

STEPHEN K. JONES, M.A., FACHE
Curriculum Vitae

Residence

1 Spring Street, Apt. 2404, New Brunswick, New Jersey 08901
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Education and Military Service

M.A. in Health Care Administration	George Washington University
B.S. in Finance with Highest Honors	University of Maryland
Certificate - 24 Credit Hours	U.S.A.F. School of Russian Language at Indiana University
Russian Linguist, 1970 – 1971	NATIONAL SECURITY AGENCY Fort Meade, Maryland
Russian Linguist, 1966 – 1970	UNITED STATES AIR FORCE Fort Meade, MD and Samsun, Turkey

Career Record

CHIEF ACADEMIC OFFICER

2016 – 2017

RWJBARNABAS HEALTH, Executive Offices in West Orange, NJ

New Jersey's most comprehensive health care system: 15 hospitals, including three acute-care children's hospitals and the nationally recognized Children's Specialized pediatric rehabilitation hospital; New Jersey's largest behavioral health network and a 100-bed behavioral health center; Ambulatory care, imaging, geriatric, and fitness centers; Home care and hospice programs; Retail pharmacies; A statewide medical group; and Four accountable care organizations.

- Directed all system-wide initiatives related to Population Health, Employed Physicians, Quality, and Regulatory Affairs
- Engaged with Chancellor and Senior Vice Chancellor, Rutgers Biomedical & Health Sciences, to facilitate joint endeavors and stronger collaboration between the RWJBarnabas Health System and its many academic partners, including:
 - Rutgers Biomedical and Health Sciences—its eight schools, a behavioral health network, and five centers and institutes
 - Rutgers Cancer Institute of New Jersey
 - Rutgers Robert Wood Johnson Medical School & Rutgers New Jersey Medical School
- Transitioned teaching hospitals to Rutgers' medical schools: St. Barnabas Medical Center, Newark Beth Israel Medical Center, Monmouth Medical Center, Jersey City Medical Center

PRESIDENT & CHIEF EXECUTIVE OFFICER

2006 – 2016

ROBERT WOOD JOHNSON (RWJ) HEALTH SYSTEM

A five-hospital system including Robert Wood Johnson University Hospital (with campuses in New Brunswick and Somerville) the principal academic medical center of Rutgers Robert Wood Johnson Medical School, the flagship hospital of The Cancer Institute of New Jersey, and a Level I Trauma Center; The Bristol-Myers Squibb Children's Hospital at RWJUH with neonatal and pediatric intensive care units and the state's only Pediatric Trauma Center; Robert Wood Johnson University Hospital – Hamilton; Robert Wood Johnson University Hospital – Rahway; and Children's Specialized Hospital, the nation's largest provider of pediatric rehabilitative care; plus five comprehensive fitness and wellness centers.

- Negotiated the merger between the RWJ and Barnabas systems to create RWJBarnabas Health, New Jersey's largest private employer treating over 3 million patients a year
- Expanded the Robert Wood Johnson Health System to 10,300 employees; 3,250 physicians; 1,733 beds; and annual revenues of more than \$1.5 billion
- Established joint ventures with Walgreens, RWJ Physician Enterprise, and Imaging and Surgery Centers
- Captained three hospital leadership teams each with its own chief executive officer and board of directors

PRESIDENT & CHIEF EXECUTIVE OFFICER

2006 – 2016

ROBERT WOOD JOHNSON UNIVERSITY HOSPITAL (RWJUH), New Brunswick and Somerville, NJ

The principal academic medical center of the Rutgers Robert Wood Johnson Medical School with two campuses and a total of 965 beds, and the Bristol-Myers Squibb Children's Hospital.

- Achieved the merger with Somerset Medical Center to expand RWJUH into a two-campus teaching hospital with a complete continuum of specialty, primary care and wellness services
- Developed RWJUH's nationally recognized Diversity and Inclusion program, which garnered the prestigious American Hospital Association (AHA) Equity of Care award in 2015
- Provided leadership to Senior Management Team responsible for development and execution of annual and long-term goals and initiatives, including those advancing identified strategic, operational and financial management priorities
- Strengthened the relationship and integration with Rutgers Robert Wood Johnson Medical School, Rutgers Cancer Institute of New Jersey, and Rutgers Schools of Public Health, Nursing, Pharmacy, and Rutgers Biomedical and Health Sciences
- Set standards to achieve U.S. News & World Report rankings among the best hospitals for both the acute-care and children's hospitals; and multiple recognitions in numerous specialties including from the American College of Surgeons and The Joint Commission.
- Prioritized clinical quality and patient safety leading to the New Brunswick and Somerset campuses earning significant national recognition including the prestigious Magnet® Award for Nursing Excellence, an "A" patient safety rating from the Leapfrog Group, and "Most Wired" designation by Hospitals and Health Networks Magazine.

Office of CHIEF DIVERSITY OFFICER (CDO)

2011 – 2016

ROBERT WOOD JOHNSON HEALTH SYSTEM

ROBERT WOOD JOHNSON UNIVERSITY HOSPITAL (RWJUH), New Brunswick, NJ

- Developed RWJUH’s nationally recognized Diversity and Inclusion program in 2011 with continuous additions and improvements
- Established the Chief Diversity Officer position as a direct report to CEO, and served as initial CDO while recruited
- Set standards of excellence by:
 - Diversifying recruitment pools and suppliers
 - Incentivizing improvement tied to compensation
 - Embedding cultural competency training for leadership and staff
 - Reducing costs by lowering readmissions of low-income patients by 50%
 - Creating New Jersey’s first LGBTQ primary care clinic
- Nurtured active new RWJ Business Resource Groups (employee affinity groups)
 - Advancing Women through Advocacy, Recognition, & Empowerment (AWARE)
 - Asian Society for Impact and Advocacy Network (ASIAN)
 - Black Professionals Network
 - Emerging Leaders Network
 - Promoting Respect, Outreach, Understanding & Dignity (PROUD)
 - Service and Advocacy for Latinos United for Development (SALUD)
 - Veterans Engaging Through Service (VETS)
- Earned recognition including:
 - American Hospital Association (AHA): Equity of Care Award
 - *Diversity MBA* magazine: designated as one of the “50 Out Front Companies for Diversity Leadership: Best Places for Women & Diverse Managers to Work”
 - *Modern Healthcare*: hospital designated as a “Best Place To Work”
 - Institute for Diversity in Health Management: “Best in Class” for Diversity in Management & Strengthening the Workforce
 - Human Rights Campaign Foundation: “Leader in LGBT Healthcare Equality”

SENIOR VICE PRESIDENT & CHIEF OPERATING OFFICER 1983 – 2006
VICE PRESIDENT, PROFESSIONAL SERVICES 1982 – 1983

ROBERT WOOD JOHNSON UNIVERSITY HOSPITAL (RWJUH), New Brunswick, NJ

Principal academic medical center of UMDNJ Robert Wood Johnson Medical School with 600 beds and the flagship hospital of The Cancer Institute of New Jersey

- Managed hospital inpatient and ambulatory operations including numerous free-standing sites
- Defined the organization structure and managed selection, removal, development, measurement and compensation of administrative staff responsible for clinical service, ancillary service, and support services divisions
- Engaged with the Dean, Rutgers, Robert Wood Johnson Medical School; and the Director, Rutgers Cancer Institute of New Jersey, to transform the original community hospital into an acclaimed academic medical center
- Partnered with UMDNJ President, the Dean of RWJ Medical School and private physicians to establish new Centers of Excellence in cardiology, neuroscience, oncology, vascular care, and women's and children's services working with University clinical chairs and service chiefs
- Directed design and construction program to add beds and facilities in excess of \$400M including the Bristol-Myers Squibb Children's Hospital and the Cancer Hospital of New Jersey
- Expanded information systems & medical interoperability in partnership with clinicians
- Achieved JCAHO accreditation with commendation on two successive surveys.
- Served as preceptor for the Administrative Residency Program and RWJMS GIM elective rotation in Hospital Administration

ASSISTANT HOSPITAL DIRECTOR 1979 – 1982

SOMERSET MEDICAL CENTER, Somerset, NJ

A growing community hospital with 396 beds

- Responsible for operating and capital budgets
- Managed the Family Medicine Residency Program, and Professional and Support departments
- Implemented New Jersey's new DRG reimbursement systems and procedures in operating departments
- Developed new Clinical Programs including the Mobile Intensive Care Unit
- Participated on Board of Trustees and Medical Staff committees

ASSISTANT HOSPITAL DIRECTOR

1976 – 1979

ADMINISTRATIVE RESIDENT

1974 – 1976

BARNERT MEMORIAL HOSPITAL CENTER, Paterson, NJ

A 257-bed community hospital

- Managed Professional and Support Service departments
- Administered union contract in Service and Maintenance bargaining unit
- Developed cost containment programs in group purchasing and shared services
- Performed Risk Management function selecting insurance portfolio
- Served as hospital planner and developed annual update for Long Range Plan

Professional Service

CURRENT:

- American Hospital Association (AHA), Equity of Care Award Selection Committee
- American College of Healthcare Executives, Fellow

PREVIOUS:

- New Jersey Hospital Association, Board Chair
- New Jersey Hospital Association, Committee on Teaching Hospitals, Chair
- Center for Medical Interoperability, founding Board Member
- University Health System Consortium, Board of Directors
- AAMC - Council of Teaching Hospitals, Member
- New Jersey Council of Teaching Hospitals, Board Member
- Senior Healthcare Executives Society of New Jersey, President
- Assistant Hospital Directors Association of New Jersey, President
- Eric B. Chandler Health Center, Community Advisory Board Member
- The Joint Commission, Represented American Hospital Association at one-day Think Tank working group on “setting standards for equity of care,” Chicago, IL

Professional Recognition

- Edward J. Ill Excellence in Medicine Foundation, Outstanding Healthcare Executive Award
- Melvyn H. Motolinsky Research Foundation, Distinguished Service Award
- Thomas H. Kean Arts Advocacy Award, George Street Playhouse

Educator

EXECUTIVE IN RESIDENCE 2018 – Present
EDWARD J. BLOUSTEIN SCHOOL OF PLANNING & PUBLIC POLICY
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, New Brunswick, NJ

SENIOR POLICY FELLOW 2014 – 2018
EDWARD J. BLOUSTEIN SCHOOL OF PLANNING & PUBLIC POLICY
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, New Brunswick, NJ

ADJUNCT INSTRUCTOR OF HEALTH SYSTEMS AND POLICY 2014 – Present
EDWARD J. BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, New Brunswick, NJ

Currently teach executive leadership, management, and finance in Health Administration graduate and undergraduate programs

B.S. in Health Administration

- Introduction to Health Administration
- Population Health
- Finance for Health Administration

Masters in Health Administration

- Principles of Health Administration
- Finance for Health Administration

ADJUNCT FACULTY & LECTURER - Joint Program 2006 – 2009
UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, Piscataway, NJ

Masters of Public Health

- Survey of Health Administration

ADJUNCT FACULTY & LECTURER 1992 – 2013
EDWARD J. BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY
RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

B.S. in Public Health

- Financial Aspects of Urban Health
- Introduction to Health Administration

Teaching Recognition

EDWARD J. BLOUSTEIN SCHOOL OF PLANNING AND PUBLIC POLICY Part-Time Lecturer Appreciation Award for Excellence in Teaching	2017
UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY Internal Medicine Residency Program Teaching and Mentorship Award	2006 – 2007

Service to Rutgers

Committee to develop Health Administration graduate and undergraduate programs at the Bloustein School of Planning and Public Policy

Search Committee for Dean of Rutgers Robert Wood Johnson Medical School

Search Committee for Chancellor of Rutgers Biomedical and Health Sciences

Facilitated lease of land from Robert Wood Johnson University Hospital to Rutgers for the new College of Nursing building in New Brunswick

Led negotiations to confirm Robert Wood Johnson University Hospital as the Principal Healthcare Provider for the university's athletics program prior to the RWJBarnabas Health merger

Selected Presentations

Accountable Care Organizations in Academic Medicine: University of Miami, Miami, FL

Basing your Hospital Business Practice on the 'GE Model Lean/Six Sigma': University Hospital and HealthSystem Consortium, Orlando, FL

Building a Business Case for Health Equity: webinar for Federal Centers for Medicare & Medicaid Services (CMS), Partnership for Patients Series

Equity of Care, the Case for Diversity and Inclusion: keynote for *Diversity MBA* Annual Meeting, Charlotte, NC

The Future of Academic Medicine: One-on-One with Steve Aduato, NJN-TV, Caucus Educational Corporation

Impact of Graduate Medical Education: One-on-One with Steve Aduato, NJN-TV, Caucus Educational Corporation

The Importance of Hospital Consolidations and Mergers: One-on-One with Steve Aduato, NJN-TV, Caucus Educational Corporation

The Journey to Equity: webinar for the New Jersey Hospital Association

RWJUH's Journey to Equity and the Business Case for Strong Diversity & Inclusion Programs: invited presentation to closed session of the Board of the American Hospital Association (AHA)

Statewide Perspective on Health Care and Business in New Jersey: One-on-One with Steve Aduato, NJN-TV, Caucus Educational Corporation

Panelist on Equity of Care:

American Hospital Association (AHA) Annual Summit, San Francisco, CA

American Hospital Association (AHA) Annual Meeting, Washington, DC

Ohio State University MHA Masters in Hospital Administration, Annual Seminar, Columbus, OH

Panelist on Patient-Centered Care:

7th Annual State of the State in Healthcare, New Jersey Association of Health Underwriters

Publications

Ihor B. Gussak and John B. Kostis (eds.). 2018. Iatrogenicity: Causes and Consequences of Iatrogenesis in Cardiovascular Medicine. New Brunswick, NJ: Rutgers University Press

Miriam A. Gonzalez-Siegel and Stephen K. Jones. Chapter 2. Epidemiology and Public Health Aspects and Complications of Iatrogenicity: Regulatory, Legal and Ethical Dimensions

Stephen K. Jones and Miriam A. Gonzalez-Siegel. Chapter 3. Risk Management: The Medical Center Administration Perspective

Kate Guelich, Barry H. Ostrowsky, and Stephen K. Jones. 2017. Best practices for partnering success: Two leaders share their approach to forming a combined organization. American Hospital Association Trustee Magazine

Kate Guelich, Barry H. Ostrowsky, and Stephen K. Jones. 2017. Best practices for partnering success: Two leaders share their approach to forming a combined organization. Hospitals and Health Networks Magazine (reprint)