

STEVEN H. LANDERS MD, MPH

Passionate physician executive with strong track-record of leading organizational changes & innovations that strengthen health care delivery and improve value. Experienced public speaker, influential advocate for the role of nurses and community health workers, currently serves as the 1st physician CEO of a major American Visiting Nurse Association. Data driven strategic thinker with broad public health and research knowledge—highly accountable manager with history of success in distributed operations and execution at Cleveland Clinic and VNA Health Group as evidenced by improved profitability, market relevance, employee engagement, and quality of care. Understands business models, clinical models, and new technologies that will inform successful clinical and research initiatives of the future. Can credibly “tell the story,” and get buy in and from a diverse range of stakeholders. Has the commitment and resilience to move past major organizational challenges. Board certified in Family Medicine, Geriatric Medicine, and Hospice and Palliative Medicine.

EXPERIENCE

VISITING NURSE ASSOCIATION HEALTH GROUP, INC.

2012 - Present

President and Chief Executive Officer

VNA Health Group includes the VNA of Central Jersey, Essex Valley Visiting Nurses, Robert Wood Johnson Visiting Nurses, Engelwood Visiting Nurses, Cape Visiting Nurses, and Federally Qualified Community Health Centers. The organization is the largest non-profit home care and community health organization in New Jersey with over 1600 employees that care for over 4,000 patients and families each day out of 11 statewide hubs. VNA Health Group is the 2nd largest independent Visiting Nurse Association in the United States.

- Quickly after on-boarded in new organization and new market developed and led management re-organization and situational strategy that took organization from -\$2.3MM and -\$6MM in net income in 2011 and 2012 to \$2MM in 2013 (in spite of Federal sequester, Hurricane Sandy, and other environmental headwinds in 2013 that weren't present in prior years). Strong financial start to 2014.
- Succeeded in rapidly changing management culture to one of accountability, engagement, reliance on data, transparency, and compliance.
- Enhanced organization's strategic relevance and position in state and Federal health reform through changes to leadership team, new grants and contracts, enhanced hospital and physician partnerships, reducing cost-per-unit, re-vamping business intelligence and quality information systems
- In 1st career position requiring focus on philanthropy, developed concept for “2020 Vision” capital campaign centered on mobile health technology and integrated care models, has secured \$2MM in silent phase pledges from individual donors and foundations.

UMDNJ/ROBERT WOOD JOHNSON SOM

2013

Clinical Associate Professor of Family Medicine and Community Health

CLEVELAND CLINIC

2008 – 2012

Director, Post-Acute Operations

April 2011 - June 2012

Director, Center for Home Care and Community Rehabilitation

March 2009 – June 2012

Functions as chief executive and chief medical officer for home health, hospice, home infusion pharmacy, home respiratory therapy, home cardiac monitoring, home visiting physician program, and community

nursing facility relations.

Direct P/L responsibility and operational oversight for service lines that deliver over 1 million patient days of home care annually with \$70 million in net home care revenues and 525 employees. Serves on key Cleveland Clinic enterprise leadership committees including Hospital Operations Committee, Health Reform Implementation Steering Committee, Readmissions Task Force, Value Based Operations Steering Committee, End of Life Care Steering Committee, Distance Health Work Group, and Rehabilitation Council.

Since 2011, oversight responsibility for Cleveland Clinic Health System post-acute strategy, addressing the post-hospital care needs for a \$6 billion health system with over 150,000 annual hospital discharges.

- Led efforts that reduced home health agency publicly reported readmission rate from 29% to 18% from 2008-2011.
- Designed and launched transitional care telehealth monitoring / telephonic health coaching model for patients with cardiovascular disease returning home from the hospital (2010-2011).
- Designed and launched home medical care program using a care management model that now has 700 active patients and is partnering with managed care plans to address needs of highest risk beneficiaries (2008-2011).
- Re-branded “home care services” to “Cleveland Clinic at Home” and led multi-channel outreach and marketing efforts related to this change that have led 10% annual revenue growth in 2011 in spite of payment cuts and slowed growth in “upstream” acute care services in health system.
- Integrated home care electronic information systems with physician and hospital EMRs to improve communication and quality across the continuum.
- Re-organized and re-energized hospice program which had EBIDA of \$26,000 in 2008 and census below 130 to a program with anticipated EBIDA of \$2.5 Million in 2011 with census of 250 and improving quality and employee engagement scores.
- Recognized for leading one of the top 4 Cleveland Clinic work group improvements in Gallup engagement scores (2011).
- Since 2008 recruited team of 10 home care, hospice, and transitional care physicians and nurse practitioners, whereas prior to this effort there were no dedicated home care physicians or nurse practitioners. All but two were new recruits to the Cleveland Clinic staff.

Medical Director, Home Health

July 2008 – June 2012

Medical Director, Medical Care at Home

July 2008 – June 2012

Full Staff Physical Medicine and Rehabilitation, Family Medicine, Geriatric Medicine

January 2010 – June 2012

Associate Staff, Physical Medicine and Rehabilitation and Family Medicine

July 2008 – December 2009

Assistant Professor of Medicine, Cleveland Clinic Lerner College of Medicine

July 2008-June 2012

**CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE
UNIVERSITY HOSPITALS CASE MEDICAL CENTER**

2005 –2007

Assistant Professor, Department of Family Medicine

July 2006 – June 2007

Senior Instructor, Department of Family Medicine

July 2005 – June 2006

Founding Medical Director, Family Medicine House Call Program

July 2005 – June 2007

EDUCATION/ TRAINING

GERIATRIC MEDICINE FELLOWSHIP

July 2007 – June 2008

Cleveland Clinic Division of General Internal Medicine

Certified February 2009

Cleveland, Ohio

MULTIDISCIPLINARY CLINICAL RESEARCH TRAINING (NIH-K12)

July 2005 – June 2007

Case/ Cleveland Clinic Multi-Disciplinary Clinical Research Training Program

Cleveland, Ohio

FAMILY MEDICINE RESIDENCY

July 2002 – June 2005

Case Western Reserve University/ University Hospitals of Cleveland

Board Certified by ABFM - August 6, 2005

Accelerated Family Medicine Residency Program

Cleveland, Ohio

DOCTOR OF MEDICINE

July 1998 – May 2003

Case Western Reserve University School of Medicine

Robert Wood Johnson Foundation sponsored leadership program "Primary Care Track"

Cleveland, Ohio

MASTER OF PUBLIC HEALTH

July 2000 – May 2001

The Johns Hopkins University Bloomberg School of Hygiene and Public Health

Baltimore, Maryland

CERTIFICATE IN HEALTH FINANCE AND MANAGEMENT

July 2000 – May 2001

The Johns Hopkins University Bloomberg School of Hygiene and Public Health

Baltimore, Maryland

BACHELOR OF ARTS

July 1993 – August 1997

Indiana University

Political Science and Pre-Med

Bloomington, Indiana

SHAKER HEIGHTS HIGH SCHOOL

1993

Shaker Heights, OH

HONORS/ AWARDS/ LEADERSHIP

EMPLOYEE ENGAGEMENT AWARD	2012
<i>Given to Cleveland Clinic supervisors with direct report Gallup scores >90%tile nationally</i>	
CRAIN'S CLEVELAND BUSINESS "40 UNDER 40" LIST	2011
OHIO HOSPICE & PALLIATIVE CARE ORGANIZATION	2010
<i>"Friend of Home Care Award"</i>	
NATIONAL ASSOCIATION FOR HOME CARE AND HOSPICE PHYSICIAN OF YEAR	2009
AMERICAN MEDICAL DIRECTORS ASSOCIATION "FUTURES" PROGRAM	2008
<i>Sponsored Participant</i>	
AMERICAN GERIATRICS SOCIETY	2008
<i>Fellow in Training Section Chair</i>	
NATIONAL INSTITUTE ON AGING SUMMER RESEARCH INSTITUTE	2005
<i>Sponsored Participant</i>	
CHIEF RESIDENT	2004
<i>Nominated by faculty and elected by peers to serve for academic year</i>	
AMERICAN ACADEMY OF FAMILY PHYSICIANS	2003
<i>Resident Representative, Commission on Quality and Scope of Practice</i>	
OHIO ACADEMY OF FAMILY PHYSICIANS	2003
<i>Chairman Resident Affairs Committee/ Resident Representative to Board of Directors</i>	
DONALD E. MINCH AWARD	2003
<i>Given to the graduating Case medical student who best represents the ideals of Family Medicine</i>	
PRIMARY CARE TRACK AWARD	2003
<i>Given to the graduating Case medical student who best represents the ideals of the Primary Care Track</i>	
AMERICAN MEDICAL ASSOCIATION NATIONAL LEADERSHIP AWARD	2000

ADVISORY/ BOARDS

COMMUNITY HEALTH ACCREDITATION PROGRAM	2013 - Present
<i>Board of Directors</i>	
ALLIANCE FOR HOME HEALTH QUALITY AND INNOVATION	2012 - Present
<i>Board of Directors, Chair</i>	
HOME HEALTH QUALITY IMPROVEMENT NATIONAL CAMPAIGN	2012 - Present
<i>Physician Advisory Group Member</i>	
HOME CARE AND HOSPICE LINK (LINCOLN HEALTHCARE EVENTS)	2012 – 2013
<i>Advisory Board</i>	
CENTERS FOR MEDICARE AND MEDICAID SERVICES	2012 - Present

Home Health Technical Expert Panels

MONMOUTH COUNTY HUMAN SERVICES ADVISORY COUNCIL <i>Committee Member</i>	2012 – Present
New Jersey Hospital Association HRET <i>Board of Trustees</i>	2012 - Present
GREATER NEWARK HEALTH CARE COALITION <i>Board of Directors</i>	2012 - Present
NATIONAL ASSOCIATION FOR HOME CARE AND HOSPICE <i>Board of Directors</i>	2010 - 2012
AMERICAN ACADEMY OF HOME CARE PHYSICIANS <i>Board of Directors</i> 2009 – Present <i>Chair, Annual Scientific Meeting</i> 2010 - 2012	2009 - Present

PUBLICATIONS/ PRESENTATIONS

Peer Reviewed

Thavendiranathan P, Yingchoncharoen T, Grant A, Seicean S, Landers SH, Gorodeski EZ, Marwick TH. Prediction of 30-day heart failure-specific readmission risk by echocardiographic parameters. *Am J Cardiol.* 2014 Jan 15;113(2):335-41. doi: 10.1016/j.amjcard.2013.09.025. Epub 2013 Oct 9.

Landers S. The future of the Medicare home health program. *JAMA.* 2013 Oct 9;310(14):1443-4.

Mills WR, Landers SH. Home is where the heart of the ACO is. *J Am Med Dir Assoc.* 2013 Jul;14(7):527. doi: 10.1016/j.jamda.2013.04.002. Epub 2013 May 23.

Landers SH. The case for "connected health" at home. *Cleve Clin J Med.* 2013 Jan;80 Electronic Suppl 1:eS27-9. doi: 10.3949/ccjm.80.e-s1.06.

Landers SH. Medicine's future: Helping patients stay healthy at home. Introduction. *Cleve Clin J Med.* 2013 Jan;80 Electronic Suppl 1:eS1. doi: 10.3949/ccjm.80.e-s1.01.

Landers SH. Medicare Spending on Home Care. *Health Affairs (Millwood).* 2012 Jul;31(7):1649; author reply 1649.

Petersen, LE, Landers, SH, Bazemore, A. Trends in Physician House Calls to Medicare Beneficiaries. *JABFM* November–December 2012 Vol. 25 No. 6

Landers SH. Why Health Care is Going Home. *N Engl J Med.* 2010 Oct 28;363(18):1690-1.

Landers SH, Suter P, Hennessey B. Bringing Home The Medical Home: A Patient Centered Opportunity. *Cleve Clin J Med.* 2010 Oct;77(10):661-75.

Landers SH, Gunn PW, et al. An Emerging Model of Primary Care for Older Adults: The House Call/Home Care Practice. *Care Manag J*. 2009;10(3):110-4.

Landers SH. The other Medical Home. *JAMA*. 2009; Jan 7;301(1):97-9

Liang HW, Landers SH. Who Recieves House Calls. *J Am Geriatr Soc*. 2008 Aug;56(8):1581-2.

Landers SH, Peterson LE, et al. Trends in Home Diagnostic Testing for Medicare Beneficiaries. *Journal of the American Geriatrics Society*. 2007;55:138-9.

Landers SH. Home Care: A Key to the Future of Family Medicine? *Annals of Family Medicine* 2006.

Landers SH, Gunn PW, et al. Trends in House Calls to Medicare Beneficiaries. *JAMA*. 2005:2435-6.

Landers SH, Sehgal AR. Healthcare Lobbying in the United States. *American Journal Medicine*. April 9, 2004;116(7); 474.

Landers SH, Sehgal AR. How Do Physicians Lobby Their Members of Congress? *Arch Intern Med*. 2000 Nov 27;160(21):3248-51.

Other Selected Publications

Feorene B, Landers SH. Return of the House Call: Traditional Concept, Nontraditional Opportunities. *Spectrum: Society for Healthcare Strategy and Market Development of American Hospital Association*. January 2007.

Home Primary Care Standards Missing Holistic, Patient-Centered Measures. 2007.
<http://www.annals.org/cgi/eletters/146/3/188>

Landers SH. House Calls and Home Care. *The Ohio Family Physician*. Spring 2006.

Landers SH. How Good Is The Evidence? <http://www.annfammed.org/cgi/eletters/3/3/271#2111> May, 2005.

Landers SH. Family Physicians as Political Advocates. *The Ohio Family Physician*. Vol. 56 No. 3. Fall 2004.

Selected Invited Lectures / Presentations

Why Health Care is Going Home. Irish National Health Summit. Dublin, Ireland. February 2014.

Using Mobile Anytime, Anywhere. mHIMSS mHealth Summit. Washington, DC. December 2013.

All Hands on Deck: Pulling Together to Improve Care Transitions and Reduce Unnecessary Rehospitalizations in NJ. Whippany, NJ September, 2013

The Future of Home Health Care. Keynote, Oklahoma Association for Home Care and Hospice Annual Meeting. Midwest City, OK. September, 2013

The Patient-Centered Primary Care Collaborative webinar: Bringing Home the Medical Home. Washington, DC. September, 2013

American Academy of Home Care Physicians Annual Meeting. Plenary: Successful Transitions of Care.

Grapevine, TX. May, 2013

Stevens Institute of Technology 2013 A. Roy Health Lecture. Why Health Care is Going Home. Hoboken, NJ. April, 2013

General Closing Session: Why Health Care is Going Home. Southwest Regional Home Care Exposition. New Orleans, LA. April, 2013

The Role of Home Health and Community-Based Services in Care Transitions. Health Care Excel (Indiana Medicare Quality Improvement Organization). Indianapolis, IN. June, 2011

Why Health Care is Going Home. Keynote Address for the New England Association For Home Care Annual Meeting. Newton, MA. May, 2011

A Home Care Perspective on Measuring and Improving Care Transitions. American Geriatrics Society Annual Meeting. National Harbor, MD. May, 2011

The Role of Home Care in Reducing Hospital Readmissions. National Webinar for Home Health Quality Improvement Campaign/ Centers for Medicare & Medicaid Services (CMS). May, 2010

The Future of Home Care and the "Medical Home." The Association for Home & Hospice Care of North Carolina Annual Convention. Raleigh, NC. May 2010.

Transitions of Care. VNA of Central Jersey Board Retreat. Red Bank, NJ. April, 2010

The Future Medical Practice: Behind Every Great Doctor Is The Team. Remington's 8th Annual Think Tank Summit. Santa Monica, CA. March, 2010

The Role of Home Health in Improving Health Care Quality. Home Health Quality Improvement Summit Centers for Medicare & Medicaid Services (CMS) Baltimore, MD January, 2010

The Future of Home Care and the "Medical Home." Texas Association for Home Care Annual Meeting. August, 2009

The Other Medical Home. Presentation to Executive team of Visiting Nurse Service of New York. New York, NY. July, 2009

Home Health Care-An Escape Fire for Health Care System. National Association for Home Care and Hospice. Chronic Care Management Summit. May, 2009.

The Home Care-Primary Care Link. Summit for Chronic Care Improvement. Baptist Health. Little Rock, AR April, 2009.

The Physician's Role in Home Health. Euclid Hospital (a Cleveland Clinic Hospital). November, 2009.

Landers SH. Home Care for Older Adults with Multiple Morbidities. Presentation at the International Symposium on Community Health and Family Medicine. Shanghai, China. September, 2005.

CERTIFICATIONS AND LICENSES

- American Board of Family Medicine, Certified – recertified April 2012 - Certificate 1039387687
- Certificate of Added Qualification in Geriatric Medicine - February 2009 – 2019
- Certificate of Added Qualification in Hospice and Palliative Medicine – certified October 5, 2012 – December 31, 2022
- New Jersey Medical License #25MA09188300 (Active)
- Ohio Medical License #85205 (Active)
- Basic Life Support

GRANTS/ FUNDING

CMS Innovations Center Community Based Care Transitions Program

Central New Jersey Care Transitions Program

Lead Author / Project Director

CMS Innovations Center Independence at Home Demonstration

Cleveland Clinic Program

Supervisor of Project Director

Improving Patient Safety During Care Transitions - \$307,587

Principal Investigator, The Doctors Company Foundation

September 1, 2010 – August 31, 2013

Cleveland Clinic Home Health - \$195,000

Individual donor gift to support role

2009-2011

Mt. Sinai Healthcare Foundation - \$95,737

Addition of Social Worker for CASE/UHC Family Medicine House Call Program

2006-2008

PERSONAL/ COMMUNITY

Dr. Landers was born in Cleveland, Ohio and raised in University Heights and Shaker Heights by his parents, Michael and Maxine Landers. He, his wife, Allison Paine Landers, Senior Vice President and Manager, Online Banking, TD Ameritrade Bank, married in June 2000, and they and their sons, Eli (June 2006), Sammy (April 2008) and Harley (December 2010) currently reside in Little Silver, New Jersey.

Dr. Landers enjoys fishing, golfing, snorkeling and hiking. He is an avid sports fan of Cleveland Browns, Cavaliers, Indians, Ohio State Buckeyes and Indiana Hoosiers.

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

1. Your Name: <u>Steven Landers MD, MPH</u>		
2. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No <input checked="" type="checkbox"/>
3. Are you testifying on behalf of an entity that is not a government entity?	Yes <input checked="" type="checkbox"/>	No
4. Other than yourself, please list which entity or entities you are representing: <u>Visiting Nurse Association Health Group, Red Bank, NJ</u> <u>Partnership for Quality Home Health Care</u>		
5. Please list any Federal grants or contracts (including subgrants or subcontracts) that you or the entity you represent have received on or after October 1, 2011: <u>Community Based Care Transitions Demonstration (CMCT)</u> <u>To VNA Health Group</u>		
6. If your answer to the question in item 3 in this form is "yes," please describe your position or representational capacity with the entity or entities you are representing: <u>President & CEO VNA Health Group</u> <u>Board Member, Partnership for Quality Home Health Care</u>		
7. If your answer to the question in item 3 is "yes," do any of the entities disclosed in item 4 have parent organizations, subsidiaries, or partnerships that you are not representing in your testimony?	Yes	No <input checked="" type="checkbox"/>
8. If the answer to the question in item 3 is "yes," please list any Federal grants or contracts (including subgrants or subcontracts) that were received by the entities listed under the question in item 4 on or after October 1, 2011, that exceed 10 percent of the revenue of the entities in the year received, including the source and amount of each grant or contract to be listed: <p align="center"><u>N/A</u></p>		
9. Please attach your curriculum vitae to your completed disclosure form.		

Signature: _____



Date: _____

5/19/14