

# WILLIAM E. KRAMER

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## PROFILE

- Expert in health policy, finance and economics
- Effective consultant to health care organizations: hospitals, physicians, insurers, and government
- Experienced health care executive with strong record of accomplishment
- Strong connections to the business community and political leaders

## MAJOR ACCOMPLISHMENTS

### HEALTH POLICY

- Serves as Project Director and Co-chair for the Consumer-Purchaser Disclosure Project, a collaborative led by Pacific Business Group on Health and the National Partnership for Women & Families to improve the quality and affordability of health care.
- Serves on the Board of the National Quality Forum, the NQF's Measure Applications Partnership Coordinating Committee, the National Priorities Partnership, and the AQA Alliance Steering Group.
- Co-authored *Building Successful SHOP Exchanges: Lessons from the California Experience* – a summary and recommendations for the design of Exchanges based on the experience of PacAdvantage, a voluntary small employer exchange.
- Authored *A New Vision for Health Care* and *A Responsible Plan for a Sustainable Health Care System* -- policy analysis and proposals for comprehensive health care reform on behalf of statewide business council.
- Developed and presented *Business Leadership: Purchasing Strategies & Policy Initiatives* to statewide business council and national Business Roundtable.
- Developed business plan for the administrative operations of a health benefit exchange for state health authority.
- Developed business plan for a publicly owned health insurance plan to be offered within a state health benefit exchange.
- Wrote position papers for nationwide small business organization and provided input to Congressional leaders and staff during national health reform debate.
- Provided strategic consultation and technical assistance for state Senate Committee on Health Care Reform and state commission charged with creating a comprehensive reform proposal, specifically in the areas of finance, insurance reform, delivery system reform and insurance exchange design.

### HEALTH CARE MANAGEMENT CONSULTING

- Provided consultation and staff support to multi-stakeholder initiative to expand use of evidence-based best practices.
- Provided consultation to senior management of a provider-owned health insurer regarding strategic business options in the post-health reform environment.

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- Conducted an assessment and developed recommendations for improving the finance and accounting functions for a large health care system.
- Provided strategic advice to senior management of a health care organization regarding financial performance and a potential merger. Developed cash flow forecasts, conducted profitability analyses, and designed management dashboard. Created transition management plans, created staff communications and provided counsel to senior management during post-merger period.
- Co-authored *Achieving Excellence in Compliance* – an initiative to upgrade compliance programs and strengthen governance in the wake of a major billing investigation at a leading academic medical center.

### HEALTH CARE MANAGEMENT

- General Management: Launched turnaround in a key business unit (\$80M in revenue). Achieved positive results in first 12 months: improved customer service by 10%, increased productivity by 3%, met financial targets despite unexpected revenue shortfall, re-ignited growth.
- Financial Management: Drove improved financial performance for \$1.5 billion business unit: increased operating income, built business case for sustainable cost structure improvements, maintained outstanding financial control environment.
- Marketing/Planning: Created and implemented Strategic Marketing Plan -- restructured sales and account management staff by segment, revamped advertising and promotion campaigns, and launched new products, resulting in improved sales effectiveness and membership growth.
- Hospital and Physician Contracting: Successfully re-negotiated \$20M contract with local hospital in a very challenging environment; maintained cost-effective contracts with a major hospital system in the face of demands for higher payments; expanded physician and hospital network to support cost-effective growth; trimmed the network as needed to reduce the dependence on high-cost providers.
- Human Resources/Mergers: Managed Human Resources functions during large merger (combined revenue \$1 billion) -- co-led the restructuring of Administrative Departments, developed and implemented Human Resources policies and communications for managers and staff in transition.
- Labor Relations: Successfully negotiated win-win labor contract; launched Labor Management Partnership, resulting in commitments to improved productivity and attendance.
- Pricing: Implemented new pricing system for leading health care organization, resulting in improved competitive position and growth.

**PROFESSIONAL EXPERIENCE**

PACIFIC BUSINESS GROUP ON HEALTH, San Francisco, CA 2011-  
**Executive Director, National Health Policy**

KRAMER HEALTH CARE CONSULTING, Portland, OR 2004-2010  
**Major Engagements:**  
Oregon Health Policy Board/ Oregon Health Authority, 2009-2010  
Columbia United Providers, 2009-2010  
Oregon Health Leadership Council, 2008-2010  
AllMed Healthcare Management, 2010  
Small Business Majority, 2009-10  
SEIU (Service Employees International Union), 2008-09  
Visiting Nurse Services of the Northwest (Swedish Health System), 2008  
Oregon Health Fund Board, 2007-2008  
Oregon Department of Consumer & Business Services, 2007-2008  
Cascadia Behavioral Health, 2007  
Oregon Business Council, 2004-2009  
University of Washington – UW Medicine, 2004-2005  
Portland State University, 2004

KAISER PERMANENTE, NORTHWEST REGION, Portland, OR 1998-2003  
**Vice President, Chief Financial Officer & Associate Executive Director, 1998-2002**  
**Vice President, Dental Services, 2002-2003**

KAISER PERMANENTE, NORTHEAST REGION, Rocky Hill, CT 1991-1998  
**Vice President & Executive Director, Connecticut, 1997-1998**  
**Vice President, Human Resources, 1996**  
**Director, Human Resources and Performance Management, 1994-1996**  
**Health Plan Manager (Sales, Marketing and Member Services), 1991-1994**

KAISER PERMANENTE, NORTHERN CALIFORNIA REGION, Oakland, CA 1982-1991  
**Director, Medical Economics and Statistics, 1985-1991**  
**Manager, Membership and Market Research, 1984-1985**  
**Senior Medical Economics Analyst, 1982-1983**

DEPARTMENT OF SOCIAL AND HEALTH SERVICES,  
STATE OF WASHINGTON, Olympia, WA 1975-1980  
**Chief, Office of Budget and Program Analysis, 1979-1980**  
**Manager, Policy Analysis Unit, 1977-1979**  
**Budget and Policy Analyst, 1975-1976**

HARVARD UNIVERSITY,  
KENNEDY SCHOOL OF GOVERNMENT, Cambridge, MA 1974-1975  
**Research Assistant**

**COMMUNITY LEADERSHIP**

SIGHTLINE INSTITUTE <b>Member, Board of Directors, 2006-2010</b> <b>Chair, Governance Committee, 2008-2010</b>	2006-2010
INTERNATIONAL SUSTAINABLE DEVELOPMENT FOUNDATION <b>Member of Board of Directors, 2005-2010</b> <b>Chair, Finance Committee, 2009-2010</b>	2005-2010
CITY CLUB OF PORTLAND <b>Treasurer, Member of Board of Governors, 2003-2007</b> <b>Member, Finance Committee, 2007-2010</b> <b>Co-chair, Health Care Issues Committee, 2000-2002, 2006-08</b>	1999-2010
OREGON HEALTH POLICY COMMISSION <b>Member, Quality &amp; Transparency Work Group (2005-06); Cost Work Group (2004)</b>	2004-2006
FRIENDLY HOUSE (a community social services organization) <b>Member, Board of Directors (2001-2005)</b> <b>Chair, Development Committee (2002-2004)</b>	2001-2005
COVER THE UNINSURED WEEK <b>Member, Steering Committee – Portland Area</b>	2004

**TEACHING EXPERIENCE**

PORTLAND STATE UNIVERSITY,  
PROFESSIONAL DEVELOPMENT CENTER, Portland, OR 2007-2009

**Instructor**

Taught a six-session class in the Financial Management of Health Care Organizations: a module of PSU's Healthcare Management Certificate program for healthcare executives, clinicians and administrators.

OREGON HEALTH AND SCIENCES UNIVERSITY,  
SCHOOL OF NURSING, Portland, OR 2000-2003, 2010

**Adjunct Professor, Lecturer**

Lectures in Health Care Finance, Health Policy, and Health Care Industry Structure to students in Advanced Practice Nursing Program

CONCORDIA UNIVERSITY,  
SCHOOL OF MANAGEMENT, Portland, OR 2005-2010

**Lecturer**

Lectures in Health Care Finance as part of class in Managed Care Systems

UNIVERSITY OF CONNECTICUT,  
GRADUATE SCHOOL OF BUSINESS, Storrs, CT 1992-1998

**Lecturer**

Lectures in Health Care Industry Structure, Health Care Marketing, and Health Care Strategy to undergraduate, graduate, and executive classes. Served on Health Care Management Advisory Board

KAISER PERMANENTE HEALTH PLAN INSTITUTE  
KAISER PERMANENTE MIDDLE MANAGEMENT PROGRAM 1991-1996

**Lecturer**

Lectures and workshops in Health Care Economics, Health Care Marketing, and Health Care Finance. Served on Board of Directors, Kaiser Foundation Health Plan Institute

INSTITUTE FOR HEALTHCARE IMPROVEMENT 1995  
Boston, MA

**Lecturer**

Lecture in Performance Measurement Systems and Processes

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**EDUCATION AND PROFESSIONAL DEVELOPMENT**

STANFORD UNIVERSITY,  
GRADUATE SCHOOL OF BUSINESS, Stanford, CA  
**MBA**

HARVARD UNIVERSITY, Cambridge, MA  
**BA** Magna cum Laude, Phi Beta Kappa

KAISER PERMANENTE EXECUTIVE PROGRAM

KAISER PERMANENTE ADVANCED LEADERSHIP PROGRAM