

# SCOTT A. KASPER

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## SUMMARY

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A highly knowledgeable and accomplished **HEALTHCARE OPERATIONS EXECUTIVE** with expertise in profit and loss responsibility, as well as extensive experience in change management, performance improvement, development of new programs, government and regulatory affairs, fiscal responsibility and accountability, quality assurance, revenue cycles, Six Sigma, contract negotiation, and customer, vendor, and labor relations. Additional strengths include strategic planning and growth, innovation, and staff engagement, as well as KPI identification and development. Proven track record of extensive and successful leadership, utilizing background, knowledge, and professional skill set to contribute to significant increases in revenue and business growth.

## EXPERIENCE

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VIRTUA, Mount Laurel, New Jersey

**Assistant Vice President, Emergency Services, 2013-2018**

**Corporate Director of Emergency Medical Services, 2004-2013**

Provided leadership, vision, strategy, and guidance for eight cost center operating departments, including 275 employees and operating budget of \$17,500,000. Developed and implemented department's operational plan, strategic priorities, vision, goals, and objectives, as well as KPI and performance metrics. Oversaw, mentored, and collaborated with management team of two directors and 12 managers. Collaborated with internal and external leaders to ensure organizational effectiveness, excellent clinical care, and outstanding customer service. Ensured employee engagement and accountability through models of shared governance and relationship-based care. Directed and collaborated on contract negotiation for physicians, vendors, and collective bargaining units.

- Developed and managed product line P&L (expense and revenue cycle), resulting in \$1,500,000 (7.3%) net operating margin in 2016.
- Assumed leadership and collaborative role with key stakeholders in government relations and regulatory affairs at local and state levels to improve delivery models impacting EMS and healthcare statewide.
- Worked directly with federal, state, and local government officials as well as payers, community-based partner agencies, and area hospital executives to ensure system effectiveness.
- Collaborated with system leaders on innovations in care planning related to the Affordable Care Act.
- Developed and implemented Mobile Integrated Health to assist with integrated medicine, community-based care, and population health management.
- Collaborated with physician and nursing leaders to develop multidisciplinary approach to improving patient care, such as implementation of systemwide STEMI alert process to decrease door-to-reperfusion times and centralized transfer center.
- Designed and led building of state-of-the-art environment of care simulation and education center

### **Six Sigma Green Belt and Performance Improvement Coach, 2004-2018**

Completed training and applied performance improvement tools used in clinical and business unit settings. Applied statistical analytics and process improvement techniques (DMAIC, Lean, Kaizen). Served as operations improvement coach and positive change agent, using tools to solve problems, improve systems/processes, and achieve shared vision.

- Achieved increased efficiency, accountability, consistency, and resource stewardship.
- Facilitated meetings throughout system as assigned by operations improvement department staff.

## **ADDITIONAL EXPERIENCE**

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UMASS MEMORIAL HEALTH CARE, Worcester, Massachusetts, **Chief and Director of Emergency Medical Services and LifeFlight**, 1999-2003. Managed overall operations for WEMS hospital-based paramedic 911 ambulance system. Oversaw LifeFlight rotary-wing aeromedical system. Directed team of six managers and one medical director, coordinating all aspects of aviation, clinical, and operational issues for flight program and ground EMS system. Developed and managed operations budget, staffing plan, ambulance billing, fleet maintenance, contract execution/oversight, and management of 911 and aeromedical communications center. Acted as liaison with City of Worcester administration.

METROPOLITAN BOSTON EMERGENCY MEDICAL SERVICE COUNCIL, INC., Burlington, Massachusetts, **Executive Director**, 1997-1999; **Assistant Director**, 1996-1997. Coordinated delivery of emergency medical services to 62 cities and towns in metropolitan Boston region. Managed state and federal grants totaling \$200,000 and annual operating budget of \$500,000. Assessed and planned regional EMS capabilities, serving as liaison with hospitals, providers, consumers, and government agencies. Led staff, providing support and guiding regional EMS planning process.

CATALDO AMBULANCE SERVICE, INC., Somerville, Massachusetts, **Director of Safety**, 1995-1996. Coordinated compliance with OSHA and DOT guidelines applicable to emergency medical services, patient care, and employee/vehicle safety. **Scheduling Coordinator**, 1995-1996. Managed daily schedule of ambulance crews utilizing 140 full-time, part-time, and per diem personnel. **Shift Supervisor**, 1992-1995. Oversaw evening and overnight EMS operations.

BOSTON UNIVERSITY MEDICAL CENTER, Boston, Massachusetts, **Project Consultant**, 1991-1993 (Concurrent). Performed risk analysis and handled occupational health and safety matters, including OSHA guideline adherence, occupational health database creation, and recommendations for risk reduction.

## **EDUCATION**

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TUFTS UNIVERSITY, Medford, Massachusetts

**M.S., Civil Engineering and Environmental/Public Health**, 1996

**B.S., Biology and Environmental Studies**, 1990

## **EMS CLINICAL EXPERIENCE**

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VIRTUA EMS MOBILE INTENSIVE CARE UNIT, Mount Laurel, New Jersey, 2004-2018.

UMASS MEMORIAL WORCESTER EMS, Worcester, Massachusetts, 1998-2003.

TRINITY EMS, Lowell, Massachusetts, 1996-1998.

CATALDO AMBULANCE SERVICE, Somerville, Massachusetts, 1992-1996.

LIFELINE AMBULANCE SERVICE, Wakefield, Massachusetts, 1989-1992.

PROFESSIONAL AMBULANCE SERVICE, Cambridge, Massachusetts, 1988-1989.

PROFESSIONAL AMBULANCE SERVICE, Middletown, Connecticut, 1987-1988.

## **CERTIFICATIONS**

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*Six Sigma Green Belt*, 2004

*New Jersey Mobile Intensive Care Paramedic Certification*, 2004

*Nationally Registered Emergency Medical Technician, Paramedic*, 1995

*Massachusetts EMT Certification*, 1986

## **PROFESSIONAL DEVELOPMENT**

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**American Heart Association BCLS, ACLS, and PALS**

**Pediatric Education for Prehospital Professionals (PEPP)**

**National Incident Command System, ICS 200, 300 and 400**

**Weapons of Mass Destruction Emergency Responder, Operations Level, Awareness Level Trainer**

## **AFFILIATIONS**

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### **EMS Council of New Jersey**

*Chairman, 2016-2018*

*Member, 2005-2018*

*Vice Chair, 2012-2016*

### **New Jersey EMS Mobile Intensive Care Unit Advisory Council**

*Member, 2004-2018*

### **New Jersey Association of Paramedic Programs**

*President, 2005-2016*

### **Massachusetts Department of Public Health**

*Member, Emergency Medical Care Advisory Board (EMCAB), 1997-2003*

*Member, State Medical Services Committee, 1997-2003*

*Member, EMCAB Executive Committee, 1997-2001*

*Chairman, MCI and Disaster Committee, 1997-1998*

### **Worcester Metropolitan Medical Response System**

*Co-Chair, Steering Committee, 2001-2003*

### **Municipalities Organized For Regional Effectiveness**

*Member, EMS System Planning Task Force, 2002-2003*

## **PUBLICATION**

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Kathleen J. Goodman, Scott A. Kasper, and Kim Leek, *When Project Termination is Just the Beginning*, ASQ Six Sigma Forum, November 2007.

## **COMMUNITY SERVICE**

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### **Juvenile Diabetes Research Foundation (JDRF)**

*Cycling Coach, JDRF Ride to Cure Diabetes, 2012-2018*

*Speaker, JDRF National Speakers Bureau, 2015-2018*

*Board Member, South Jersey Chapter, 2006-2016*

*Board President, South Jersey Chapter, 2013-2015*

*Vice President for Strategic Planning, South Jersey Chapter, 2007-2013*

Volunteers locally, regionally, and nationally. Coaches cycling participants in preparation for JDRF Ride to Cure by developing personalized training plans. Mentors new coaches as a member of National Coach Leadership Team. Leads training in the JDRF PEAK (Performance in Exercise and Knowledge) Program, promoting safe, science-based, informed exercise strategies for athletes with Type 1 Diabetes. Collaborates with both T1D and cycling community to recruit new cyclists, and assists team members with fundraising strategies. Plans and leads weekly team training rides.

Serves as motivational and educational speaker at JDRF functions around the country. Active with South Jersey Chapter Board of Directors, serving in multiple leadership roles. Collaborated with staff to establish strategic plans aimed at maximizing fundraising activities and public awareness programs.

Awarded the Rose Wisner Promise Jersey in September 2014, receiving designation as "the one cyclist who is unrivaled in his/her efforts to promote the mission of JDRF and the JDRF Ride to Cure program."

### **Hope on 2 Wheels**

*Founder and Cyclist, 2012-2015*

Organized 24-member cycling team with the mission of raising awareness about Type 1 Diabetes and the theme of "Connecting Kids to Hope." Directed planning and logistics, secured sponsorships from both private and corporate donors, and participated as a cyclist on ride day. Led partnership development with Riding On Insulin, and assisted in securing large grants to support ride logistics. Collaborated with various companies to secure sponsorship dollars, managed budget, developed logistics plan, mapped cycling route, etc. Functioned as Chief Inspiration Officer promoting the goal of inspiring kids to overcome the barriers of T1D and accomplish great things.

**USA Cycling Certified Coach, 2012-2018**