

Thomas James Foels, MD, MMM

Physician executive with thirty years of experience in health care management, spanning private group practice and MSO development to executive oversight responsibilities of a managed care organization.

SUMMARY OF EXPERIENCE

Independent Health, Buffalo, N.Y.

1994-present

Western New York's second largest not-for-profit, IPA-model health insurance organization. Operating revenues of \$1.5 billion, with 960 employees, 380,000 members, and 2,900 participating physicians.

EVP / Chief Medical Officer 2009 – present

- Responsible for the development, implementation and management of all medical management initiatives, health care policies, and resource utilization.
- Departmental oversight of health care services, case and disease management, pharmacy, medical director's office, information management, wellness, and practice management departments.
- Participates in network contracting with hospitals, providers, and ancillary services.
- Responsible for the development of the health plan's virtually integrated primary care provider network (Primary Connections) and associated MSO activities.

Medical Director, 2006 – 2009

The office of the Medical Director reports directly to the CMO and is responsible for the development, implementation, and management of health care policy and medical resource management.

- Participate in the strategic planning process for and implementation of the corporation's financial plan, including all medical management initiatives related to medical expense and administration.
- Provide clinical leadership in the design, implementation, and management of the health plan's Medical Resource Management and Quality Assurance programs, working to surpass national benchmarks for evidence-based clinical care quality, achieving targeted medical expense ratios, and maintaining accreditation and compliance with legal and regulatory standards.

- Provide clinical leadership in network design and reimbursement, provider and facility credentialing, and the development of clinical informatics and analytics.
- Leadership of the health plan's Patient Centered Medical Home (PCMH) transformational initiatives, encompassing twenty-three primary care practice sites, 140 primary care physicians, and impacting 50,000 members.
- Leadership of the WNY Quality Measurement Collaborative (QMC), a \$2.1M pay-for-performance demonstration pilot program funded by the NYS DOH, consolidating administrative data from the region's three largest health plans into a single data repository to provide one of the nation's few comprehensive physician quality performance reporting programs.
- Direct supervision and administrative management of the Department of the Medical Director and the Department of Practice Management, with oversight responsibilities for 22 health plan associates and annual department operating budgets of \$2.8M.

Associate Medical Director, Practice Management, 1997- 2005

Oversight responsibilities for primary and specialty care physician networks and operations, including commercial, POS, TPA, Medicaid, and Medicare lines of business.

- Assisted in managing health plan's \$160 million physician services budget, including reimbursement design, implementation, and operation for 1,200 primary and 1,700 specialty care physicians. Aided in establishing the region's first primary care capitation reimbursement program, encompassing 54 leading group practices and impacting over 30% of the health plan's commercial membership.
- Spearheaded creation of performance-based reimbursement methodologies. Independent Health's Practice ExcellenceSM program provides participating primary care physicians semi-annual, individualized performance profiles including measurement of key preventive health services, patient satisfaction, member access, and chronic disease management. Practice ExcellenceSM has been credited with increasing colorectal cancer screening rates by 54% since its inception. Second-generation Practice ExcellenceSM chronic disease components, with over 90% voluntary physician participation, have increased adherence-to-guideline management of asthma and diabetes in over twenty process and outcome categories by double-digit percentages. Practice ExcellenceSM was the recipient of the American Association of Health Plan's (AAHP) 1999 National Award for Innovation and recognized by the Agency for Healthcare Research and Quality (AHRQ) and the National Initiative for Children's Healthcare Quality (NICHQ).

- Pioneered concepts of open-access appointment scheduling, cycle-time reduction, and clinical patient registry development in partnership with the Boston-based Institute for Healthcare Improvement's national collaborative to create prototypic
- Idealized Design of the Clinical Office Practice (IDCOP). Involved with local spread strategies of idealized design to 50 affiliated physician offices and 8 managed Medicaid clinic sites.
- Created a team of uniquely skilled physician account executives to conduct on-site physician education and training in practice management and performance enhancement, using "balanced scorecard" report portfolios. Responsible for health plan's physician performance reporting, including design/format, data management, analysis, communication, and physician office education.
- Health plan consultant to primary and specialty care physician offices regarding principles of business management, exceptional customer service, human resource management and empowerment, and innovation in clinical office redesign. Focus includes physician executive leadership, team leadership, and transition management. Educational formats span one-on-one professional coaching and large group presentations.
- Direct supervision and administrative oversight of the department of practice management and Night Call PC, including two associate directors and 49 administrative staff members.

Associate Medical Director, Special Projects, 1994-1997

- Created New York State's first demand management telephone nurse triage service, (Night Call, PC) serving over 260 physicians throughout New York State with nearly 15,000 patient contacts/month. Supervised the development of corporate structure, legal and financial operational considerations and development of a proprietary patient reporting/tracking software system.
- Developed a unique "Vaccine Purchase and Distribution Program," eliminating all out-of-pocket expenses to primary care offices for common childhood vaccine purchases. Savings to health plan estimated at \$350,000 annually.
- Created an American College of Physician Executive (ACPE) sponsored annual "Managed Care Institute" to foster physician executive leadership within the community and health plan.
- Assisted in the implementation of electronic data interface (EDI) systems for claim's processing to over 100 private practice settings via a health plan-sponsored outreach program.

Western New York Medical Networks Services, Inc

1995-1997

Assisted in the design of one of Western New York's first primary care management service organizations (MSO), involving 65 providers at 9 locations caring for 60,000 lives.

Director, 1995-1997

- Initiated and supervised all elements of MSO design and implementation, including incorporation, finance, and operations.
- Successfully consolidated all claims processing through EDI to a single off-site processing center.
- Designed and implemented QM and UM programs.

Williamsville Pediatric Center/Tonawanda Pediatrics LLP

1984-1998

Founded Western New York's two largest pediatric group practices, encompassing 15 providers at two locations, delivering care to an estimated 20,000 children.

Founder and President, 1984-1998

- Responsible for all day-to-day administrative operations, including quality improvement, insurance contracting, financial operations, physician management, and human resource services.
- Oversight of design and construction of 60,000 square foot medical arts building.
- Clinical pediatric practice for 15 years.

FACULTY APPOINTMENTS

2007-2011 Faculty, Master in Medical Management Program, Tulane University
School of Public Health and Tropical Medicine

1984-1998 Assistant Clinical Professor of Pediatrics, State University of New York
at Buffalo School of Medicine and Biomedical Sciences.

OTHER PROFESSIONAL ACTIVITIES

2009 - 2011	CAHPS National Technical Expert Panel
2008 - present	American Cancer Society, National Board, Eastern Division Member, Board of Directors
2008 - present	Asthma Partnership of New York (APNY), NYS DOH Board member
2007 - 2011	Tulane School of Public Health and Tropical Medicine Teaching faculty: Masters level program in Medical Management
2007 - 2011	Health Plan Association of New York State Co-chair, Medical Director Committee
2007 - 2008	California Medical Association Foundation Expert Panel for Advancing Practice Excellence in Diabetes
2006 - 2011	Editorial Board, <i>Disease Management</i>
2006 - present	AIDS Association of WNY (Evergreen Health Services, Evergreen Foundation, Alianza Latina, PRIDE Center of WNY) Member, Board of Directors
2006 - 2008	New York State Department of Health Advisory Committee on Hospital and Physician Incentive Programs. Advisory Board Member
2006 - 2009	Global Health Care Finance Initiative, Center for Global Development, Washington, DC (Gates Foundation Grant) Member, Expert Panel
2003 - 2007	Section on Telephone Triage, American Academy of Pediatrics Member
1997 - 2007	Evergreen Health Foundation Member, Healthcare Advisory Committee
1997 - 2002	Benedict House (PLWA Residence Facility) Member, Board of Directors
1995 - 1997	Committee on Health Care Delivery Systems, Medical Society of the State of New York; Advisory Board Member
1994 - 2007	Independent Practice Association of Western New York Member, Board of Directors

1986 - 2000 Executive Committee, New York State Perinatal Association
Member, Board of Directors (President, 1991-1992)

EDUCATION

Tulane University, New Orleans, LA, Master's of Medical Management, 1998-2000

Children's Hospital of Buffalo, NY, Residency Program in Pediatrics, 1981-1984

University of Rochester School of Medicine and Dentistry, Rochester, NY, M.D. 1977-1981

Canisius College, Buffalo, NY, BA, Magna Cum Laude, 1973-1977

CERTIFICATION

American Board of Pediatrics (certification 1989; recertification 1995 and 2003)

Past Fellow, American College of Physician Executives

Licensure: New York certificate #155753 (NPPI 1023128238)

PROFESSIONAL ASSOCIATIONS

American Cancer Society

American Diabetes Association

Juvenile Diabetes Research Association

American College of Physician Executives

American Academy of Pediatrics

Medical Society of State of New York

NYS Perinatal Association

PUBLICATIONS

“Integrating Pay for Performance with Educational Strategies to Improve Diabetes Care”, T Foels, S Hewner, Population Health Management, Volume 12, Number 3, 2009

“Efficacy Expectations for Colorectal Cancer Screening in Primary Care: Identifying Barriers and Facilitators for Patients and Clinicians”, T Feely, T Foels, J Cooper, M Mahoney, Health Communication, 24: 304-315, 2009

“Performance Incentives for Global Health: Potential and Pitfalls,” Rene Eichler, Ruth Levine, and the Performance-Based Incentives Working Group, Center for Global Development (2009)

“Improving Asthma Management: One Health Plan’s Experience” American Journal of Managed Care, vol 13, no 8 (2007).

“Second Generation Pay-for-Performance Comprehensive Chronic Disease Profiling”, Case Studies in Health Plan Pay-for-Performance Programs, Atlantic Information Services (2004).

“Pay for Performance”, American Association of Health Plans, Health Plan Magazine, September 2002.

“Doctor’s Use CME, Quality Effort to Boost Results”. American Medical Association News, Vol. 44, No. 47 (December 2001)

“Improving Maternal and Child Health Outcomes: Innovative Approaches for Health Plans”, American Association of Health Plans (June 2001).

AWARDS AND GRANTS

\$2.1 million two-year grant from the New York State Department of Health (“Pay-for-Performance Demonstration Project”) to develop comprehensive physician and hospital quality performance profiling via the creation of a regional claims data collaboration among all regional health plans (March 2007 – December 2009).