

APPENDIX VII

MOHAWK VALLEY HEALTH SYSTEM

CURRICULUM VITAE – CHIEF MEDICAL OFFICER

SUMMARY

Healthcare Leader with experience in complex integrated hospital and outpatient settings. Background includes roles in academic training centers, integrated healthcare systems, community hospitals, rural hospitals and private practice. Demonstrated experience and success in physician recruiting, establishing and growing new service lines and leading a multi-specialty group practice. Combines a strong sense of business and operational improvement with the goals of patient-centered care. A skilled leader of quality management, peer review, utilization review, case management, and revenue cycle management employing team-based approaches and principles toward realizing process and outcomes goals.

PROFESSIONAL EXPERIENCE

MOHAWK VALLEY HEALTH SYSTEM, Utica, NY

2014 – Present

A recent affiliation (March 6, 2013) between Faxon-St. Luke's Healthcare (FLSH) and St. Elizabeth Medical Center (SEMC) created the Mohawk Valley Health System (MVHS). This is a 573-bed acute care system (450 staffed beds) plus 202 long-term care beds with revenue of \$600M per year. Includes an employed multi-specialty group, an Imaging Center, Mohawk Valley Home Care, Senior Network Health, the Visiting Nurse Association of Oneida County, the Advanced Wound Care Center, a Family Medicine Residency Program, a Dental Residency Program and a College of Nursing. The system has 600 credentialed providers, total annual revenue of \$536,680,000, 4,740 employees, 25,000 inpatient admissions, 18,500 operating room cases, 76,000 Emergency room visits, 40,000 urgent care visits, and 232,000 primary care visits.

Vice President and Chief Medical Officer – Faxon St. Luke's Healthcare and Medical Group (Jan 2014 – May 2015); then Senior Vice President/Chief Medical Officer (April 2015 – Present) of the MVHS

Member of the Senior Executive team reporting to the CEO of MVHS. Responsible for the employed medical group, the Dental Residency Program, the Laborist Program, the Hospitalist Program, the Designated Institutional Official for the GME program in Family Medicine, Medical Staff Office, Library, Physician Support Services (recruiting), all contract physicians (Anesthesia, Radiology, Psychiatry, Intensivists, and Advanced Endoscopy, Cardiothoracic Surgery).

- Developed the 2015 – 2017 MVHS Strategic Plan: Physician Engagement
- Transitioned the Adirondack Community Physician Medical Group (FSLH) and St. Elizabeth Medical Group to the MVHS Medical Group (133 Providers)
- Led the MVHS Medical Group – developed a Strategic Plan and budget
- Recruited 21 physicians in 2014; 25 in 2015
- Established a Hospitalist program at a partner hospital in Oneida, NY
- Achieved Meaningful Use goals for CPOE 2014
- Coordinated and managed program and finances for the 13th, 14th, 15th, and 16th Annual Campaign for Quality symposia – quality conferences for providers, staff and community for 500 attendees
- Oversee, manage and negotiate contractual agreements with physicians and Medical Directors
- Created the OPPE process
- Developed focus reviews for mortality, length-of-stay and readmissions
- Saved \$250,000/year in reorganizing culture protocol in ICU
- Saved \$600,000/year in developing the CPOE order set process
- Reduced the Medical Staff office staffing by 33%
- Established Core Privileging

- Creating the new MVHS bylaws
- Improved OR efficiency: 23% on-time starts to 52% in one year
- Established the first Medical Education Program in partnership with SUNY Upstate Medical Center in Syracuse, NY – the first step in establishing a clinical campus for medical students

UHS CHENANGO MEMORIAL HOSPITAL, Norwich, NY**2007 – 2013**

A 138-bed healthcare facility with 58 licensed acute care beds and an 80-bed Residential Healthcare Facility in the United Health Services Hospitals system. Includes an employed multi-specialty group practice with outpatient offices in Upstate, NY: Norwich, Sherburne, Oxford, Sidney; and an ambulatory imaging center. Service lines include Family Medicine, Internal Medicine, Hospitalist Medicine, Geriatrics, Pediatrics, General Surgery, Orthopedic Surgery, ENT, Dentistry, Ob/Gyn, GI, Anesthesiology, Radiology and Emergency Medicine. The second largest employer in Chenango County with an operating budget of \$80,000,000.

Vice President of Medical Affairs/Chief Medical Officer

Member of the Senior Executive team reporting directly to the President/CEO. Responsible for identifying, developing and executing the strategic goals toward Clinical Excellence, Service Excellence, Financial Strength and Market Share; established, monitored and managed Quality and Patient Safety initiatives. Budgetary responsibilities include forecasting patient and service volumes, developing operational expenditure forecasts, determining staffing requirements, and allocating capital expenditures. Simultaneously carrying out VPMA/CMO duties at UHS Delaware Valley Hospital.

- **Quality and Patient Safety**
 - Developed the process to consistently achieve 95-100% on Core measures
 - Developed the Pre-Procedure Risk Assessment process and tool
 - Created the currently-utilized Generalized Standard Admission Orders sets
 - Decreased radiology turn around times: 96-hour turnaround times from 20% to less than 5%; 24-hour turn around times from 20% to 64%
 - Improved operating room turn around times from 45 minutes to 25 minutes
 - On time Operating Room starts from 30% to 70%
- **Interim Emergency Medical Services Medical Director 2011-2012**
 - Increased in-system referrals from 50% to 95%
- **Hospitalist Medical Director from inception in 2007-2012**
- **Chairman of the Risk Management Committee**
 - Identified opportunities to improve patient satisfaction
- **Created, developed and directed the 2009 Pandemic Flu Hospital Response Plan**
 - Directed allocation of vaccines and set up community vaccination plan
- **Direct Utilization Management**
 - Improved forms management
 - Reduced LOS from 5+ days to 3.86 days
 - Coordinated efforts with area nursing homes to improve service delivery and improve resident satisfaction
 - Integrated system-wide Denial Management and Care Management Program
 - Working with Hospice to create a Palliative Care Program
 - Developed the Tdap Cocooning Program
- **Lead the Chenango Medical Group – an employed physician group**
 - Created the Ongoing Professional Practice Evaluation (OPPE) tool
 - Created the Physician compensation model
 - Identified practice efficiency opportunities by implementing open access scheduling
 - Established and improved quality monitors in diabetic management, chronic anticoagulant therapy and screening recommendation efficiency
- **Manage the Medical Staff Office**
 - Converted from laundry list privileging to core privileging
 - Directed the credentialing process

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- Created a single medical staff application process for the four United Health Services Hospitals
- Review, modify and update medical staff and administrative policies and procedures
- Physician Recruitment
 - Successfully recruited to Family Medicine, General Surgery, ENT, Ob-Gyn, ER, GI, Pediatrics, Orthopedics and Hospitalist services
- Growth initiatives included creation of new service lines
 - Lymphedema care, Breast Care, Wound Care, GI, Hospitalist Program at CMH; integrated CMH Hospitalist program with the United Health Services Program
- Established a two-physician ENT practice
- Developed Professional Service Agreements
 - ENT, GI, Pediatrics, Hospitalist, Oncology
- Health Information Technology
 - Provided operational support for EMR rollout to the outpatient practices
 - Established CPOE in the Emergency Services Department
 - Establishing an EHR and CPOE in the inpatient setting

UHS DELAWARE VALLEY HOSPITAL, Walton, NY

2009 – 2013

A 25-bed Critical Access Hospital with an outpatient Primary Care group. Service lines include Family Medicine, Behavioral Medicine, Emergency Services, Cardiology and General Surgery. Responsibilities include oversight of the service lines and quality management.

Vice President of Medical Affairs/Chief Medical Officer

Held the simultaneous role at UHS Chenango Memorial Hospital

- Established Cardiology and General Surgery as part of recruiting and integration of the multi-specialty groups.
- Created action plans to achieve Core Measures results

ASSOCIATED COLON and RECTAL SURGEONS, PA, Winter Park, Florida

1990 – 2006

President/Sole Proprietor

Community private practice specializing in colon and rectal surgery.

SIGNIFICANT LEADERSHIP ROLES

Clinical Assistant Professor in the Department of Surgery - SUNY Health Sciences Center, Syracuse, NY – Rural Medical Education Program

Florida Society of Colon and Rectal Surgeons

President: 2006-07

Secretary: 2005 Re-established the State Society.

IHI Patient Safety Executive Development Program, Cambridge, MA, 2012

TeamSTEPPS Master Trainer, Syracuse, NY – 2012

Corporate Physicians' Committee - Adventist Health System, Orlando, Florida 2005-2008

Team leader in developing Computerized Physician Order Entry (CPOE) order sets as related to assigned disciplines in endoscopy, general surgery, peri-operative care, urology, and surgical infection prophylaxis.

Chairman, Department of Colon and Rectal Surgery, Florida Hospital 2005-2006

Directed the Colon and Rectal Surgery services at 7 campuses.

Vice Chief of Staff – 2006; Secretary 2004-2005; Chairman, Department of Colon and Rectal Surgery 1996-1997; Chairman Surgical Services 2004-2006, Winter Park Memorial Hospital, Winter Park, Florida (as a non-profit community hospital, then as a division of Florida Hospital, An Adventist Hospital).

Attending Surgeon in the Fellowship Training Program, Orlando Regional Healthcare System, Orlando, Florida 1992-2006.

EDUCATION

MBA University of South Florida, College of Business Administration, Tampa, Florida 2002-2003

MD State University of New York, Health Sciences Center, Syracuse, New York, 1980-1984

BA Hamilton College— Cum Laude, Major: Chemistry; Clinton, New York 1976-1980

IHI Patient Safety Executive Development Program, Cambridge, MA 2012

Excellence in Entrepreneurship Certificate Course—University of Central Florida College of Business Administration 2004

The Business of Medicine Program, College of Business Administration, Tampa, Florida, Distance Learning Program 2001

POST-DOCTORAL TRAINING

Residency: 1984-1989, General Surgery, Robert Packer Hospital, Guthrie Clinic, Sayre, Pennsylvania

Fellowship: 1989-1990, Colon and Rectal Surgery, UMDNJ-Robert Wood Johnson Affiliated Hospitals, Plainfield, New Jersey

LICENSURE

Florida: #50918 – Active Issued June 1987

New York #169812 Active Issued April 1987

BOARD STATUS

Certified American Board of Colon and Rectal Surgeons: January '92, Recertified '98, Recertified 2011 #1135

Certified American Board of Surgery: November 1990 Certificate #35678

SELECTED AWARDS and HONORS

Florida Hospital Value Award for Balance 2006 - Chosen among 2400 physician staff

Outstanding Surgical Resident 1989, Guthrie Clinic, Sayre, PA

2nd Prize – Stanley D. Conklin Resident's Research Paper Award 1987

"The effect of vitamin A and zinc on wound healing in steroid-treated mice."

2nd Prize – Laboratory Research – American College of Surgeons Central Pennsylvania

Chapter 1987 "The effect of vitamin A and Zinc on wound healing in steroid-treated mice".

3rd Prize - Stanley D. Conklin Resident's Research Paper Award 1986

"Calcifications of the adrenal gland in a 46- year old woman: Ganglioneuroma".

SELECTED PUBLICATIONS

- Relationship Selling and Sales Management: Johnson, Mark W., Marshall, Greg W.; Expert Advice Column, pg. 142. McGraw-Hill 2004
- Ricci MA, Trevisani MF, Beck WC: Acute Appendicitis: A five year Review. American Surgeon, May 1991
- Trevisani MF, Ricci MA, Tolland JT, Beck WC: The Effect of Vitamin A and Zinc on Wound Healing in Steroid-Treated Mice. Curr Surg 44 (5) 390-393 1987

- **Trevisani MF, Ricci MA, Michaels, RM, Meyer KK:** Multiple Mesenteric Artery Aneurysms Complicating Subacute Bacterial Endocarditis. Arch Surg 122 (7) 823-24, 1987
- **Gillott A, Trevisani MF:** Venous Access Devices: Applications and Complications. Guthrie Journal 55: 173-175, 1986
- **Trevisani MF, Ricci MA, Vesoulis Z, Deshmukh N:** Calcifications of the adrenal gland in a 46-year old woman: Ganglioneuroma. Guthrie Journal 55: 127-133, 1986

SELECTED PRESENTATIONS

- "Patient Safety in the OR" - Healthcare Roundtable for Patient Safety Officers, Dallas, TX, November 11, 2007
- 2nd International Symposium on Tissue Repair: Biological and Clinical Aspects- Accredited by Brown University, Tarpon Springs, Florida. May 13-17, 1987
- "The Effect of Vitamin A and Zinc on Wound Healing in Steroid-Treated Mice" Society of University Surgeons: 29th Annual University Surgical Resident's Conference, Columbus, Ohio, February 11, 1987

PROFESSIONAL SOCIETIES

- FASCRS American Society of Colon and Rectal Surgery-Fellow
- FACHE American College of Healthcare Executives – Fellow 2013
- Piedmont Society of Colon and Rectal Surgeons
- Florida Society of Colon and Rectal Surgeons, Past President
- Iroquois CMO Group
- American College of Physician Executives – CPE Boarded 2007

SELECTED COMMUNITY ACTIVITIES

- Board of Directors, Saints Peter and Paul Early Learning Center – 1998-1999
- Lector Ministry at Sts. Peter and Paul Catholic Church – 1992 - 2001
- Capital Campaign Member for new church project - 2000
- Gus Macker Basketball Tournament – Coordinated and Provided Volunteer First Aid Services – 2007, 2008, 2009, 2010, 2011
- Operation Christmas Child – 2007, 2008
- Emergency Medical Services County Advisory Board – Chenango County, NY - 2007-present
- Leadership Chenango Program – Session on Healthcare Lecturer – January 2008
- Celebrity Waiter – Chenango County Hospice – 2008
- Train the Trainer – DOH/AAFP Colon Cancer Awareness Initiative – 2008
- Board of Directors – Oneida County American Heart Association 2015

HOBBIES

