

SCOTT A. KASPER

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SUMMARY

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, labor and community 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

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 \$22 million and gross revenue of more than \$90 million. 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 budget and P&L, including operating budget of \$22M and gross revenue of \$91M. 2016 performance resulted in 7.3% net margin with similar results projected for 2017.
- 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

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

TUFTS UNIVERSITY, Medford, Massachusetts

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

B.S., Biology and Environmental Studies, 1990

EMS CLINICAL EXPERIENCE

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

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

American Heart Association BCLS, ACLS, and PALS

Pediatric Education for Prehospital Professionals (PEPP)

National Incident Management System, ICS 200, 300 and 400

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

AFFILIATIONS

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

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

COMMUNITY SERVICE

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, recognized 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

Testimonials About Scott A. Kasper

"Incredibly passionate" comes to mind when I think about Scott. I had the pleasure of working with him for nearly 10 years at Virtua. In that time, I saw firsthand his passion and commitment to excellence in his job and for the members of his team. Scott would be a tremendous asset to any team.

- Chris Chekouras, COO, Saint Agnes Healthcare

I have had the pleasure of knowing Scott for the past 14 years in his role leading emergency services for Virtua. Scott is truly an expert in his field, and brought instant credibility to Virtua's emergency service programs when he joined the organization. Scott is an exceptional leader with strong values and excellent communication skills. Scott developed effective relationships across the organization at all levels, and throughout the EMS community. He is recognized as an advocate and resource at the regional and state level. Scott is a well-rounded leader who values the people around him and approaches his role with energy and enthusiasm. Scott would be an excellent addition to any organization seeking a capable and authentic leader.

- Robert Hockel, VP Strategic Operations, Cooper University Health care

Scott has a true passion for what he does, for his employees and for the people that his team serves. He is professional and respectful. He exhibits truly strong values. I have had the opportunity to support and witness Scott as he interacts with legislators and other public figures, as well as the media. He is consistent, calm and level-headed, even in very difficult situations. He maintains his dignity and truly represents the best aspects of our culture.

- Peggy Leone, Director of Media Affairs, Virtua

I've known Scott for nearly 15 years, and in my opinion, he exhibits that rare combination of independent, critical decision-making and an ability to build consensus in a group or team setting. I would recommend Scott without reservation for any position where leadership, dedication and an intense work ethic are valued.

- Roger Sarao, Vice President, New Jersey Hospital Association

Having worked side by side with Scott for the last 14 years, I benefited from and witnessed his commitment to mentoring staff and his management team. My ability to grow professionally and take advantage of moving into new roles across the organization was the direct result of his guidance and advocacy. Scott understands the critical element that culture plays in the success of a team and knows how to foster collaboration and passion for the mission.

- Richard Dobbins, Six Sigma Belt Black, Virtua

Scott is a knowledgeable dedicated professional who spearheaded efforts to draft comprehensive EMS legislation guiding it through the legislative process in an effort to modernize New Jersey's Emergency Medical Services System and ensure that all residents have timely access to quality services. Scott assumed a leadership role for many years and is dedicated to the use of data and performance measures to improve the quality of EMS care.

- Karen Halupke, Director (retired), NJ Department of Health Office of EMS

Scott built and ran what I believe is the best emergency medical services in the state, bringing in energy and best practices for fact-driven process improvements. He was one of the first to leverage technology to deliver the best care in the field and in the emergency departments, all with an eye on maintaining and growing profit margins. I would be honored to have Scott on my team.

- John Bloomer, Agile Coach, Technology Manager at Accenture (former Virtua CIO)