THOMAS W. DILLER, M.D., M.M.M., C.P.E., C.M.Q.

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CAREER SUMMARY

I am an experienced physician executive with over 22 years of progressively increasing responsibilities in medical management. I currently serve as the first Executive Director of the University of North Texas Health Science Center's Institute for Patient Safety. In this capacity, I am leading the development and strategic direction for a state-wide patient safety institute emphasizing the development of academic programs, patient safety research, patient safety performance improvement, and statewide advocacy.

Previously, I served as the VP and System Chief Medical Officer for CHRISTUS Health, a Catholic healthcare system with ~28 hospitals in the United States, 13 hospitals in Latin America and over $5B in net revenue. My responsibilities included leading clinical standardization; patient safety, clinical risk management and quality initiatives; optimizing medical staff performance; serving as the President for a clinical integration network; and managing the system's research and academic efforts. Prior to CHRISTUS Health, I served Greenville Health System, a 6-hospital academic, integrated delivery system as corporate VP of Quality and Patient Safety. I led quality and patient safety; assisted with the system's clinical integration efforts; assisted in the development of the University Of South Carolina School Of Medicine – Greenville; led the development of the research institute's infrastructure; served as the principle investigator for quality and safety research; and served as the liaison for national and state academic, accreditation and quality organizations. Additional prior experience includes serving as a Chief Medical Officer for a community hospital, a large medical group practice and a provider owned managed care company.

I have extensive accomplishments and expertise in (1) improving healthcare quality and outcomes through high reliability, cultural transformation, lean six sigma and change management methods; (2) improving population health through clinical integration, care management and risk contract management; (3) leading information systems implementation and data analysis; (4) improving physician relations and the management of medical staff affairs; (5) managing operations for hospitals, medical groups and managed care; and (6) managing clinical research and academics.

I hold a Masters of Medical Management degree, am a Certified Physician Executive, am certified in Medical Quality and am black belt trained in lean six sigma and change management. Additionally, I am a Board Certified Internist with over 20 years of clinical practice experience in internal, occupational and preventive, and emergency medicine. I have served on numerous medical staff committees, held elective office with county medical societies and served on national, state and community health policy committees and boards.

PROFESSIONAL EXPERIENCE

2016 to Present University of North Texas Health Science Center, Fort Worth, Texas
Executive Director, Institute for Patient Safety, 2016 – present
Associate Professor, School of Public Health, 2016 – present

The University of North Texas Health Sciences Center consists of 6 graduate schools in biomedical sciences. In 2016, the Institute for Patient Safety was created at UNTHSC to establish a state-wide approach to decrease harm to patients from medical care. The IPS is taking a novel approach positioning itself as a collaborative partnership of patients and families, academic institutions, healthcare systems / providers and community organizations with the primary goals of:

- Education – Develop and deliver educational programs for patients and families, and inter-professional training for students and providers, with the intent of decreasing preventable harm and achieving the highest quality possible.
- Research – Sponsor and conduct patient safety research to accelerate the translation of discoveries into practice, and innovatively apply existing knowledge and technologies for the mission of patient safety.
- Quality and Health Impact – Consult with our partners to implement patient safety solutions.
- Influence – Inform and assist local, state and national leaders to adopt and disseminate best practices in patient safety education, advocacy, research, clinical care, and policy.

I serve as the first Executive Director for the Institute and am leading the establishment of a strategic business plan, the development of membership (partnership) with numerous academic and healthcare organizations, the recruitment of faculty and associates to support the mission, and the development of a plan for long-term financial sustainability.

2013 to 2016 <u>CHRISTUS HEALTH</u>, Irving, Texas
Vice President and System Chief Medical Officer, 2013 – 2016
President, CHRISTUS Connected Care Network, 2014 – 2016

CHRISTUS Health is a large, multi-national Catholic health system with ~28 hospitals in the United States, 13 hospitals in 3 Latin American countries and over $5B in net revenue.

My responsibilities included leading clinical standardization; patient safety, clinical risk management and quality initiatives; optimizing medical staff performance; serving as the President for a clinical integration network; and managing the system's research and academic efforts.

Accomplishments:

- **Clinical Standardization**
  - Led the successful implementation of a 2 year, system-wide plan to implement palliative care programs in all domestic hospitals that fully met the National Consensus Project for Quality Palliative Care Practice Guidelines. Implemented a system-wide outcome measurement system.
  - Led the development and implementation of a comprehensive plan to create governance and operational structures for clinical standardization.
    - Engaged with Regional CMOs and CNEs across 8 regions to form a highly functioning Clinical Leadership Group to oversee the standardization and optimization of care.
    - Established and expanded several medical and nursing advisory councils consisting of front-line, engaged clinicians to advise on evidence-based, best clinical practice standards.
    - Established and chaired a system-wide clinical policy committee and pharmacy and therapeutics committee to finalize decisions.
  - Successfully completed the transition from individual hospital formularies across the system to a single, system-wide formulary in 1 year.
  - Produced $12.3M in validated pharmacy cost savings on a total of $170M spend in the first year of the pharmacy cost savings initiative. (The goal was a $5M reduction in the first year.)
  - Negotiated and managed system-wide hospitalist and emergency medicine contracts.
  - Chaired the CHRISTUS Physician Group Compensation Committee, 2014 – 2016.

- **Clinical Risk Management, Quality and Patient Safety**
  - Led system-wide efforts in a very successful effort to radically change the root cause analysis process by implementing the Human Factors Analysis Classification System approach.
  - Successfully led the implementation of a system-wide Patient Safety Organization.
  - Designed and implemented a comprehensive quality reporting system across the health system.

- **Clinical Integration**
  - Chaired an internal group to develop a business case for a clinical integration network. Served as the founding President of CHRISTUS Connected Care Network.
  - Advised on the development of insurance products for the Health Insurance Exchange and substantial improvements in quality metrics for CHRISTUS Health Plans.

- **Academics and Research**
  - Developed and implemented a comprehensive business plan to centralize research efforts and established the CHRISTUS Health Research Institute.
    - Consolidated multiple IRBs into a single IRB, and served as interim IRB Chair.
    - Developed an Office of Sponsored Programs for system-wide grant management.
    - Developed an Office of Research Support.
    - Led the selection and implementation of software to facilitate research management.
  - Provided consultation regarding 6 GME programs and several academic affiliations.

- **Medical Staff Optimization**
  - Developed a standardized Ongoing Professional Practice Evaluation (OPPE) system.
  - Led the successful implementation plan for physician ICD-10 education.
  - Led the development of a system credentialing office for both hospitals and health plans.

- **Miscellaneous**
  - Member of the International Operations Team.
  - Member of the team to evaluate and onboard domestic acquisitions.
  - Member of the CHRISTUS Health Foundation Board, 2015 – 2016.

2008 to 2013 **<u>GREENVILLE HEALTH SYSTEM</u>,** Greenville, South Carolina
Vice President of Clinical Effectiveness and Quality / Quality and Patient Safety, 2008 – 2013
Lead Scholar, Program in Quality and Patient Safety Research, 2010 – 2013

Greenville Health System is a 6 hospital / ~1300 bed academic, integrated delivery system. It uses an employed physician model and had ~$1.6B in net revenue.

My primary responsibilities included strategic direction for quality management, patient safety, risk management, accreditation, infection prevention and control, management engineering (lean six sigma and project management) and the medical staff office. This included the management of the Board of Trustees Quality and Academics Committee agendas and serving as the GHS spokesperson regarding quality and patient safety with the media and public.

Additional leadership responsibilities included:

- Clinical Integration – advising on clinical integration strategies and accountable care programs.
- Academics and Research – participation in the development of the University Of South Carolina School Of Medicine – Greenville, serving on the Graduate Medical Education Committee, establishment of a clinical research infrastructure and carrying out research as a principle investigator.
- External Liaison – served as the GHS liaison with national organizations (Joint Commission, University HealthSystem Consortium, American Association of Medical Colleges and Premier) and state-wide quality committees and boards including the South Carolina Hospital Association, Health Sciences of South Carolina (research) and Palmetto Hospital Trust Services (risk management).

Accomplishments:

- **Quality and Patient Safety**
  - Developed and implemented the GHS System Quality and Safety Plan.
  - Developed a quarterly Quality and Safety Report for the Board, management and the public.
  - Provided executive leadership for 2 Joint Commission surveys resulting in full accreditation.

- Implemented the AHRQ Patient Safety Culture Survey, established organization goals to improve the GHS safety culture and implemented programs to achieve high reliability.
  - Improved the survey composite score from 59.8% to 64.5% between 2008 and 2013.
  - Led the implementation of a comprehensive Just Culture program that improved the non-punitive response to error score from 32.4% to 45.0% between 2008 and 2012.
  - Improved survey participation from 23% in 2012 to 69% in 2013.
- Implemented lean six sigma, change management and rapid cycle improvement across the system.
- Implemented a comprehensive hand hygiene compliance initiative.
- Implemented an enhanced electronic occurrence reporting system used to establish a Patient Safety Organization and increased the reporting of occurrences in excess of 150%.
- Organizational performance included:
  - Core measures above the 75th percentile (composite rate = 98.8% / perfect care rate = 96.6%). The Greenville Metropolitan Statistical Area rated 2nd best in the U.S. in the first year of the CMS Value Based Purchasing program.
  - Inpatient mortality rate is 2.1% with an observed / expected index of 0.82.
  - 30 day, same hospital readmission rate is 9.1% with an observed / expected index of 0.87. Greenville Memorial Hospital's CMS congestive heart failure readmission rates were 2nd in the country in 2011 and 8th in the country in 2012.
  - Central line infections dropped from 150 to ~17 per year, below the NHSN mean.

- **Academics and Research**
  - Developed a strategic partnership with the Clemson University Department of Industrial Engineering to bring expertise, research and education in performance improvement.
  - Developed the Health Sciences Quality and Research Team to support clinical research.
  - Appointed an IAHC Scholar and established the Quality and Patient Safety Research Program. Led a research portfolio in quality, patient safety and high reliability transformation.
    - Published research on hand hygiene compliance including the development of a comprehensive, electronic hand hygiene monitoring system with a commercial partner.
    - Adapted to healthcare and implemented the Human Factors Analysis and Classification System (HFACS), a human factors based adverse event investigation methodology.
  - Developed the USC School of Medicine – Greenville curriculum in quality and patient safety.

- **Clinical Integration**
  - Led the implementation of The Advisory Board's, Crimson Clinical Advantage Suite.
  - Advised and assisted the development of a Medicaid Shared Savings program.

- **Liaison with National and State-wide Organizations**
  - Led direct interaction with senior leadership at the Joint Commission, American Hospital Association and CMS regarding policy on Conditions of Participation and TJC Standards.
  - Collaborated with The Joint Commission and the South Carolina Hospital Association to establish a state-wide program to transition South Carolina hospitals to high reliability organizations.
  - Chaired the South Carolina Hospital Association Quality Advisory Committee.
  - Served as Interim Chief Medical Officer for Health Sciences South Carolina. Provided leadership for the 2012 strategic plan including a state-wide research clinical data warehouse.
  - Served on the Futures Committee of Palmetto Hospital Trust Services Board to select a new CEO.
  - Served as lead executive coordinating the Partnership for Patients and Best Practices for Better Care initiatives with UHC, Premier and the AAMC.

2005 to 2008 **BLESSING HOSPITAL,** Quincy, Illinois
Chief Medical Officer, 2005 – 2008

Blessing Hospital was a 335 bed regional medical center with ~2,000 employees and ~ 240 physicians.

My primary responsibilities included strategic direction for quality improvement, performance improvement, clinical informatics and medical staff affairs.

Accomplishments:

- **Quality and Outcomes Management**
  - Developed and implemented the Blessing Hospital Quality and Safety Plan.
  - Provided executive leadership for Joint Commission surveys resulting in full accreditation.
  - Implemented comprehensive lean six sigma strategies and training to transform the organization's quality culture and improve performance. Numerous projects completed to improve both quality and net income.
  - Expanded the hospital's quality management functions to develop a culture of excellence, improve core measures and implement initiatives for the IHI's 5 million lives campaign.
  - Revamped the hospital's root cause analysis / sentinel event and peer review systems.
  - Led the strategic planning for a hospitalist program.
  - Chaired the Measurement team for the Studer Group Hardwiring Excellence program.

- **Information Technology and Data Management**
  - Served as the lead senior executive responsible for the development and implementation of the Eclipsys Sunrise Clinical Manager electronic health record.
  - Led the development of Zynx based order sets and began the CPOE process; the physician effort to select the system's ambulatory electronic health record; and efforts to place clinical outcomes information on the hospital's web site.

2004 to 2005 **METHODIST MEDICAL GROUP (CLARIAN HEALTH PARTNERS),** Indianapolis, IN

Chief Medical Officer – Methodist Medical Group, 2004 – 2005

Methodist Medical Group was a wholly owned subsidiary of Clarian Health Partners (IU Health), and consisted of an 80 physician, primary care group practice that accepted significant global risk capitation.

My primary responsibilities included the strategic and operational direction for the medical management of risk capitation contracts for 5 physician networks covering 76,000 lives and premium revenue over $300 million. I had oversight for quality management, utilization management and pharmacy. Additionally, I provided medical direction for the operations of physician practices and had operational responsibility for the group's hospitalist program at two Clarian hospitals.

Additional responsibilities included:

- Appointment to the Methodist Hospital Quality Council Leadership Team, a senior management body with responsibility for clinical quality and resource utilization for Methodist Hospital.
- Represented MMG on the Employers' Forum of Indiana, a group of large employers, providers, government agencies and insurers working together to address health care quality and efficiency.

Accomplishments:

- **Quality and Outcomes Management**
  - Evaluated and redesigned the MMG physician compensation plan to incentivize group practice behaviors, clinical quality, appropriate resource utilization and patient satisfaction
  - Produced HEDIS results at or near the 90th percentile nationally.
  - Managed successful disease management programs (diabetes, asthma, lipid and anticoagulants).
  - Assisted the Employers' Forum to produce a community wide quality report card and a community pay-for-performance program.

- **Information Technology and Data Management**
  - Developed plans to recommend a clinical data warehouse to integrate information and continuously improve outcomes in clinical quality, resource utilization and satisfaction.
  - Assisted in the implementation of an electronic medical record (Allscripts) for all MMG practices.

- **Hospitalist Operations**
  - Redesigned and integrated the hospitalist program with other CHP hospitalist programs.
  - Successfully started a new hospitalist program with less than four months of lead-time.

1998 to 2003 **PERSONALCARE HEALTH INSURANCE (PROVENA HEALTH),** Champaign, IL
Chief Medical Officer – PersonalCare Health Insurance, 2000 – 2003
Director of Health Services – PersonalCare Health Insurance, 1999 – 2000
Medical Director – PersonalCare Health Insurance, 1998 – 2000

PersonalCare was a managed care company owned by Provena Health (now Presence Health), a Catholic health system. It provided HMO/POS/PPO insurance to 90,000 people and had revenues of $175 million.

My primary responsibility was the strategic and operational direction for the medical management of full capitation risk contracts. This included the direction of quality improvement, credentialing, utilization and care (case, disease, demand, and population) management, pharmacy benefit management, provider relations, network development, provider contracting and corporate compliance. I provided ongoing feedback, counseling and communication with ~1,300 independently contracted physicians and ~20 hospitals. I had direct responsibility to the Board of Directors for the clinical quality program.

Additionally, I was the most senior physician executive within Provena Health and had substantial involvement with some system-wide initiatives.

Accomplishments:

- **Quality and Outcomes Management / Population and Disease Management**
  - 2003 – PersonalCare named by NCQA as one of the top 5 health plans in the East North Central region (Ill., Ind., Mich., Ohio, and Wisc.) in HEDIS Effectiveness of Care Measures.
  - Achieved audited quality results with 9 of 12 HEDIS clinical quality measures and 8 of 10 CAHPS member satisfaction measures at the 90th percentile nationally.
  - 2001 – Led the NCQA accreditation process for PersonalCare and achieved "Excellent" status, with a perfect 20 points and a score of 98.4%.
  - 1998 – One of the first 40 health plans in the country awarded "Excellent" status by NCQA.
  - Developed and managed disease management programs in asthma, diabetes and depression.
  - Asthma Disease Management Program more than doubled the patients receiving appropriate care, decreased the patients requiring at least one emergency visit or hospitalization per year from 13.9% to 9.6% and lowered costs by $4.90 per member per month.

- **Information Technology and Data Management**
  - Led a $1 million project to expand the financial-based data warehouse to include clinical information. Managed the selection, installation and development of several relational databases to profile clinical quality and utilization of resources.

- **Team Leadership and Management Style**
  - 2002 – During a period of great uncertainty, a system wide employee satisfaction survey placed PersonalCare as the second best business unit in the 10,000-employee health system.

- **Provena Health System Leadership**
  - Strategic Planning Committee – One of 12 system executives and board members tasked to develop a new organizational mission, vision, and strategic plan implemented in 2002.

- Board of Director's Quality Committee – Key medical executive on this committee charged with the oversight of clinical and service quality throughout the system.
- Regional Planning Committee – Senior team member charged with strategic planning and the integration of two regional hospitals and the health plan within a regional market.

1997 to 1998 **OSF ST. JOSEPH'S MEDICAL CENTER,** Bloomington – Normal, Illinois
Medical Director – Mitsubishi Motor Manufacturing of America, 1997
Staff Physician in Occupational Medicine, 1997 – 1998

St. Joseph Medical Center is a medium sized hospital that is part of OSF Healthcare. I practiced occupational medicine and provided medical direction at an automotive plant.

1991 to 1997 **BROMENN HEALTHCARE,** Bloomington – Normal, Illinois
Director; Occupational, Preventive, and Rehabilitation Services, 1993 – 1997
Medical Director; BroMenn Employee Health Program, 1993 – 1997
Occupational Medicine Staff Physician, 1991 – 1993

BroMenn Healthcare was a 2 hospital system, now owned by Advocate Healthcare.

My primary responsibility included the strategic direction for an integrated product line in occupational medicine, health promotion, physical and occupational therapy and the hospital's health and safety program. I provided leadership for a $3.5 million budget and supervised over 60 full-time employees. I developed and presented numerous, complex business proposals to area companies.

Accomplishments:

- Merged 2 hospital departments into an integrated product line resulting in a 28% increase in visits and a 22% increase in revenue.
- Reduced worker's compensation costs for several employers.
  - BroMenn's costs fell from $452,000 to $108,000 over three years.
  - A local General Electric plant's costs decreased from $400,000 to $79,000 over four years.

1987 to 2006 **PRAIRIE EMERGENCY GROUP,** Bloomington, Illinois
Eureka Community Hospital Emergency Department Medical Director, Eureka, Illinois, (1991 – 1995 and 2003 – 2004); and **Emergency Department Staff Physician** (several hospitals) (1987 – 2006)

I practiced emergency medicine at numerous central Illinois hospitals and medical centers and provided medical director services for a small rural critical access hospital.

1987 to 1991 **GENERAL INTERNAL MEDICINE PRACTICE,** Peoria, Illinois

I practiced general internal medicine in a two-physician practice and then as a solo practitioner. During this time period I also helped to create the Heartland Community Health Clinic, a free clinic for the underserved population and served as a member of several medical staff committees.

1986 to 1987 **SOUTHERN ILLINOIS UNIVERSITY SCHOOL OF MEDICINE,** Springfield, Illinois
Chief of Residents, Department of Medicine, 1986 – 1987

EDUCATION

- **Masters of Medical Management (M.M.M.) Degree**
  H. John Heinz III School of Public Policy and Management at Carnegie Mellon University, Pittsburgh, Pennsylvania, 2002 – 2003

- Course work towards an M.P.H. Degree
  Medical College of Wisconsin, Milwaukee, Wisconsin, 1991 – 1997

- **Residency in Internal Medicine**
  Southern Illinois University School of Medicine, Springfield, Illinois, 1983 – 1986

- **Doctor of Medicine (M.D.) Degree**
  Southern Illinois University School of Medicine, Springfield, Illinois, 1980 – 1983

- Graduate work towards M.S. in Chemistry
  Illinois State University, Normal, Illinois, 1978 – 1980

- **Bachelor of Arts (B.A.) Degree in Chemistry**
  Illinois Wesleyan University, Bloomington, Illinois, 1974 – 1978
  Graduated Cum Laude

LICENSURE AND BOARD CERTIFICATION

Licensure:

- State of Illinois License since 1984, through 7/31/17

Board Certification:

- Diplomate – American Board of Internal Medicine, 1989 (permanent certification)
- Certified Physician Executive (C.P.E.) – Certifying Commission in Medical Management, 2004
- Certified in Medical Quality (C.M.Q.) – American Board of Medical Quality, 2012

FACULTY APPOINTMENTS

- University of North Texas Health Science Center, Fort Worth, Texas, 2016 – present
  Associate Professor, School of Public Health
- Clemson University, Clemson, South Carolina, 2010 – 2014
  Adjunct Professor, Department of Industrial Engineering
- University of South Carolina School of Medicine – Greenville, 2013 – 2014
  Clinical Assistant Professor
- University of Illinois College of Medicine, Peoria, Illinois, 1991 – 2008
  Clinical Instructor, Department of Medicine
- Southern Illinois University School of Medicine, Springfield, Illinois, 1986 – 1987
  Instructor and Chief of Residents, Department of Medicine

JOURNAL EDITORIAL BOARDS

- American Journal of Medical Quality, 2011 – Present
- International Journal of Six Sigma, 2010 – Present; Associate Editor – Healthcare, 2012 – Present

PROFESSIONAL ASSOCIATIONS

- American Association for Physician Leadership (formerly ACPE)
- American College of Physicians
- American College of Medical Quality
- Illinois State Medical Society, 1986 – 1998, 2006 – 2008
  - Council on Medical Services, Illinois State Medical Society, 1993 – 1998
  - Delegate to Illinois State Medical Society House of Delegates, 1993 – 1995
  - Alternate Delegate to Illinois State Medical Society House of Delegates, 1987 – 1992

COMMITTEES AND BOARDS

- Medical City (HCA) North Richland Hills Hospital Board of Trustees, 2017 – present
- CHRISTUS Health Foundation Board, 2015 – 2016
- CHRISTUS Health Clinical Policy Committee; Chair, 2014 – 2016
- CHRISTUS Health Physician Compensation Committee; Chair, 2014 – 2016
- CHRISTUS Health IRB; Chair, 2014 – 2015
- South Carolina Hospital Association
  - Quality Advisory Council, 2009 – 2013; Chair 2013; Vice Chair, 2011 – 2012
- Health Sciences of South Carolina
  - Interim Chief Medical Officer, 2011 – 2012
  - Policy Steering Committee, 2011 – 2013
  - Data Governance Steering Committee, 2013
  - Health Care Transformation and Innovation Task Force, 2010 – 2011
- PHT Services (PHTS, PHT, PHLIP) Board of Trustees, 2010 – 2013
  - PHT Services; Palmetto Hospital Trust; Palmetto Healthcare Liability Insurance Program; and PHLIP Liability Reduction Committee.
- Employer's Forum of Indiana, 2004 – 2005
- Bloomington Normal Girls Softball Association (Board of Directors), 1999 – 2004
- McLean County United Way, Citizen Review Panel on Health, 1996 – 1998
- McLean County Community Health Advisory Committee, 1995 – 1997
- Heartland Community Health Clinic (Board of Directors), 1990 – 1993
- Visiting Nurse Association of Peoria (Board of Directors), 1990 – 1992