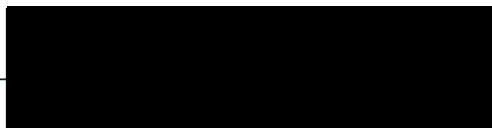


Committee on Energy and Commerce
U.S. House of Representatives
Witness Disclosure Requirement - "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Charles B. Reuland, MHS, Sc.D.		
2. Your Title: Executive Vice President/Chief Operating Officer		
3. The Entity(ies) You are Representing: The Johns Hopkins Hospital		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No X
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2015. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. None.		
6. Please attach your curriculum vitae to your completed disclosure form. See attached.		

Signature:  **Date:** 10/5/17

Charles B. Reuland, M.H.S., Sc.D.



Office Address:
The Johns Hopkins Hospital
600 N. Wolfe Street
Baltimore MD 21287



Education

The Johns Hopkins University School of Hygiene and Public Health
Doctor of Science Degree

May 2004

The Johns Hopkins University School of Hygiene and Public Health
Master of Health Science in Health Policy and Management

May 1991

The University of Michigan

Bachelor of Arts in 19th and 20th Century American and World History; Admitted to Honors Program
May 1988

Employment

Johns Hopkins Health System

The Johns Hopkins Hospital/Johns Hopkins Bayview Medical Center
Executive Vice President/Chief Operating Officer

10/16 to present

Report to the President of The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center. Responsible for leadership of executive team as it relates to hospital operations which impact the care of patients on a daily basis. Serves as local leader at each hospital and drives integration of the two Academic hospitals to create a “one-hospital, two campus” model wherever appropriate. Develops and encourages the organizational culture of excellence, engagement, commitment, service excellence, inclusion, collaboration and integrity, and focuses on the key operational objectives of safety, access, capacity, throughput, and quality outcomes.

Essential Functions

The Johns Hopkins Hospital:

- Work closely with JHH President to provide oversight to hospital personnel and faculty leadership to assist JHM and JHH in achieving goals set for the East Baltimore/Broadway campus. Oversight includes all patient care services and ancillary service departments, as well as support services and the ambulatory operations owned and operated by JHH.
- Lead through the development of a strong team of JHH and other JHM leaders, in the identification and execution of strategies to enhance safety, service, quality, diversity/inclusion, compliance and financial sustainability of operations on the JHH campus. Sets short, medium and long-term goals in each of these areas for JHH, and empowers multidisciplinary teams to achieve those goals. Holds leadership accountable for achieving outcomes in these areas.
- Maintains compliance with regulations governing hospitals and the rules of accrediting bodies by monitoring operations and initiating changes where required.
- Partners with faculty leaders to develop new programs consistently with JHM, JHH and Academic Division goals, and negotiates inter-entity agreements as needed.
- Represents JHM and JHH in local, regional and national meetings/conferences as required.

- Utilizes the physical resources of the institution to fullest potential while ensuring against physical damage.
- Works to develop strong teams of engaged staff, faculty and trainees on the campus to deliver world class service in a safe and high quality environment, and to meet financial targets set for the campus.
- Works to assure high performance in efficiency, throughput, and cost-effective delivery of services.

Johns Hopkins Bayview Medical Center:

- Work closely with the President, focuses primarily on program development, clinical department issues, and integration efforts with JHH, while also assisting the President with the leadership of the executive team relating to all hospital operations which impact the care of patients on a daily basis. Contributes to the overall mission and success of Johns Hopkins Medicine by making Johns Hopkins Bayview a world class academic medical center which places the patient, family and community at the center of our tri-partite mission of teaching, research and patient care.
- Provides oversight to medical center clinical department personnel and medical staff leadership to assist JHM and JHBMC in achieving goals set for the campus. Will not exercise daily oversight of patient care services and ancillary service departments, but does provide direction to clinical departments, ambulatory operations and support services.
- Assists the President in the identification and execution of strategies to enhance safety, service, quality, diversity/inclusion, compliance and financial sustainability of operations on the JHBMC campus. Sets short, medium and long-term goals in each of these areas, and empowers multidisciplinary teams to achieve those goals. Holds leadership accountable for achieving outcomes in these areas.
- Partners with faculty leaders to develop new programs consistently with JHM and JHBMC goals, and negotiates inter-entity agreements as needed.
- Represents JHM and JHBMC in local, regional and national meetings/conferences as required.

As the Academic Division Chief Operating Officer:

- Works closely with the Presidents of each hospital, the Clinical Directors at JHH and Department Chairs at JHBMC, and other executive leaders to create an integrated approach to planning and executing services in the Academic Division. Drives efficiency, clinical quality, access, appropriate placement of clinical programs and sharing of resources to assure the Academic Division is a model of efficiency, safety, quality and appropriate location of clinical programs.

Essential Functions:

- Clinical departments – works with chairs and JHUSOM CFO to jointly supervise administrators and CAOs, including recruitments, goal-setting, evaluation and mentorship.
- ADOG – leads in setting the agenda for integration of clinical, support and administrative functions across the academic division.
- Sharing of staff – partners with Human Resources teams to optimize the ability of the two hospitals to share staff where value-added.
- JAA and capital – consolidates discussions around Joint Agreement support and capital acquisitions to optimize efficiency and coordination in the Academic Division.

Other Responsibilities:

Provides leadership at the Academic Division, and as appropriate, at the JHM level in the development of system-wide strategies, particularly in areas of operations integration, pay-for-performance strategies, coordinated program planning and other areas as appropriate. Represents JHM in appropriate community, regional and national organizations/efforts.

Strategy Formulation:

Ability to formulate strategies and policies, and create new approaches in adverse situations.

Ability to take a broad based view of issues and events, and has an understanding of their longer-term impact or wider implications.

Ability to translate strategies into strategic and operational activities

Relationship Management:

Ability to establish and maintain positive working relationships with key stakeholders and commercial enterprises to facilitates the accomplishment of work goals.

Ability to influence or persuade others to gain acceptance or agreement of ideas and approaches.

Johns Hopkins Health System, Johns Hopkins Bayview Medical Center (JHBMC)

Executive Vice President/Chief Operating Officer, JHBMC

8/09-present

Vice President, Clinical Operations, JHBMC

7/07-7/09

Report to the President of Johns Hopkins Bayview Medical Center. Responsible for leading the executive team, overseeing all hospital operations, and influencing the high quality care of patients on a daily basis. Advance the Medical Center's efforts to ensure ongoing development of the JHBMC campus, with the development of programs, facilities and academic strength.

Scope of JHBMC Clinical Activities Includes:

- 471 total beds (341 acute, 25 NICU, 20 Nursery, 76 Chronic, 9 ACIR)
- Approx. 22,000 admissions/observations
- Approx. 450,000 ambulatory visits (acute and psychiatric programs)
- Approx. 3,000 FTEs
- Campus is primary home of JHM programs in Geriatrics, Burn, Bariatrics, Memory, Lung Cancer, Headache, Rheumatology, Myositis, Total Joint Replacements, etc..

Team Accomplishments Include:

- Significant improvements in throughput (IP, OR, clinic and ED)
- Growth in operating margins and cash position
- Improvement in Patient Satisfaction scores >25 percentile points (raw 78% to 85%)
- JCAHO full accreditation (Summer 2015)
- Hospital reward for favorable quality metrics performance
- Diversity Council recognition as one of top 10 in nation, 2014-2015
- Integration within Johns Hopkins Medicine, including programs, departments, recruitments, and staffing.

Additional Leadership Responsibilities:

- Represent Johns Hopkins Medicine on several statewide committees related to quality-based reimbursement and physician/hospital alignment.
- Serve JHM-wide leadership roles for EMR implementation and United Way Campaigns.

The Johns Hopkins Hospital

Administrator, Department of Medicine

1/99 to 6/07

Reported jointly to Chairman of Department of Medicine and the Chief Operating Officer of The Johns Hopkins Hospital. Responsible for administrative, operational, and fiscal management as well as programmatic development of the inpatient, outpatient, and ancillary activities of the hospital and university physician practices for the Department of Medicine.

Scope of Responsibilities Included:

- 218 inpatient and ICU beds, 8 cardiac catheterization labs, two endoscopy suites, two pulmonary function labs, chronic and acute dialysis facilities, cardiac CT, three cardiology heart stations
- 13 clinical divisions on multiple campuses with 500+ faculty and approximately 1,200 staff and support personnel; research grant administration for over 500 governmental and non-governmental grants; and approx. 180,000 nsf of research space, professional fee management, external affiliation agreements, development activities and remote clinical practice and research sites. Responsible for preparation of and adherence to annual operating budget of \$280M+ (University) and \$290M+ hospital budget.

Team Accomplishments Included:

- Positive operating margins in both JHH and JHU budgets in FY00 through FY06.
- Department recognized as top funded department in U.S. in NIH funding.
- Exceeded nearly all volume, casemix and throughput (LOS) targets in FY00 through FY06.
- Completed integration of Bayview physicians into JHU, establishing leadership teams and operating principles.
- Establishment of a system for monitoring and incentivizing improved LOS performance in the Chief Residents' Service (4400+ discharges/year).
- Enhanced research administration protocols, including on-line application forms, organized training programs for pre/post award management.
- Improved financial reporting packages to support decentralized divisional leadership.

Additional Leadership Responsibilities:

- Member of state-wide committee designing a pay-for-performance model for Maryland hospitals
- Key leader in initial design phases of new hospital buildings.
- Acknowledged leadership in technology applications for revenue cycle management, financial reporting, and bed management systems; Department systems have been extended to other departments in the SOM.

Johns Hopkins Medicine, Office of Managed Care

Director, Managed Care Contracting

7/95 to 12/98

Developed contracting strategies, negotiated, implemented and oversaw administration of managed care contracts for Johns Hopkins Medicine. Supervised staff of 8 FTEs who performed contracting, product development, billing/collection, and care coordination.

Negotiated contracts including agreements for specialty services under global fee or capitated reimbursement, some fee-for-service, and several full risk (global cap or percent-of-premium) arrangements associated with Johns Hopkins affiliated networks. Represented the Johns Hopkins University School of Medicine faculty, Johns Hopkins Hospital, Bayview Medical Center, and JHHC affiliated physician networks in all contract negotiations.

- Negotiated multiple case rate contracts netting approximately \$20M in incremental revenues for tertiary care procedures. Helped make JHH the top participant in national COE networks.
- Negotiated and executed first capitated tertiary care contract, making JHM the exclusive tertiary care provider for a local PHO. Resulted in approximately \$2M in care shifted from a competing medical center.
- Negotiated and executed first JHM Medicare Risk contract.
- Established and supervised the infrastructure to sustain tertiary procedure volumes, including clinical team direction, pricing, claims, and utilization management functions.

The Johns Hopkins Hospital*Assistant Administrator, Department of Surgical Sciences*

8/93 to 8/95

Managed the administrative functions of the inpatient and intensive care units, including the formulation of hospital operating budgets (approx. \$35M), capital budgets, program development, and marketing initiatives. Served as Transplant Administrator for organ transplant services, including the development of contracting capabilities, competitive performance and pricing strategies, and the development of clinical and financial information systems.

- Developed sophisticated business models to justify successful incremental investment in surgical programs.
- Established multidisciplinary transplant teams. Identified resources required for transplant programs and obtained incremental funding from the hospital to meet those requirements.
- Provided competitive performance information to surgeons and assisted in making practice changes to improve efficiency or quality of service.
- Reorganized transplant coordinators and built a workable management structure to ensure efficiency and quality of service delivery.
- Established a utilization model to determine bed requirements for the new Cancer Center.
- Built salary equity models for various staff (e.g. surgical Pas) to ensure competitive recruitment.

The Johns Hopkins Hospital*Manager, Department of Social Work and Patient Relations*

5/91 to 8/93

Supervised the discharge planning and support staff of the Department of Social Work and Patient Relations. Managed the centralized function of the Department, including the provision of patient benefits, discharge planning service, financial management, central office staff supervision, and support of clinical operations.

- Redesigned the departmental information system, allowing for daily identification of patients in need of discharge planning; reorganized discharge planning staff and functions.
- Initiated hospital-wide patient satisfaction reporting mechanisms (first Hospital-wide surveys)
- Established post-acute care critical path for high-risk CVA patients.

The Francis Scott Key Medical Center*Administrative Resident*

6/90 to 4/91

Served as Senior Management Analyst reporting directly to the Vice President for Operations. Managed operating budgets, performed various financial analyses, and functioned as Special Projects Manager. Staffed planning committees for new facilities, including a new geriatric facility and a 300-bed acute (replacement) hospital.

Maryland Governor's Commission on Health Care Policy and Financing*Policy Analyst*

10/89 to 5/90

Conducted research on health care utilization by the uninsured in Maryland. Research and writings were included in final commission report to the Governor.

National/Regional Leadership

American Heart Association, Greater Maryland Chapter

Board Chair

2010-2013

Board Member

2008-present

Maryland Health Services Cost Review Commission

Johns Hopkins Medicine representative committee member, Physician Alignment and Engagement Committee and Quality Based Reimbursement Committees

2007-present

Alliance of Academic Internal Medicine

President, Administrators of Internal Medicine (AIM)

2004

Board Member (member organizations include APM, ASP, APDIM, CDIM, AIM);

2004-2007

Chair, AIM Diversity Task Force

2005-2007

Co-Chair, AAIM Personnel Management Committee

2005

Contracted Consultant

University Hospital of Basel, Switzerland

present

NIH, Standard of Care billing/documentation

2005

Mayo Clinic Department of Medicine

2005

Yale University Department of Medicine

2004

University of Maryland, School of Medicine, Lecturer

2003

Tulane University, Transplant Surgery

1996

Member of NIH "Blue Ribbon Panel"

2005-2006

At invitation of Drs. Elias Zerhouni (Director of NIH) and Edward J. Benz, Jr. (CEO of Dana Farber Cancer Center) charged with evaluation whether NIH Clinical Center should convert its operations to bill for "standard of care" services.

Other Board Memberships & Special Committees

Chair, Johns Hopkins Medicine United Way Campaign

2013-2015

Priority Partners (A Maryland Medicaid MCO) Board of Directors

2007-present

Co-Chair Network Management Committee

2008-present

One Less Car Board of Directors

2006-2009

Johns Hopkins School of Medicine Search Committees

President, Johns Hopkins Community Physicians

2008-2009

Chief, Division of Geriatrics

2008-2009

CFO, Johns Hopkins Medicine

2015

Chair, Physical Medicine and Rehabilitation

2015-present

Johns Hopkins Medicine Health Care Reform Coordinating Committee

2009-2012

Committee Member

Teaching/Mentorship/Publications

The Johns Hopkins University

School of Medicine: Instructor, Part Time, Dept of Medicine, General Internal Medicine 2006-present

Bloomberg School of Public Health: Associate Faculty 2003-present

Preceptor and informal mentor to many junior administrators around JHM 1996-present

University of Maryland School of Medicine – Adjunct faculty

Group leader in “Health Services Organizations” course 1995-2000

Johns Hopkins University School of Continuing Education

Lecturer in “Business of Medicine” course. 1996-1998

Johns Hopkins University School of Nursing

Lecturer in “Business of Medicine” and “Case Management Academy” 1997-1998

American Hospital Association

Research cited in publications for research in “HMO Liability” 1990

National Health Care Conferences

Various presentations on managed care contracting and Academic Medicine Finances and Operations. 1996-2001

Research Study

Leader for survey of 13 academic medical centers to determine structure and methods for managing full risk managed care contracts. 1998

Contributing Author

Evidence Based Surgery, Gordon, T. & Cameron, J.L.. Co-author for “Stakeholder Perspectives”

Author

American Journal of Medicine “Role of Administrators of Internal Medicine in Improving Departments of Internal Medicine”

Contributing Author

National Institute of Health Feasibility Study for Third Party Reimbursement 2005

Lecturer

Association of Subspecialty Professors presentation at 2002 and 2004 Annual Meeting. “Understanding and Managing a Division’s Financial Systems” 2002 and 2004

Lecturer

First Annual Conference on Information Technologies at the Point of Care “Evaluation of a Handheld Antibiotics Decision Support Tool in an Internal Medicine Residency Training Program” 2004

The National Association of Health Services Executives

Judge 11th Annual Everett V. Fox Student Case Competition 2006

Maryland Association of Health Care Executives

Speaker/Panelist at Annual Executive Round Table 2010, 2015

Johns Hopkins University Bloomberg School of Public Health
Judge Annual Case Competition Final and Semi-Final Rounds

2010-2014

Other Awards/Recognition

Greater Baltimore Committee “The Leadership” program participant, 2013

Johns Hopkins Medicine Leadership Development Program 2001

Nominated for, and completed participation in the JHM Leadership Development Program for faculty and staff on path to assuming top level leadership positions.

Delta Omega Honor Society Inductee

Leadership and scholarship at the Johns Hopkins University School of Hygiene and Public Health, 1991.

John Young Memorial Award

Best paper submission in 1991, Department of Health Policy and Management at JHU. Paper was cited in American Hospital Association publication for research on malpractice liability in managed care entities.

Phillip A. Dewey Award

For most outstanding contribution to the University of Michigan’s Men’s Glee Club, 1987-88.

Michigamua Honor Society

25-member society for outstanding campus leadership and service, University of Michigan.

International Vocal Competition in Llangollen, Wales

Men’s vocal ensemble placed third in 1985.

CHARLES B. REULAND, M.H.S., Sc.D.
EXECUTIVE VICE PRESIDENT, CHIEF OPERATING OFFICER
THE JOHNS HOPKINS HOSPITAL
JOHNS HOPKINS BAYVIEW MEDICAL CENTER

Dr. Charles B. Reuland is currently the Executive Vice President and Chief Operating Officer at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center in Baltimore, Maryland, a position he has held since October 2016. In this role, he provides leadership for the executive team relating to all hospital operations which impact the care of our patients on a daily basis, and advances the Medical Center's efforts to ensure ongoing development of the both campuses.

Prior to assuming this position, Dr. Reuland served as the Executive Vice President and Chief Operating Officer at the Johns Hopkins Bayview Medical Center, a position he has held since 2009.

Prior to 2009, Dr. Reuland worked as the Chief Administrative Officer for the Department of Medicine at the Johns Hopkins University School of Medicine and the Johns Hopkins Hospital, a position he held for 8+ years. Dr. Reuland also has experience in Managed Care Contracting, the Department of Surgery at the Johns Hopkins Hospital, and in Social Work and Patient Relations.

Dr. Reuland received his undergraduate degree from the University of Michigan, a master's degree in Health, Policy and Management from Johns Hopkins University Bloomberg School of Public Health and his Doctor of Science degree in Health, Policy and Management at Johns Hopkins University Bloomberg School of Public Health.

Dr. Reuland has served as a consultant to other major academic medical centers, has served as an author and reviewer of publications for the Journal of General Internal Medicine, and continues to serve in various Maryland State committees for the Maryland Hospital Association and the HSCRC. Dr. Reuland has also served as the Chair of the American Heart Association Greater Maryland Board and Chair of the United Way Campaign for Johns Hopkins Medicine.