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EXPERIENCE:

November 2014-date: Rogue Community Health Board of Directors (used to be Community Health Clinics)

- Elected Chair-elect of the Board in September 2015; Became Chair in October 2016.

2010-2011 – VolPACT – re-organizational committee

- Wrote articles of incorporation, bylaws.
- Obtained tax-exempt status
- Offered general advice about organization and operation

October 2009-date: Self-Employed: Howe Healthcare Consulting – consulting in healthcare and in the business and administrative aspects of healthcare, including:

- Payor operations: utilization management, case management, disease management, quality management, plan design, provider relations.
- The business of healthcare provision: strategic planning; governance; organizational structure and function; accounting; cash controls; payer relations; change facilitation; mediation; contract design and negotiation; facility planning.
- Medical Staff relations: strategic planning; organization; discipline; negotiations; facilitation; arbitration.
- Change management: strategic and tactical planning; inclusion activities; facilitation, mediation and negotiation.
- General trouble-shooting.

Jan 2002-Oct 2009 QualChoice: Vice President of Medical Affairs (Chief Medical Officer) – internal and external spokesman for the Care Management Department in a small (85,000 enrollees) HMO in a provider community with little exposure to managed care. *Retired:* October 2, 2009.

Duties included:

- Maintain UM standards (admissions and bed days)
- Shift emphasis to Case Management and Disease Management
- Improve relationships with provider community
- Participate in the development of a collaborative relationship among departments in the HMO
- Participate in the development of and assist with the underwriting of new product offerings

Accomplishments:

- Stable UM rates with less friction with provider community.

- Best reputation with physicians of any plan in the state.
- 2002 was first profitable year in company history (\$10 million loss in 1999).
- 2003 profit was \$4 million, twice the 2002 profit.
- 2004-2009 were again profitable; the company has gone from an AM Best rating of C- to B over this time.
- Instrumental in transition to new electronic platform (Facets).
- Case Management is gaining momentum.
- Outsourced Disease Management for three years, then insourced the program; it is growing in volume and success.
- Developed an in-house “Population Management” which has achieved operational and marketing success for the company.
- Participated in the design of a consumer-directed health plan.
- Instituted a “pay for performance” program for primary care physicians.
- Transitioned PBM companies; instituted a value-based formulary.
- Actively participated in creating a successful bid for FEHBP program.
- Actively participated in fraud and waste detection programs.

2005-8 Wrote: **Healing Healthcare: How to Fix our Broken Healthcare System** – published by Durban House Press 2008.

2004 Assisted in the design of, and facilitated, the presentation of a table-top exercise for a mixed group of Arkansas Department of Health employees and others who would work with or relate to the ADH during an epidemic. The exercise was a simulation of a SARS outbreak. Sue Ann Sarpy, PhD, in the Department of Health Systems Management (Tulane University) was the principal on the project. Published as: Sarpy, Sue Ann; Warren, Christopher R; Kaplan, Seth; Bradley, Jill; Howe, Roger: Simulating Public Health Response to a Severe Acute Respiratory Syndrome (SARS) Event: J Public Health Management Practice, 2005, November (Suppl.), S75-S82.

2001 **Self Employed**

Wrote: **Where Have We Failed? A Systemic Analysis of U.S. Health Care** published in 2002 by the American College of Physician Executives.

2000-2001 **Health Net of Arizona: Medical Director** (8 months)

The fifth full-time Physician Manager in an HMO with membership of 350,000. After losses in 1999 and with anticipated losses in 2000, the CMO was hiring to rebuild. My duties included:

- Utilization Management (hands-on, including hospital rounds).
- Quality Management.
- Physician interfacing – important relationships with hospitalists, primary care physicians, and selected specialists.
- Support to internal departments including customer relations and claims.

Accomplishments:

- Reduced Medicare bed days by 200 pmpm (1450->1250)

- Reduced Acute Rehab Hospital use by 75% (working with Orthopedists)
- Worked with Claims to improve claims adjudication process and outcome.
- Collaborated with hospitalist groups on expectations and efficiencies.
- Participated in improvement in Medical Expense Ratio from about 95% to 89% in May 2001.

Position deleted in downsizing, 7/9/01.

1997-2000 Gould Medical Group, Inc: Vice President of Medical Affairs

The full-time Administrative Physician in a growing Foundation-model medical group associated with the Sutter Health system; CMO of the group. Duties included:

- Recruiting and Retention programs for physicians.
- Internal consulting regarding operations of care centers (12 offices in 7 towns).
- Administration of the physician salary system.
- Monitoring all financial systems and results of the group.
- Responsible for medical group budget of \$37 million.
- Oversaw medical foundation department of seven to staff recruiting, payroll, HR, benefits administration programs for the Group.

Accomplishments of the group during my time there:

- Oversaw (and recruited) an increase in group size: 1997 110; 1998 150; 1999 reached 160 in February.
- Medical group lost \$0.9 million in 1998; salary cuts and operational changes brought positive bottom line of \$1.5 million in 1999.
- Published monthly newsletter.
- Installed new EMR system.
- Installed an intranet.
- Converted HR tracking to electronic database.

Position deleted in reorganization, 9/30/2000.

1995-1997 United HealthCare of Louisiana: Acting Chief Medical Officer / Associate Medical Director

Second-ranked physician executive in a growing IPA-model HMO. The enrolled population (HMO, POS, PPO and Medicare-risk) expanded from 75,000 to 225,000, and participating (contracted) physicians from 2,500 to 4,000 over a two-year period. Duties and accomplishments:

- Utilization Management,
- Quality Management,
- Case Management and
- Provider Relations.
- NCQA accreditation passed.
- Promoted on departure of senior Medical Director in June, 1997.

1991-1996 Siskiyou Imaging Partnership: General Partner

Organized, sold partnerships in and ran a five-year limited partnership organized to purchase a CT scanner for our remote rural community.

1994-1995 Superior California Primary Care Network

A forming IPA designed to unite the efforts of primary care physicians from the San Francisco Bay Area to the Oregon border. Facilitator of the strategic planning meeting, an organizing principal, and an officer. Membership reached 75.

1993-1995 Pan-Cascades Alliance Medical Group, Inc.

A multi-site medical group: organizer and facilitator of the strategic planning effort, officer and member of the Board of Directors, Medical Director (designed Utilization, Quality, Credentialing, Discipline and Appeals mechanisms). The group joined 30 primary care physicians in Redding, Mt Shasta and three other Northern California communities (maximum separation of over 75 miles) into a single incorporated group practice.

1992-1994 Mercy Medical Center, Mt. Shasta: Chair, Surgeons' Committee

Paid 1/5-time position as Chair of the Surgery Department. This 32-bed rural hospital was nearly decertified by JCAHO in 1992 due to problems in the surgery department. On re-inspection in 1993, we received a full 3-year accreditation. The department included two orthopedists, three general surgeons, one urologist, one ENT, and myself. Quality management and leadership were the primary issues.

1985-1993 California Medical Association: Member, Board of Trustees**1987-1991 California Medical Association: Secretary**

Participated as a primary consultant/mediator in dispute between physicians and hospital administration at Seaside Hospital in Crescent City, CA.

1983-1995 Mount Shasta MediCal Clinic, Inc.

My partner and I established this not-for-profit, tax exempt, Community Clinic in response to our inability to make financial ends meet taking care of MediCal (California Medicaid) patients and our sense of moral obligation that they receive care. We created, incorporated, founded, oversaw, sat on the founding Board of Trustees, and acted as supervising physicians for the PA we hired to staff the clinic. I wrote the articles of incorporation, bylaws, and all of the policies and procedures required to be a community clinic.

Medical Practice –Mt Shasta, CA: 1973-1995. Rural and relatively isolated.

1970-1972 Community Hospital of Sonoma County: Chief Resident

This was a position of leadership representing recognition by the faculty. I served in this role during the period 7/1/71-12/31/71.

1969-1970 US Army: Co C, 171 Spt. Bn., 171 Inf. Bde.: Commanding Officer

Captain promoted to Major. I was assigned an executive officer and a supply officer and told to requisition the personnel and equipment necessary to run a mobile 60 bed surgical hospital. We were operational and on maneuvers in the Alaskan midwinter within 6 months – with commendations.

1968-69 US Army: Post Surgeon; Fort Greeley, Alaska

I was the commander of the only medical facility in a radius of 100 miles, and one of two physicians serving a population of about 4000 people.

EDUCATION & ACADEMIC APPOINTMENTS:

- 2005-9 Clinical Instructor, Department of Family Practice, University of Arkansas for Health Sciences. Taught a course on a system-based approach to healthcare.
 - 1997-8 Adjunct Assistant Professor, Department of Health Systems Management; Tulane University School of Public Health and Tropical Medicine.
 - 1997 MMM (Master of Medical Management): Tulane University, New Orleans, LA
 - 1975-1995 Associate Clinical Professor, Department of Family Practice; University of California at Davis School of Medicine (reappointed 1998-2000).
 - 1970-72 Residency in Family Practice: UCSF; Sonoma Community Hospital; Santa Rosa, CA
 - 1967-68 Rotating Internship: Beaumont Hospital, El Paso, Texas (US Army)
 - 1967 MD: University of California at San Francisco
 - 1964 BS - Medical Sciences: University of California at San Francisco
- Also attended: University of California, Berkeley; Pomona College

CERTIFICATION & CLINICAL

- Am. Board of Family Practice: 1972, 1978, 1984, 1990, 1996, 2002 (through 2009).
- Family Practice: Mount Shasta, CA, 1972-1995. Rural and relatively isolated.
- Licensure: Arkansas R-4664 de-activated in 2013)
- California A23579 (current, retired)
- Oregon MD08885 (current, active, administrative status)
- Arizona 28990 (voluntarily relinquished – no desire to return to Arizona)