

James David Krauss

SUMMARY

American College of Healthcare Executives (ACHE) Fellow. Certified Healthcare Executive, ACHE. Twenty-five years of experience in healthcare management. Successfully managed hospitals, ambulatory care businesses, home health agencies, sub-acute units, and physician practices. Proven track record of consistent advancement. Not-for-profit and investor owned experience. Known for integrity, communication style, problem resolution skills, strategic thinking, and assertiveness in accomplishing goals. Operated in free standing and corporate settings. Conversant in Spanish.

PROFESSIONAL CAREER

ROCKINGHAM MEMORIAL HOSPITAL – Harrisonburg, Virginia President and CVP Sentara Healthcare	2011 -PRESENT
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ROCKINGHAM MEMORIAL HOSPITAL – Harrisonburg, President and CEO	2008 - 2011
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ROCKINGHAM MEMORIAL HOSPITAL – Harrisonburg, Virginia President	2006- 2008
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ROCKINGHAM MEMORIAL HOSPITAL – Harrisonburg, Virginia Senior Vice President- Chief Operating Officer	2000-2006
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Rockingham Memorial Hospital (RMH Healthcare) is a 238-bed community hospital providing the best in healthcare services since 1912. We serve a seven-county area with a population of close to 200,000, admitting more than 15,500 inpatients and delivering close to 1,750 babies per year. RMH received the “**AHA Living the Vision**” award in 2000, was the recipient of the “**2003 VHA Leadership Award**”, and in 2009 received a #1 ranking in **Coronary Interventional Procedures** from Health Grades for the fourth consecutive year.

Responsible for daily operations of the hospital including nursing services, clinical diagnostics and therapies, support services, and human resources. As President serves as leader of the executive management team. Is accountable for 2500 healthcare personnel and a \$335,000,000 operational budget. Key contributor to the hospital organization’s strategic plan development. Spearheaded the design and implementation of hospital’s Service Excellence Initiatives. Was the lead executive in the design and completion of the new replacement hospital.

Led the RMH Board of Directors through a strategic planning process, resulting in a decision to join an integrated delivery system. Led the partner selection process for the RMH Board of Directors and negotiated a merger into Sentara Healthcare.

BAYCARE HEALTH SYSTEM/BAYFRONT HEALTH SYSTEM	1995-1999
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The BayCare Health System (BHS) is a joint operating agreement business venture in the Tampa Bay area of Florida. The \$1-billion System includes ten hospitals, numerous ambulatory services, long term care facilities, and an extensive home health program. The System is organized into three operating groups, including Bayfront-St. Anthony's Health Care (BSAHC). Bayfront Health System was a founding member of BHS.

BAYFRONT-ST. ANTHONY'S HEALTH CARE - St. Petersburg, Florida 1997-1999
Chief Operating Officer, Bayfront Medical Center

***100 Best Hospitals, 1998 HCIA and Mercer**

***100 Best Places to Work, 1995 to 1999 Working Mother Magazine**

Selected as Chief Operating Officer (COO) of Bayfront Medical Center, a 502 bed facility with Level II Trauma, pediatric trauma, flight program, acute rehabilitation, Level III Maternal Fetal Medicine Center, Level II Nursery, skilled nursing unit home health agency, intensive care services including CSU, ICY, and NeuroICY, joint ventured open heart program with All Children's Hospital. Served in a matrix organization structure with accountabilities in two hospitals: Bayfront Medical Center and St. Anthony's Hospital (450 beds). Direct reports from Pharmacy, Rehabilitation, Residency Programs, Family Practices, Urgent Care Clinics, Plant Operations, and Security, all covering both hospitals. Direct accountability for 525 FTEs and \$50-million in operating expense. Was Indirectly accountable for 1700 FTEs and \$145-million in operating expense.

- Expanded Pediatric Trauma Program to include All Children's Hospital, which has improved needed trauma services to the community and prevented duplication.
- Merged Hospital and Medical Staff Committees between Bayfront and St. Anthony's Hospitals to better coordinate physician activities, enhance communication and eliminate redundancies.
- Grew Residency Clinic volumes 21% from prior year through managed care contracting thereby enhancing operating margin.
- Turned urgent care clinics from financial loss to profitability.
- Renegotiated trauma contracts with covering physicians to assure continued high quality services.
- Lead Operations Team Meetings, coordinating all middle management activities so as to assure strategic organizational alignment.
- Member of senior management team of BayCare Health System, served in numerous activities to further the development of the ten-hospital system to include the following:
 - Information Technology Strategic Planning Committee: developed strategic plan for information systems integration for ten hospitals and related ancillary businesses thereby enhancing transferability of data and reducing maintenance and acquisition costs.
 - Indigent Care Task Force: expanded best practice Medicaid Eligibility Plan from Bayfront Medical Center to other system hospitals, single-handedly designed indigent care Board position statement and strategy steps for use in seeking public funding.
 - Occupational Medicine Planning Committee: coordinated disjointed services, developed marketing plan.
 - Primary Care Strategic Planning Committee: established performance benchmarks for physician practices, set goals for performance enhancement, Bayfront recognized as best practice in cost per physician FTE.
 - Pharmacy Value Analysis Team: lead directors of pharmacy services to develop comparative database for the establishment of quality improvement benchmarks.
 - Facilities Management Value Analysis Team: executed analysis of construction and facility management performance that resulted in 10% cost reduction.
- Board Committee Member, BHSAC Board Quality Committee.
- Board Member, Bayfront Enterprises, Inc., a taxable subsidiary that includes the operations of urgent care walk-in centers and physician owned practices.
- Board Member and Secretary, Bayfront-St. Anthony's Physician Hospital Organization.
- Board Member, HealthPoint Medical Group, a fifty-six physician provider medical group.

- Board Member, Welcome Care, a managed care organization, partially owned by BHS.

BAYFRONT HEALTH SYSTEM - St. Petersburg, Florida
Executive Vice President and Chief Operating Officer

1995-1997

Recruited for position of EVP/COO for five companies affiliated with freestanding System: Bayfront Health System Holding Company; Bayfront Medical Center, Bayfront Health Services; Bayfront Enterprises; and Bayfront Real Estate. (This System has since jointed the BayCare Health System and position titles changed as indicated above.) Directly accountable for 2000 FTEs, including nursing services, and \$160-million in operating expense. Served as Board member of two subsidiary companies. Achieved distinguished evaluation rating.

- Transformed a disjointed budgeting and goals setting exercise into a new strategic planning process for organization, resulting in Board approval.
- Member of Evaluation Committee, which selected BayCare JOA option for strategic alliance.
- Revised Quality Management Plan resulting in JCAHO overall score of 96.
- Managed operations within Board approved budget for two consecutive years of cost reduction.
- In 1997, performing better than budgeted by 6% in terms of case mix adjusted cost per adjusted admission.
- Reduced medical center FTEs/ Adjusted Occupied Bed from 5.8 to 5.1 without layoff.
- Added second aircraft to flight program, expanding geographical coverage and increasing transport volume.
- Spearheaded effort that achieved State designation as a Pediatric Trauma Referral Center.
- Recruited new Medical director for Trauma Services, elevating program to higher quality levels.
- Reprogrammed residency relocation construction project from \$7 to \$3-million without compromise of functionality.
- Renegotiated pathology, anesthesiology and physiatry contracts.
- Responsible for management of 23 physician's practices, including faculty members.
- Preceptor for Administrative Fellow.

WINTER PARK MEMORIAL HOSPITAL, Winter Park, Florida
Vice President and Chief Operating Officer

1992-1995

Originally recruited for position of Vice President of Operations for Winter Park Memorial Hospital (339 beds), progressed to Chief Operating Officer. As COO, responsible for hospital operations, excluding nursing. **Served as Interim President and CEO** for six months after change of ownership while maintaining duties of Chief Operating Officer. Fulfilled such responsibilities during a time of transforming the organization to a Columbia/HCA partnership. Board of Trustees' evaluation of performance was very good, commended through Board Resolution.

During this period, a new CFO and Director of Human Resources joined the management staff. Accountable for 900 FTEs and \$85-million in operating expense.

- Member of CEO roundtable for Central Florida Division of Columbia/HCA that administered the business plan for 9 hospitals.
- Organized all Board of Director's meetings for hospital.
- Assumed duties of Vice President of Business Development, Vice President of Health Support Services and Director of Planning as those positions were eliminated.
- Implemented mandated staff reductions of 90 positions.
- Restructured and consolidated imaging department and outpatient diagnostic services.
- Reduced scope of surgery and ICU expansion project to attain revised budget goals (\$24 to \$15-million).

- ❑ Selected and installed new angiographic suite and stereotactic breast biopsy unit allowing for additional volume and the establishment of a new service.
- ❑ Coordinated selection process for developer of satellite diagnostic facility.
- ❑ Negotiated buyout of home infusion joint venture.
- ❑ Converted biomed services to corporate entity thereby eliminating costly maintenance contracts.
- ❑ Set groundwork for establishment of Senior Health Center to better serve the Medicare population.
- ❑ Instituted patient service associated program (cross-division integration) with nursing in order to change skill mix and reduce staffing costs.
- ❑ Developed five-year capital equipment replacement and acquisition plan to improve budgeting forecasts.
- ❑ Executed facility evaluation, developed facility improvement plan that was incorporated into Ten Year Master Facility Plan.
- ❑ Developed construction delivery process for hospital organization to gain control over new facility investments.
- ❑ Board Member, Winter Park Health Group, Ltd., owner of Winter Park Memorial Hospital.
- ❑ Board Member, Physician Hospital Network (a PHO).

MARY WASHINGTON HOSPITAL, Fredericksburg, Virginia

1991-1992

Vice President of Clinical and Support Services

Recruited by CEO for position of Vice President of Clinical services of Mary Washington Hospital (328 beds). Within seven months responsibilities were doubled to include all of support services. Joined institution during a period of preparation for relocation to a replacement facility. Accountable for 450 FTEs and \$49-million in operating expense. Followed CEO to Winter Park, Florida.

- ❑ Original responsibilities included Radiology, Cardiology, Pulmonary Medicine, Laboratory, Rehabilitation and the Cancer Center of Virginia. Expanded responsibilities included Engineering, Materials Management, Safety and Security, Biomedical Services, Food and Nutritional Services, and Environmental Services.
- ❑ Developed three year capital equipment plan approximating \$9-million and negotiated purchases of \$2.3-million of equipment.
- ❑ Appointed Chairman of Hospital Quality Assurance and Improvement Committee.
- ❑ Appointed member of Medical Campus Development Committee to oversee \$80-million hospital replacement project.
- ❑ Increased Rehabilitation Services revenue by 30% within first six months through redesign of recruitment and retention standards and development of new programs.

BAPTIST HOSPITAL OF MIAMI, Miami, Florida

1985-1991

Assistant Vice President, and Administrator of Baptist Outpatient Center

Over six years, progressed from Administrative Resident to Assistant Vice President. Baptist Hospital of Miami is a 513 bed tertiary care medical center. Responsible for overall operations of Baptist Outpatient Center, an outpatient diagnostic and therapy center. Accountable for 121 FTEs and \$25-million in operating expense, achieved all net income targets from operations. Nurtured 33 percent growth in 1990. Expanded outpatient center to include second MRI unit. Reduced average days revenue in accounts receivable by 19 days in one year. Developed an off-site occupational health/urgent care facility. Established a \$1.2-million fertility and in-vitro fertilization program. Also served as Assistant Director of Planning, executed business planning and facility development.

PEACE CORPS

1980-1982

Paraguayan Ministry of Public Health and Social Welfare, Paraguay, South America

Peace Corps Volunteer

Extensive overseas experience in the organization and implementation of developmental programs in public health. Authored paper on Leishmaniasis published by Paraguayan Ministry of Health and the Peace Corps. Spoke at National Conference on Rural health in Asuncion, Paraguay. Established first health post for the community of San Joaquin. Safeguarded public water supply. Developed curriculum for elementary and high schools.

EDUCATION

Master of Health Services Administration 1985

George Washington University, School of Business and Public Administration, Washington, D.C.

- Residency: Baptist Hospital of Miami
- Internship: Children's Hospital National Medical Center

Bachelor of Arts 1980

Pennsylvania State University, University Park, Pennsylvania

COMMUNITY ACTIVITIES AND OTHER INTERESTS

- Boy Scouts of America, Stonewall Jackson District, Nominating Committee Chair - Massanutten District - 2011
- VHA Central Atlantic Board of Directors' Executive Committee - 2011 - present
- VHA Central Atlantic Board of Directors - 2011 - present
- Eastern Mennonite University: Commission for Sciences, March 2010 - present
- WVPT Board of Directors, 2010 - present
- WVPT Board of Directors, Finance/Audit Committee, 2010 - present
- Boy Scouts of America, Stonewall Jackson District, Friends of Scouting Steering Committee, 2009-present
- Solution Services Corporation, Vice-Chair, 2009 - present
- Solution Services Corporation, 2007 - present
- Virginia Solutions Corporation 2007 - present
- Board Member, Harrisonburg Rotary Club. 2005 - 2008
- Charter member of the Executive Advisory Committee for the Institute for Innovation in Health and Human Services at James Madison University - 2004
- United Way Campaign Chairman Harrisonburg-Rockingham County- 2003
- Board Member, Harrisonburg-Rockingham County Chamber of Commerce. 2003
- Founding Board Member, Harrisonburg Children's Museum. 2002 - 2003
- Regent's Advisory Council, American College of Healthcare Executives, Virginia Area A. 2002 - 2004
- ACHE Preceptor and Resident Mentor. 2002 -2003
- Harrisonburg Rotary Club, Chair of Community Health and Safety Committee. 2002 - 2003
- Member Mary Baldwin College Healthcare Advisory Council 2001 - present
- Fellow of the American College of Healthcare Executives 1999 - present
- Board Member, Community Health centers of Pinellas (Federally Funded Health Clinic), Chairman of the Finance Committee. 1997-1999
- Member of the Economic Development Committee of the St. Petersburg Community Alliance (Chamber of Commerce effort focused on uniting the African and White communities). 1998-1999
- Conversant in Spanish.
- Extensive travel in Latin America.
- Graduate Philip B. Crosby Quality College.
- Skyline Society Member and past Keel Club Member of the United Way.
- Past YMCA soccer coach.

- ☐ Finished in top ten percent of age category in Miami's Orange Bowl Marathon.
- ☐ First Team Penn State Rugby Club while in college.
- ☐ Resident Assistant Penn State Student Dormitories, Senior Year.
- ☐ Past President Pi Kappa Phi Fraternity.
- ☐ Penn State Parmi Nous Senior Honorary Society.