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SYNOPSIS

Physician executive with experience in academic and community hospital settings. Unique and diverse background combines operational and clinical experience with degrees in business and engineering to solve problems, develop efficient operations, and lead complex organizations. Strengths include developing leadership teams to create organizations with strong financial margins and exceptional outcomes that are reliable and sustainable.

EDUCATION

DOCTOR OF MEDICINE
   Vanderbilt University School of Medicine

MASTER OF BUSINESS ADMINISTRATION
   Isenberg School of Management

BACHELOR OF ENGINEERING IN BIOMEDICAL ENGINEERING
   Johns Hopkins University

BACHELOR OF ARTS IN PSYCHOLOGY
   Johns Hopkins University

BACHELOR OF SCIENCE IN MATERIALS SCIENCE
   Johns Hopkins University

EXPERIENCE

2022 – Present
ASCENSION HEALTH

   Ascension is a faith-based healthcare organization dedicated to transformation through innovation across the continuum of care. As one of the largest healthcare systems in the country, the 150,000 associates, 40,000 aligned providers, and 9,000 employed providers deliver care in 19 states across 2,500 sites of care, including ~140 hospitals and ~40 senior living facilities.

   Ascension Oklahoma, Chief Clinical Officer (2022 - Present)
   The CCO is tasked to lead conceptualization and development of innovative business and care models that advance the Quadruple Aim. The position is also responsible for clinical and operational performance across the continuum of care, including the growth and development of systems of care as well as achievement of clinical performance improvement.

   Span of Accountability:
   • Ascension Medical Group
   • Market Chief Medical Officers
   • Pharmacy
   • Research
   • Safety & Quality
   • Key Operational Strategic Initiatives (executive lead or co-lead)

- ~ Market Patient Throughput
  - ~ Market Transfer Center
  - ~ Market Emergency Departments
  - ~ Market Neuroscience Service Line
  - ~ Market Cardiovascular Service Line
- Clinical Documentation Improvement

Select Accomplishments:
- Operational
  - ~ Operational and cultural change to reduce the ED Left Without Being Seen (LWBS) by 65% and Door to Provider from 26-minutes to 15-minutes
  - ~ Developed new transfer center process that increased net transfer volume by 40%
- Physician Leadership
  - ~ Partnered with the ED Providers to reduce subsidy by 45%
  - ~ Re-organized the Neuroscience Institute
- Clinical Outcomes
  - ~ Reduction of PSI-90 (Patient Safety) events from the bottom-quartile to top-decile
  - ~ The time between surgical never events increased over 7-fold.
  - ~ Led a team to improve the morality and safety indicators to the lowest in market's history
  - ~ Developed teams that moved the CLABSI and MRSA rates to top-decile

2022-present
KJJoseph MD MBA Healthcare Leadership and Operations, LLC
- Authored a book titled *Cracking the Healthcare Leadership Code: How Purpose, Humility, and Accessibility Can Transform Your Organization*.
  - ~ #1 Recommended book to read in 2023 for healthcare providers (bookauthority.com)
- Presentations for AMN Healthcare & ACHE, (AHA, HFMA, & SEAK pending)

2017 – 2021
TRIHEALTH, Cincinnati, OH
TriHealth is a $2.3B net revenue community based academic healthcare system consisting of 6 inpatient hospital facilities and ~140 ambulatory practices throughout the Cincinnati region, delivering care throughout life from level III nursery to hospice, including trauma and comprehensive oncology. TriHealth ACO is one of the top two performing ACOs in the country for Anthem's network, and the top performing ACO in Ohio for both Anthem and United. IBM/Watson ranked TriHealth a top 15 Health System in America, as well as the two primary hospitals top 100 in the country.

System Chief Medical Officer (2017 – 2021)
Reporting to the system CEO, the primary goals for the CMO are to move the structure and operations of the clinical care throughout the system from a holding company to an operating company, to develop physician leadership, and to improve clinical outcomes. The CMO is responsible and accountable for the safety, quality, and clinical outcomes across the system. In addition, the position is a critical executive in driving the population health strategy to redesign the clinical model in concert with the changing financial model. The system wide high reliability efforts are under the purview of the CMO, in addition to the academic mission of graduate medical education and research. Aligning the employed physician division and the community physicians,

all of whom report to the CMO, is an essential task in creating a system of care for TriHealth, in addition to developing physician leadership.

Span of Accountability:
- TriHealth Physician Partners, the employed physician group of TriHealth.
- The system chiefs for the 18 different system departments.
- Department of Lean Process Design and Project Management.
- Institute for Reliability, Safety, and Performance Improvement.
- Graduate Medical Education & Research.
- Population Health dually reports to the CMO & CFO.
- Clinical Training & Trials Center: simulation center, cadaver lab, and animal model training center.
- Medical Informatics.
- Clinical Data Analytics.
- All aspects of safety, quality, and clinical outcomes across the system.

Select Accomplishments:
- Restructured and created programs, departments, and physician groups to bring operations and culture from a holding company to an operating company.
- System resource development:
  ~ Created the system wide TriHealth Institute for Reliability, Safety, and Performance Improvement.
  ~ Created the system's Lean Process Design and Project Management Office.
  ~ Created the system's Department of Clinical Data Analytics.
- Physician and service line leadership:
  ~ Created 18 system wide service lines and integrated all physicians (employed and independent).
  ~ Leader for the Physician Leadership Development Institute.
  ~ Executive leader in the creation of a system wide regional comprehensive stroke network.
  ~ Redesigned critical care across the system with improved outcomes and financial margin.
  ~ Member of the leadership team in consolidating cardiac surgery to a single site of care.
- Developed and led TriHealth's High Reliability Organization journey:
  ~ Reduced Serious Safety Event Rate (SSER) by 65%.
  ~ Reduced the percent of incident reports that are filed anonymously by 75%.
  ~ Improved the 'culture of safety' from bottom quartile to the top decile in country.
  ~ Legal claims reduced by 33%.
  ~ Developed a system-wide daily huddle structure with a 4-tiered escalation to the system CEO.
  ~ Implemented Just Culture throughout the system.
- Population Health executive leader (dyad with the CFO):
  ~ 15% lower cost of care than all other healthcare systems in the region.
  ~ TriHealth ACO is one of the top 2 performing ACOs in country within Anthem network.
  ~ TriHealth ACO is the top performing ACO in Ohio for both Anthem and United.
  ~ Grew to 300,000 attributed lives.
- System Leadership Development Institute executive leader.
- Restructured the Board of Directors Safety, Quality and Service Committee.
- Implemented several system wide patient care technologies.

System Chief Quality Officer (2017)

Responsible for the safety and quality of the care delivered throughout the system as TriHealth moves from volume to value based reimbursement in its journey into population health. Realigned the care delivery structure to increase the efficiency of the care while delivering top decile patient outcomes.

Select Accomplishments:
- Aligned safety, quality, & performance improvement structures across the system.
- Coordinated and lead the clinical data analytics for outcomes, value-based payments, external reputation agencies, and subspecialty certification.
- Decreased mortality O/E to 0.60 (top decile).
- Decreased Hospital Acquired Infections (HAI) by 75%.

2002 – 2017
UC HEALTH, Cincinnati, OH

UC Health is a university based academic healthcare system that is the regional referral system for complex care. It consists of an academic medical center (University of Cincinnati Medical Center), a community hospital with an academic mission (West Chester Hospital), and a post-acute care medical campus inclusive of SNF, LTACH, Rehabilitation, and Nursing Home (Drake).

   UNIVERSITY OF CINCINNATI MEDICAL CENTER, Cincinnati, OH

   University of Cincinnati Medical Center is a 564-bed Level I Trauma and regional referral center for complex care ranging from heart and liver transplant to subspecialized oncology inclusive of Proton Beam therapy.

   WEST CHESTER HOSPITAL, West Chester Township, OH

   West Chest Hospital is a 243-bed suburban medical campus serving a region between Cincinnati and Dayton. It is an advanced community referral center within a highly competitive market consisting of 7 competing healthcare systems within one county.

   DRAKE HOSPITAL, Cincinnati, OH

   Drake Hospital is a 210-bed facility containing a Skilled Nursing Facility (SNF), Long Term Acute Care Hospital (LTACH), inpatient rehabilitation, and an independent living facility

System Senior Vice-President for Inpatient Operations, UC Health (2015 – 2017)

Responsible for the operational, financial, and clinical performance of the University of Cincinnati Medical Center, the West Chester Hospital, and the Drake Hospital. Direct reports include the Chief Administrative Officer (CAO) of University of Cincinnati Medical Center, the CAO of West Chester Hospital, and the CAO of Drake Hospital. UCMC has added complexity of academic education and research, quaternary care while also being the regional safety net of care, and three unions throughout the campus.

Span of Accountability:
- Direct Reports:
  - ~ President of University of Cincinnati Medical Center
  - ~ President of West Chester Hospital
  - ~ President of Drake Hospital.
  - ~ System Support services:
    - Radiology
    - Laboratory
    - Plant Operations

- Emergency Management
- Regulatory & Policy Management
- Labor Productivity
- Transfer Center

Select Accomplishments:
- Initiated operational, cultural, and structural change to move from a system holding company to an operating company.
- Centralized support services to create enterprise-wide structures (Imaging, Laboratory, Emergency Management, Transfer Center, Regulatory, Policy Management).
- Standardized productivity tools and workforce efficiency metrics.
- Expanded business development outreach from 25 miles to 100.
- Initiated alignment of surgical services to appropriate site of service.
- Part of the team to restructure funds flow between UC Health and UC College of Medicine.

President and CEO, West Chester Hospital (2010 – 2015)

Reporting to the system CEO, the President and CEO of West Chester was responsible for all aspects of performance of the hospital from the strategy and financial performance to the culture and clinical outcomes. Established a leadership team that led the hospital to local and national recognition for its performance while competing against five other local healthcare systems. Created and implemented a robust business development strategy and multi-layered engagement in the community with significant focus on the improvement of the hospital operations. Brought over 15 different graduate medical education programs and hundreds of clinical trials to the campus.

WCH staff productivity rose to the top 10th percentile of national performance while maintaining top 5th percentile in national performance benchmarks for both patient satisfaction and patient safety. The hospital developed a culture that resulted in top decile caregiver engagement with external validation as a regional "Best Places to Work" and "Top Workplaces".

Span of Accountability
- Direct reports:
  - ~ CFO
  - ~ COO
  - ~ CNO
  - ~ CHRO
  - ~ CQO
  - ~ Marketing/Communications

Select Accomplishments:
- Safety:
  - ~ Top 5th percentile national performance.
  - ~ Healthgrades® Patient Safety Excellence Award (top 5% in country), 2013.
  - ~ Leapfrog Patient Safety "A" Rating, 2012, 2015, 2016.
- Service:
  - ~ Top 5th percentile national performance patient satisfaction.
  - ~ Healthgrades® Outstanding Patient Experience Award (top 5-10% in country), 2012-2016.

- Engagement:
  - ~ Top 10th percentile national performance caregiver engagement.
  - ~ A "Top Workplaces in Cincinnati" by Enquirer Media, 2010, 2014, 2016.
  - ~ A "Best Places to Work" by Cincinnati Business Courier, 2010.
- Growth:
  - ~ 6,200 adjusted-admissions to 19,600 adjusted-admission (315% increase).
  - ~ Created the Medical and Surgical Bariatric Program, Bariatric Center of Excellence.
  - ~ Created a Trauma Program, Level III.
  - ~ Created Maternity and Labor and Delivery service lines with a Level IIb NICU.
  - ~ Created a Multidisciplinary Women's Center.
    - Finance:
    - Operating margin changed from a loss of $-13M (-17%) to a gain of $50M (24%).
    - Net revenue growth from $77M to $250M (325% increase).
    - Reduction in cost per adjusted-admission from $14,000 to $4,200 (70% expense reduction).
    - Caregiver efficiency improved from 4.2 FTE/CMI-adjusted day to 2.4 FTE/CMI-adjusted day (40%).
    - Top 10th percentile labor productivity national performance.
    - Eliminated all nursing agency/locums staffing.
  - ~ Other Recognition:
    - Large Business of the Year award, Northeast Chamber of Commerce, 2012. Net revenue growth from $77M to $250M (325% increase).
    - Healthgrades® Distinguished Hospital for Clinical Excellence (top 5% in country), 2016, 2017.

Medical Director Department of Emergency Medicine, West Chester Hospital (2008 – 2010)

Created efficient processes, formed the cohesive culture, and developed employee engagement to drive accountability for high standards of healthcare delivery.

Select Accomplishments:
- Patient Satisfaction (Press Ganey): 95th – 99th percentile.
- Growth: Developed a multipronged strategic plan that doubled the patient visits in 5 years.
- Efficiency:
  - ~ Productivity top quartile in country.
  - ~ Door to provider time <15 min.
  - ~ Lab turnaround time 15 min.
  - ~ Radiology turnaround time 30 min.
- Certified Emergency Center of Excellence (EmEx). Ranked 1st in overall score of over 100 Key Performance Indicators (KPI) when compared to other EmEx hospitals at that time.

2002 – 2017
UNIVERSITY OF CINCINNATI, Cincinnati, OH
  Associate Professor of Emergency Medicine, University of Cincinnati (2012 – 2017)
  Assistant Professor of Emergency Medicine, University of Cincinnati (2005 – 2012)
  Clinical Instructor, University of Cincinnati (2002 – 2005)

  Director of Tactical Medicine, University of Cincinnati Special Operations (2002 – 2012)

Created the tactical medical program and infrastructure to support the Cincinnati Police SWAT and the FBI Regional SWAT teams. Provided medical support for the DEA and United States Secret Service on select engagements. Served as part of the medical team that covered the ATP Professional Tennis tournament, Cincinnati Marathon, and other local events. This model has since been duplicated across the country.

COMMITTEE / GOVERNANCE
- Board Member, CommunityCare Managed Healthcare Plans of Oklahoma, Inc., 2022-present
- Board Member, Ascension Florida & Gulf Coast, Jacksonville FL, 2020 – 2022.
- Board Member, SERVE LLC Captive Insurance, 2019 – 2021.
- Board Member, Ascension Sacred Heart Health System, Pensacola FL, 2017 – 2020.
- Member, Physician Leadership Council, Ohio Hospital Association, 2017 – 2022.
- Member, UC Chairman of the Board Innovation Strategy Task Force, 2016.
- President of the Student Body, 2000 – 2001.
- Student Representative, Alumni Board of Directors, 2000 – 2001.
- Chair, American Medical Association Southeast Regional Conference, 1998.
- President, Vanderbilt Chapter of the American Medical Association, 1998 – 1999.

CERTIFICATIONS / Licenses
- Certified Physician Executive.
- Board Certified, Emergency Medicine.
- Licensed to practice medicine, Ohio Medical Board
- DEA License

PRESENTATIONS
- Keynote Speaker, Ohio Organization for Nurse Executives, 2016 Panelist, Cincy Magazine Healthcare Summit, 2012.
- Keynote Speaker, Venue Magazine – Leaders under 40, 2012 Panelist, American College of Healthcare Executives (GOHLF), 2012.
- Keynote Speaker, Johns Hopkins University Business Plan Competition, 2012.
- Guest Lecture, University of Cincinnati School of Medicine, Business in Medicine Course, 2012, 2013.
- Panelist, American College of Healthcare Executives (GOHLF), March 2012.
- Visiting Lecturer, Xavier University MHA Program, Professional Development, 2012, 2014.
- Panelist, Cincinnati Business Courier & Dayton Business Journal Regional Development, 2011.
- Keynote Speaker, West Chester & Liberty Township Chamber of Commerce, 2011.

PUBLICATIONS
- Book "Cracking the Healthcare Leadership Code: How Purpose, Humility, and Accessibility Can Transform Your Organization," Kevin Joseph, MD, MBA, 2023.
- Joseph K. Tactical emergency medicine. In: ACEP Newsletter—Section of Young Physicians. Oct 2006;11:4.
- Joseph K, Pancioli A. An airway disaster. SAEM Emergency Medicine Photograph Competition, May 2004.
- Joseph K. Back pain and syncope. Society of Academic Emergency Medicine CPC Competition, May 2004.

AWARDS/HONORS

- 100 Hospital and Health System CMOs to Know, Becker's Hospital Review, 2018 – 2020.
- Power 500 Leaders, ComSpark, 2018.
- Healthcare Leaders, Lead Business Journal, 2017.
- Leading Influencer of West Chester and Liberty Townships, Lead Business Journal, 2016.
- Cincy Magazine & Dayton Magazine, "75 on 75," 2014.
- Business Leader of the Year, West Chester / Liberty Chamber of Commerce, 2013
- Top Doctors, Cincinnati Magazine, 2013, 2015.
- Top 100 Physician Leaders of Hospitals and Health Systems, Becker's Hospital Review, 2012, 2014.
- Who's Who, Cincinnati Business Courier, 2011.
- 25 Healthcare Leaders Under 40 in America, Becker's Hospital Review, 2011, 2012, 2013.
- Best Doctors, Cincy Magazine, 2010.
- 40 Under Forty, Cincinnati Business Courier, 2009.
- Deans Award Distinction of Leadership, Vanderbilt University School of Medicine, 2001.

VOLUNTEER

- Board Member, Juvenile Diabetes Research Foundation, 2020 – 2022.
- Board Member, LifeCenter Organ Donation, 2016 – 2022.
- Board Member, West Chester/Liberty Township Chamber of Commerce, 2016 – 2018.
- Chair, March of Dimes Annual Fundraiser Event, 2016.
- Butler Technical College Strategic Advisory Group, 2014 – 2016.
- Celebrity Waiter, Reach Out Lakota Annual Fundraiser, 2013 – 2016.
- Dancing with the Stars, West Chester Symphony Orchestra Fundraiser, 2013.
- Cabinet Chair, United Way of Butler County 2012 Campaign.
- Board Member, Boy Scouts of America, 2011 – 2015.
- Founder, Annual Broomball for Children Philanthropy event, 1997.

PROFESSIONAL MEMBERSHIPS

- American College of Healthcare Executives, FACHE.
- American Association for Physician Leadership, CPE.
- American College of Emergency Physicians.
- American Board of Emergency Medicine.
- Alpha Omega Alpha, National Medical Honor Society.
- Tau Beta Pi, National Engineering Honor Society.

RESEARCH

- Joseph K. Tactical emergency medicine. In: ACEP Newsletter—Section of Young Physicians. Oct 2006;11:4.
- Joseph K, Pancioli A. An airway disaster. SAEM Emergency Medicine Photograph Competition, May 2004.
- Joseph K. Back pain and syncope. Society of Academic Emergency Medicine CPC Competition, May 2004.
- Thurman J, Ryan R, Joseph K, Lindsell C, Wilson A. Effects of Malpractice Litigation on Desirability of Residents Seeking Emergency Medicine Positions. ACEP Poster; October 2002.

- Zorn GL, Blair KSA, Joseph KJ, Parker PE, Baird CE, Cozzi, E, White DJG, Pierson RN. Antibody depletion significantly reduces hyperacute rejection of pig lung by human blood. Fifth Congress of the International Xenotransplantation Association. Oct 1999.
- Blair KSA, Zorn GL, Zhang JP, Joseph KJ, Marsh JW, Parker PE, Peirson RN. Complement inhibition with sCRI administration and hDAF expression attenuates hyperacute rejection of pig lung by human blood. American Society of Thoracic Surgery. May 1999.
- Blair KSA, Zorn GL, Zhang JP, Joseph KJ, Collins BJ, Marsh JW, Qian, Pierson RN. Effects of thromboxane synthase inhibitor on hyperacute rejection of lung transgenic for human decay accelerating factor (hDAF). International Society of Heart and Lung Transplantation. Apr 1999.
- Blair KSA, Zorn GL, Zhang JP, Joseph KJ, Marsh JW, Parker PE, Pierson RN. hDAF expression attenuates hyperacute rejection of pig lung by human blood. International Society of Heart and Lung Transplantation. Apr 1999.
- Blair KSA, Zorn GL, Zhang JP, Joseph KJ, Parker RE, Pierson RN. Human decay accelerating factor incompletely protects pig lungs from hyperacute rejection. Society of University Surgeons. Feb, 1999