sept 2015 – Jan 2016) Reorganize and strengthen 350 physician employed medical group to improve performance and develop population health capabilities.

Develop business plan, secure System Board approval and oversee development of new Health Center in Concord, Pa. Assess development of health care center at University of Delaware site. Chair CCHS System Position Review Committee, review all open positions within system. Member of CEO Roundtable and CEO Forum, System Leadership Council, Strategic Planning Group, President's Cabinet and Compliance Steer Committee.

April 2009 to Sept 2015 Senior Vice President, Cancer and Imaging Services Christiana Care Health System, Inc.

Reorganize imaging services consolidating inpatient and outpatient operations from two separate corporate entities, align objectives, streamline resources and processes, human resources integration and joint capital planning, and oversaw the transition of professional physician services from an exclusive contract with a large private practice to employed radiologists leading to improved patient care, coordination of services, and superior patient and referring physician experience resulting in increased volume and profitability. Responsible for inpatient imaging at both hospitals and 11 outpatient sites, over 500,000 images per year read by 38 sub-specialized radiologists.

October 2001 to April 2009 Vice President, Cancer Services, Helen F. Graham Cancer Center Christiana Care Health System, Inc.

Develop cancer program and organization of services to provide excellent clinical care and customer service. Reorganize Cancer Services around disease-site-oriented multi-disciplinary centers with medical oncologist, radiation oncologist, surgeon, and support services. Develop business plan, oversee design, secure Finance Committee and System Board approval for construction of \$30 million, 124,000 square foot cancer center expansion; occupied in May 2009. Oversee development of condominium legal structure, secured private physician participation and negotiated leases and purchases. Serve as president of condominium association. Cancer Center named one of 14 original National Cancer Institute Community Cancer Centers. Delaware cancer incidence, mortality and disparities decreased.

Recruit, develop, motivate and evaluate key leadership personnel. Managed and evaluated operating performance of the clinical programs to assure excellent patient care and efficient utilization of resources. Improved profitability of departments

March 1995 to Sept, 2001 Administrator, Ochsner Cancer Institute, Ochsner Clinic Foundation, New Orleans, LA

Health System Background: Alton Ochsner Medical Foundation (AOMF) is a not-for-profit corporation including 432 bed Ochsner Foundation Hospital, research and graduate medical education. Ochsner Clinic (OC) is a for-profit, limited liability corporation of over 400 physicians.

- ◆ Direct cancer services. Manage cancer services with gross revenue in excess of \$40 million. 24 physicians involved exclusively in cancer services.
- ◆ Grow business while minimizing costs – Hematology/Oncology Contribution Margin grew from \$30K in 1994 to \$1.5 million in 2000. Assure patient access, satisfaction, and improve service delivery and coordination.
- ◆ Direct oncology research activities at Ochsner Cancer Institute. Increase patient accrual and revenue by 50%. Administer NIH/NCI Community Clinical Oncology Program, 5-year budget in excess of \$3.2 million and Minority Enhancement grant, 3-year budget in excess of \$600,000. Manage pharmaceutical cancer research projects including more than 40 clinical protocols generating over \$500,000 per year.
- ◆ Recruited, developed, motivated and evaluated key management personnel. Empowered operations team to be patient centered, creative and results oriented.

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January 1994 to March 1995 **Assistant Administrative Director**
Ochsner Transplant Center, Ochsner Clinic, New Orleans, LA

Largest transplant program in the Gulf South performing 100 kidney, liver, heart and lung transplants annually. Fourteen physicians directly involved in transplant services. Budget in excess of \$8 million. Managed human resource functions, supervised human service activities. Wrote managed care proposals approved by third party payers. Supervised HLA Lab and reorganized HLA Lab personnel

May 1993 to October 1993 **Executive Director**
NO/AIDS Task Force, New Orleans, LA

Responsible for daily operation of not-for-profit AIDS service organization, programs, facilities and resources. Budget of \$3.2 million. Staff of 50. Total fiscal responsibility. Board relations and development

November 1989 to May 1993 **Instructor of Medicine, Section of HIV**
Department of Medicine, LSU School of Medicine and
Director, HIV Program Office,
Louisiana Department of Health and Hospitals

Manage HIV Outpatient Clinic at Charity Hospital and HIV Section at LSUMC Department of Medicine, Grew budget from \$1 million to \$4 million. Grant writing, fiscal and personnel management, quality assurance and client satisfaction program. Develop and implement evaluation and monitoring mechanisms to assure service delivery, cost effectiveness and client satisfaction

Develop and implement coordinated response to HIV epidemic on behalf of La. Department of Health and Hospitals. Oversee Ryan White C.A.R.E. Act funding (\$1.8 million) for State of Louisiana. Contracted with not-for-profit AIDS organizations. Oversee coordination and development of HIV/AIDS Ambulatory Care Sites at eight Louisiana Health Care Authority and LSUMC hospitals statewide for the La. Dept of Health and Hospitals. Hospital contracts totaling \$18 million

May 1978 to November 1989 **Director of Planning and Finance, Jefferson Parish (county)**
Department of Community Action Programs, Harahan, LA

Human service agency, staff of 150. Increase annual operating budget from \$2.1 million to over \$5 million annually, including Head Start, Community Centers, Homeless Family Shelter and Emergency Assistance. Prepare grant proposals, compliance documents and evaluation reports. Design and produce annual reports. Develop budgets, monitor revenue and expenses. Supervise payroll. Hire/supervise planning/fiscal personnel. Coordinate acquisition/implementation of IBM AS400 computer system

EDUCATION:

May 2006 **Doctor of Science in Health Systems Management**
Tulane University, New Orleans, Louisiana
Dissertation: Economic Evaluation of Chemotherapeutic Regimens in Non-Small Cell Lung Cancer, A Decision Tree/Markov Model

May 1982 **Master of Public Administration** G.P.A. 3.6
University of New Orleans, New Orleans, Louisiana

May 1978 **Bachelor of Arts** Dean's List, Blue Key National Honor Fraternity
Loyola University, New Orleans, Louisiana

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PROFESSIONAL ORGANIZATIONS:

- ♦ American College of Healthcare Executives, 1991 – present
- ♦ American Society of Clinical Oncology, Member, 1996 – present
- ♦ Academy Health, 2002 – 2017
- ♦ Medical Group Management Association, 1996 – 2017
- ♦ Administrators in Oncology/Hematology Assembly, MGMA, 1996 – 2017
- ♦ Delaware Society of Clinical Oncology, October 2001 – 2017
- ♦ Association of Cancer Executives, 2001 – 2016
- ♦ Society for Medical Decision Making, 2002 – 2011

PROFESSIONAL ACTIVITIES:

- ♦ American College of Healthcare Executives – ACHE
 - Delaware Regent's Senior Healthcare Executive Award, 2013
 - Delaware Regent's Advisory Council, March 2003 – 2015
 - Chair, Delaware Regent's Awards Committee, May 2006 – 2012
 - Delaware Program Planning Committee, May 2010 – 2015
 - Delaware Membership and Advancement Committee, June 2003 – 2010
 - ACHE National Credentials Committee, 2004 – 2007
 - Fellow, January 2004 – present
 - Diplomate, 1996 – 2004
 - Member, 1991 – present
- ♦ American Society of Clinical Oncology – ASCO
 - Workforce Advisory Group, 2009 – 2014
 - Education Committee, Practice Management and Information Technology, 2008 – 2011
- ♦ Association of Cancer Executives – ACE
 - President, 2009 – 2010
 - President Elect, 2008 – 2009
 - Chair, Education Committee, 2008 – 2009
 - Chair, 2009 Annual Meeting, 2008 – 2009
 - Chair, Bylaws and Nominating Committee, 2006 – 2008, Member 2010 – present
 - Member, Newsletter Committee 2005 – 2008
- ♦ Association of Community Cancer Centers – ACCC, Governmental Affairs Committee, 2006 – 2014
- ♦ Commission on Accreditation of Healthcare Management Education – CAHME
 - Accreditation Committee Member, 2014 – present
 - University Site Visitor/Reviewer, 2012 – present
 - Fellow, 2006 – 2008
- ♦ Delaware Cancer Coalition – Data Committee, 2007 – 2015
- ♦ Medicare Advisory Panel on Ambulatory Payment Classification (APC) Groups, October 2007 - 2011
- ♦ NCI Community Cancer Centers Program (NCCCP) Co-Principal Investigator, 2007 – 2011
- ♦ Thomas Jefferson University, Department of Health Policy, Senior Scholar, 2006 – 2014
- ♦ Thomas Jefferson University, Master of Science in Public Health Program Advisory Group, 2006 – 2013
- ♦ Research presentations to professional organizations – see presentations list

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JOURNAL ACTIVITIES:

Editorial Boards,

- *Journal of Oncology Practice*, 2010 – 2018
- *Oncology Issues*, 2006 – 2014
- *Community Oncology*, 2006 – 2013
- *Journal of Clinical Oncology*, 2006 – 2008

Editorial Advisory Boards,

- *Oncology Practice Management, Value-Based Cancer Care*, 2011 – 2015
- *Hematology & Oncology News & Issues*, 2010 – 2012

Ad Hoc Reviewer for

- *American Journal of Managed Care*, 2013 – 2018
- *Journal of Healthcare Management*, 2013
- *British Journal of Cancer*, 2008 – 2010
- *Expert Review of Pharmacoeconomics & Outcomes Research*, 2007 – 2010
- *Medical Decision Making*, 2007 – 2010
- *Gynecologic Oncology*, 2007 – 2010
- *Value in Health*, 2010
- *Anti-Cancer Drugs*, 2007 – 2009
- *CANCER*, 2003

COMMUNITY ACTIVITIES:

June 2006 to Oct 2017	<u>Boys & Girls Clubs of Delaware</u> , Corporate Board of Directors and Executive Committee, Treasurer and Finance Committee Chair, 2014 – 2017
February 2012 to Oct 2017	<u>New Castle County Chamber of Commerce</u> , Board of Directors
June 2010 to June 2013	<u>Brandywine Soaring Association</u> , Board of Directors
September 2003 to 2007	<u>First State Robotics</u> , Mentor/Volunteer. High school age robotics competition team affiliated with FIRST Robotics. Team won the Chairman's Award at the 2007 World Championship and the 2004 Delaware Governor's Volunteer Award
April 2004 to 2006	<u>Ulster Project Delaware</u> , Host Family 2004; Volunteer 2004 – 2006
November 1996 to March 2001	<u>United Cerebral Palsy of Greater New Orleans</u> , Board of Directors. Chair, Finance Committee
August 1984 to March, 1995	Jefferson Parish (County) Employees Federal Credit Union, Vice President, Board of Directors. Budget Committee Chair, Supervisory and Data Processing Committees. Assets in excess of \$23,000,000.

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PUBLICATIONS:

- Grusenmeyer PA: *Practitioner Application* for Challenges and Facilitators of Community Clinical Oncology Program Participation: A Qualitative Study, *Journal of Healthcare Management*, Vol. 58, No. 1, January/February 2013
- Grusenmeyer P, Grubbs S: Developing and Implementing Multidisciplinary Disease-specific Clinics in Cancer Care. *American Society of Clinical Oncology 2009 Educational Book for 45th Annual Meeting*: 653-657, May 2009
- Patel K, Grusenmeyer P: Integrating Hospital-based Pharmacists in a Private Medical Oncology Office. *Oncology Issues*, Vol 24: 30-34, May/June 2009
- Grusenmeyer PA: Impact of Declining Reimbursement on Patient Care. *Hematology & Oncology News & Issues – Industry Insider*, Apr 2009
- Grusenmeyer PA: Benefitting from the Initiative for HOPE. *Hematology & Oncology News & Issues – Industry Insider*, Jan 2009
- Grusenmeyer PA: What Distinguishes Good Management from Good Leadership in a Community-based Practice? *Hematology & Oncology News & Issues – Industry Insider*, Oct 2008
- Grusenmeyer PA: Geographic and Physical Plant Factors. *Hematology & Oncology*, Vol. 10: 45, Oct 2008
- Grusenmeyer PA: Distinguishing Good Management from Good Leadership. *Hematology & Oncology*, Vol 8 & 9: 52-53, Aug/Sept 2008
- Grusenmeyer PA: Economic Factors that Impact Community-based Practices. *Hematology & Oncology*, Vol 8 & 9: 49, Aug/Sept 2008
- Grusenmeyer PA: Identifying the Most Effective Strategies for Expense Control. *Hematology & Oncology*, Vol 7, Jun 2008
- Mullaney R, Burbage D, Evantash A, Penman E, Napoletano J, Torgerson L, Grusenmeyer P: Smoothing the Switch: Planning and Participation Made Transitioning to Digital Mammography the Right Choice at the Right Time for the Christiana Care Breast Center. *Community Oncology*; 678-680, Nov 2007
- Kendall J, Waddington C, Bailiff M, Grusenmeyer P: Survivorship Care in a Community Cancer Center. *Oncology Issues*; Vol. 22, No. 4: 30-34, Jul/Aug 2007
- Van Cutsem E, Verslype C, Grusenmeyer P: Lessons Learned in the Management of Advanced Pancreatic Cancer. *Journal of Clinical Oncology*, Vol. 25, No. 15: May 20, 2007
- Grusenmeyer PA, Wong YN: Interpreting the Economic Literature in Oncology. *Journal of Clinical Oncology*, Vol. 25, No. 2 January 10, 2007
- Grusenmeyer PA: Increasing Healthcare Costs and the Costs of Treating Cancer: Implications for Practice Management. *Oncology Issues*; Vol 21, No. 6:30-35, Nov/Dec, 2006
- Frelick R, Strusowski P, Grusenmeyer PA, Petrelli NJ: Oncology Nurse Coordinators As Navigators: Improving Cancer Disease Management and the Patient Experience. *Oncology Issues*, pg. 26 July/Aug 2006
- Grusenmeyer PA, Petrelli NJ, Strusowski, P: Developing And Operating Multidisciplinary Disease-Specific Clinics. *Community Oncology*, Vol 3, No. 6, Jun 2006
- Petrelli NJ, Grusenmeyer PA: Establishing the Multidisciplinary Care of Patients with Cancer in the State of Delaware. *Cancer*, 2004;101:220-5

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ABSTRACTS:

- Grusenmeyer PA: Cost and Cost-Effectiveness of Adding a New Monoclonal Antibody to Standard Chemotherapy in Advanced Non-Small Cell Lung Cancer. Presented at Academy Health 2006 Annual Research Meeting, June 25-27, 2006 Abstract #252
- Grusenmeyer PA, Gralla RJ: Examining the Cost and Cost-Effectiveness of Adding Bevacizumab to Carboplatin and Paclitaxel in Advanced Non-Small Cell Lung Cancer. *Journal of Clinical Oncology*, Vol 24:313s: 2006 Abstract #6057
- Grubbs SS, Grusenmeyer PA, Petrelli NJ, Gralla, RJ: Is It Cost-Effective to Add Erlotinib to Gemcitabine in Advanced Pancreatic Cancer? *Journal of Clinical Oncology*, Vol 24:313s:2006 Abstract #6048
- Grusenmeyer PA, Gralla RJ: Economic Factors in the Treatment of Advanced Non-Small Cell Lung Cancer (NSCLC) Based on a US Model: An Analysis of the Impact of Regulatory Findings and Survival Results on Reimbursement for Chemotherapy. *Lung Cancer*, Vol 49, Supp 2, Jul 2005 Abstract #O-064
- Grusenmeyer PA, Master GA, Gralla RJ: Will Medicare 2004 Reimbursement (As Predicted By ASCO) Markedly Affect Economics of Non-Small Cell Lung Cancer (NSCLC) Chemotherapy. *Proc Amer Soc Clin Oncol*, Vol 23:535:2004 Abstract #6073
- Petrelli NJ, Grubbs S, Price K, Cordrey C, Kempista D, Biggs D, Grusenmeyer PA, Strusowski P: A Multidisciplinary Team Approach to Cancer Care in a Community Based Teaching Hospital. *Proc Amer Soc Clin Oncol*, Vol 23:542:2004 Abstract #6102
- Grusenmeyer PA, Gralla RJ: Comparing Economic Evaluation Methods of New Chemotherapeutic Regimens. *Proc Amer Soc Clin Oncol*, Vol 20:241A:2001 Abstract #963
- Grusenmeyer PA, Gralla RJ: Comparing Economic Evaluation Methods With New Chemotherapeutic Regimens. *Euro J Cancer*, Vol 36, Aug 2000 Abstract PP22
- Gralla RJ, Grusenmeyer PA, Brooks BJ: Evaluating the Costs and Cost Effectiveness of New Regimens for Non-Small Cell Lung Cancer (NSCLC). *Proc Amer Soc Clin Oncol*, Vol 16:420A:1997 Abstract #1501
- Gralla RJ, Grusenmeyer PA: Comparing the Costs and Cost-Effectiveness of New Chemotherapy Regimens for Treating Non-Small Cell Lung Cancer (NSCLC). *Euro J Cancer*, Vol 33, Nov 1997 Abstract #PP26
- Grusenmeyer PA, Gralla RJ, Trapani MM, Bateman MM: Cost Considerations in Alternatives to Inpatient Care in the Administration of Chemotherapy and Supportive Care. *Euro J Cancer*, Vol 33, Nov 1997 Abstract #PP28
- Grusenmeyer PA, Gralla RJ, Trapani MM, Bateman MM: Alternatives to Inpatient Care: A Cost Comparison of Home Versus Outpatient Clinic Care for Chemotherapy Administration and Supportive Care Measures. *Proc Amer Soc Clin Oncol*, Vol 15:324:1996 Abstract #926
- Trapani MM, Gralla RJ, Bateman MM, Grusenmeyer PA: Is The Cost of Treatment a Major Concern for Patients With Cancer in the USA? *Supp Care in Cancer*, Vol 4:3:1996 Abstract #55
- Trapani MM, Gralla RJ, Grusenmeyer PA, Bateman MM: Alternatives to Inpatient Care: A Cost Comparison of Home Versus Outpatient Clinic Care for Chemotherapy and Supportive Care Measures. *Supp Care in Cancer*, Vol 3:5:1995 Abstract #156
- Williams D, Kissinger P, Grusenmeyer PA, Cohen D: Louisiana's HIV services database. *Int Conf Aids*, Vol 9:948:1993 Abstract #PO-D36-4384