
Education

and Training:

Tufts University, Medford, MA

- **Master of Science, Civil Engineering and Environmental/Public Health**, 1996
- **Bachelor of Science, Biology and Environmental Studies**, 1990

Six Sigma Green Belt - 2004

Nationally Registered Emergency Medical Technician - Paramedic, 1995

Massachusetts Certified EMT, 1986

New Jersey Certified Mobile Intensive Care Paramedic, 2004

American Heart Association BCLS, ACLS and PALS

Pediatric Education for Pre-hospital Provider (PEPP)

Weapons of Mass Destruction Emergency Responder - Operations Level

Weapons of Mass Destruction Emergency Responder – Awareness Level Trainer

Administrative

Experience:

Virtua, Mount Laurel, NJ.

- **Assistant Vice President, Emergency Services**, May 2013 - Present
 - ✓ Provide **leadership, vision, strategy**, and guidance for Virtua's eight cost-center operating departments, including more than 275 employees and operating budget of \$17.5 million.
 - ✓ Develop and implement department's **operational plan, strategic priorities and vision, goals and objectives, and KPI and performance metrics**.
 - ✓ Oversee, **mentor and collaborate** with management team of 2 Directors and 12 managers.
 - ✓ Collaborate with internal and external leaders to ensure **organizational effectiveness, excellent clinical care and outstanding customer service**.
 - ✓ Responsible for developing and managing product-line P&L (including both expense and revenue cycle) resulting in **\$1.5 million (7.3%) net operating margin in 2016**.
 - ✓ Assume a leadership and collaborative role with key stakeholders in **Government Relations and Regulatory Affairs** at the local and State level, working to improve delivery models impacting EMS and healthcare on a state-wide basis.
 - ✓ Work directly with a multitude of Federal, State and local government officials, as well payers, community-based partner agencies, and area hospital executives to ensure **system effectiveness**.
 - ✓ Collaborate with system leaders on **innovations-in-care** planning related to the Affordable Care Act.
 - ✓ **Develop and implement Mobile Integrated Health** to assist with integrated medicine, community based care, and **population health management**.
 - ✓ **Collaborate with physician and nursing leaders** on development of multidisciplinary approach to improving patient care (i.e. implementation of system-wide STEMI alerting process to decrease door to reperfusion times and Centralized Transfer Center).
 - ✓ Responsible for **ensuring employee engagement and accountability** through models of **shared governance and relationship based care**.
- **Corporate Director of Emergency Medical Services**, January 2004 – May 2013
- **Six Sigma - Certified Green Belt**, June 2004 - Present
 - ✓ Through Virtua's partnership with GE Healthcare, management responsibilities include training in and application of various **performance Improvement** tools used in both clinical and business unit settings:
 - **Six Sigma Greenbelt**: Application of statistical analytics and process improvement techniques (DMAIC, LEAN, Kaizen, etc.) in order to achieve increased efficiency, accountability, consistency, and resource stewardship.
 - **"Operations Improvement Coach"**: Function as a positive change agent using tools aimed at solving problems, improving systems or processes, and increasing shared vision and acceptance. Facilitate meetings throughout the Virtua system as assigned by the Operations Improvement Department staff.
 - **Published Article**: Kathleen J. Goodman, Scott A. Kasper, and Kim Leek, *When Project Termination is Just the Beginning*, ASQ Six Sigma Forum, November 2007

UMass Memorial Medical Center, Worcester, MA.

- **Chief and Director of Emergency Medical Services and Life Flight, December 1999-December 2003**
 - ✓ Manage overall operations for **WEMS**, a hospital-based paramedic 911 ambulance system serving the emergency needs of City of Worcester and surrounding communities
 - ✓ Manage **Life Flight**, the rotor-wing aeromedical system serving critical care and emergent transport needs of communities and hospitals throughout New England.
 - ✓ Direct a management team of 6 managers and Medical Director coordinating all aspects of aviation, clinical, and operational issues for the flight program and ground EMS system.
 - ✓ Responsible for developing and managing operations budget, staffing plan, ambulance billing, fleet maintenance, management of 911 and aeromedical communications center, contract execution and oversight.
 - ✓ Liaison with City of Worcester Administration

Metropolitan Boston Emergency Medical Services Council, Inc., Burlington, MA.

- **Executive Director, May 1997-December 1999.**
- **Assistant Director, April 1996-May 1997.**
 - ✓ Executive Director of the not-for-profit agency designated by the Massachusetts Department of Public Health to coordinate delivery of emergency medical services to the sixty-two cities and towns in the Metropolitan Boston Region.
 - ✓ Manage state and federal grants totaling \$200,000, and annual operating budget of approximately \$500,000.
 - ✓ Responsibilities include assessing and planning regional EMS capabilities, serving as liaison with hospitals, providers, consumers, and government agencies, supervising staff, and providing support and expertise in guiding the regional EMS planning process.
 - ✓ Administer program of credentialing both ALS and BLS personnel in cognitive and practical knowledge of treatment protocols and operating policies and procedures.
 - ✓ Work with other Regional and State Officials in the development and implementation of various statewide EMS initiatives.

Cataldo Ambulance Service, Inc. , Somerville, MA. May 1992-April 1996

- **Director of Safety.**
 - ✓ Coordinate compliance with OSHA and DOT guidelines applicable to emergency medical services, patient care, and employee and vehicle safety; organize safety guidelines relative to multiple casualty and hazardous materials incidents; instruct all OSHA required training.
- **Scheduling Coordinator.**
 - ✓ Responsible for managing daily schedule of ambulance crews utilizing 140 full time, part time, and per diem personnel; instituted computerized attendance and payroll database.
- **Shift Supervisor.**
 - ✓ Oversee evening and overnight EMS operations including scheduling, communications and dispatch, vehicle maintenance, and employee credentialing and performance.

Project Consultant, Boston University Medical Center, Boston, MA. 1991-1993

- ✓ Performed a risk analysis of occupational health and safety problems in the health care setting, including adherence to OSHA guidelines, creation of an occupational health database, and presentation of recommendations for risk reduction.

**EMS Clinical
Experience:**

Virtua EMS Mobile Intensive Care Unit, Mount Laurel, NJ; January 2004 - Present
UMass/Memorial EMS, Worcester, MA. April 1999-December 2003
Trinity EMS, Lowell, MA. September 1996-May 1998
Cataldo Ambulance Service, Somerville, MA. May 1992-April 1996
Life-Line Ambulance Service, Wakefield, MA. June 1989-May 1992
Professional Ambulance Service, Cambridge, MA. Sept. 1988-June 1989
Professional Ambulance Service, Middletown, CT. Dec. 1987-Aug. 1988

Professional

Affiliations and Committees:

Chairman, New Jersey State EMS Council – December 2016-Present

Vice Chair, New Jersey State EMS Council – December 2012-December 2016
President, New Jersey Association of Paramedic Programs, January 2005-December 2016
Member, New Jersey State EMS Council, January 2005-Present
Member, New Jersey Mobile Intensive Care Unit Advisory Committee, January 2004-Present
Member, Virtua Centralized Patient Transfer Center Steering Committee
Member, Virtua Diabetes Advisory Board
Member, Virtua Emergency Department Practice Council
Member, Virtua STEMI and Stroke Steering Committees
Chairman, Massachusetts Department of Public Health MCI and Disaster Committee 1997-1998
Co-Chair, Worcester Metropolitan Medical Response System Steering Committee
Member, Municipalities Organizing for Regional Effectiveness, EMS System Planning Task Force
Member, Massachusetts Department of Public Health Emergency Medical Care Advisory Board (EMCAB)
Member, Massachusetts Department of Public Health EMCAB Executive Committee, 1997-2001
Member, Massachusetts Department of Public Health State Medical Services Committee

Community Service:

JDRF (Juvenile Diabetes Research Foundation)

- **Speaker, JDRF National Speaker's Bureau**, January 2015 – present
- **South Jersey Chapter Board President**, July 2013 – July 2015
- **South Jersey Chapter Vice President for Strategic Planning**, 2007 – July 2013
- **South Jersey Chapter Board Member**, 2006 – June 2016

JDRF Ride to Cure Diabetes, Cycling Coach, January 2012 – Present

- JDRF National Coach Leadership Team – New Coach Mentoring
- JDRF PEAK (Performance in Exercise and Knowledge) Trainer – promoting safe, science-based, informed exercise strategies for athletes with Type 1 Diabetes.
- Collaborate with both T1D and cycling community to recruit new members to the South Jersey Team.
- Assist Team members with fundraising strategies
- Develop personal training plans and cycling development strategies for Team cyclists
- Plan and lead weekly Team group rides to assist in training.
- Participate each season in various JDRF Ride to Cure signature events to assist riders in meeting their “ride day” goals, maintain safe riding environment, provide on-course assistance and repairs when needed, and much more.
- ***Awarded the Rose Wisner Promise Jersey*** in September 2014 – awarded to “*the one cyclist who is unrivaled in his/her efforts to promote the mission of the JDRF Ride to Cure program.*”

Founder and Cyclist: Hope on 2 Wheels, June 2012 - Present

- June 2012: Organized 24-member cycling team for 252-mile non-stop ride from NYC to Washington DC to raise awareness about Type 1 Diabetes. Directed planning and logistics, secured sponsors from both private and corporate donors, and participated as a cyclist on Ride Day.
- January 2013: Lead partnership development between Hope on 2 Wheels and Riding on Insulin to create expanded opportunity for success. Assisted in securing \$30,000 grant for ride expenses.
- July 2013: Adopted theme: ***Connecting Kids to Hope***. Organized and led 30 member cycling team for 220-mile non-stop ride between Camp Joslin in Massachusetts and Camp Nejeda in New Jersey, with the goal of inspiring kids to overcome the barriers of T1D and accomplish great things!
- June 2014: Collaborated with Penn State Hershey Children's Medical Center and the Camp Nejeda Foundation for Hope on 2 Wheels 2014. Assembled the Team to ride 140 miles (non-stop) between the two sites. Facilitated motivation and empowerment sessions for kids with T1D at both locations. Worked with various companies to secure sponsorship dollars, managed budget, developed logistics plan, mapped cycling route and more.

USA Cycling Certified Coach, 2012 - Present