

Susan Krum

VICE PRESIDENT OF OPERATIONS

Transforming Operations | Improving Profits | Driving Revenue

Results driven leader with extensive experience delivering strategic and operational change for a multi-hospital healthcare system. Strong business acumen combined with expertise in strategic planning, business development and team building. Demonstrated ability to secure positive results for all areas of management including fast turnaround during a multimillion-dollar merger and acquisition. Effective in driving process improvements to boost revenue and profit while expanding services and enhancing productivity, employee satisfaction and community relations.

- CORE COMPETENCIES -

- Leadership / Management
- Team Leadership / Coaching
- Financial Accountability / P&L
- Corporate Culture Development
- Strategic Planning
- Complex Collaboration
- Growth Strategy / Planning
- Community Relations
- Lean Process Improvements
- Business Development
- Lean Six Sigma
- Market Analyses / Forecasting

- PROFESSIONAL EXPERIENCE -

Rutgers University / New Brunswick, NJ

2017-Present

Edward J. Bloustein School of Planning and Public Policy - Masters in Health Administration Program

Assistant Professor in Health Administration:

2019-present

Curriculum Improvement Committee- Chair

- Developed charter and established committee for program course oversight and curriculum development

CAHME accreditation team- Part of lead team to successfully obtain CAHME accreditation for MHA program

Advisor for the Future Health Administrators (FHA) club

Graduate Classes: Financial Accounting for Managers: Population Health: Principles of Healthcare Administration: Health Care Economics, Leadership and Development

Undergraduate Classes: Health Care Economics; Health Systems Operation; Financial Management; Healthcare Systems

Part time Lecturer in Health Administration: courses same as above

2017-2019

Previously substituted for multiple professors in Health Administration from 2013-2016

Kennedy Health Alliance | Voorhees, NJ

2016-2017

A large Physician Practice organization working in cooperation with the Kennedy/Jefferson Health System.

Executive Director of KHA and AVP of Population Health

Responsible for the analysis, planning, development and implementation of new physician practices as well as maintaining all daily operations of the existing 15 primary care practice locations, 8 specialty service lines, credentialing team, nursing hub and Contact Center. Managed 11 direct reports with oversight of approximately 500 employees.

- Opened 4 new physician practices while successfully onboarding over 30 new providers
- Improved visit to billing time by initiating locked notes policy, coding education, inpatient consult process and improving data input accuracy
- Improved TOC with radiology partners by improving network relations, medical neighbor education, increasing access and reorganizing referral patterns
- Restructured organizational reporting structure to enhance mentoring and support staff
- Further developed nursing HUB structure and office support
- Designed new On-boarding process through LEAN methodologies
- Established new hire orientation requirements for MA, PSR, PAR, Nursing to improve consistency and accuracy of patient care

Robert Wood Johnson University Hospital Experience Continued...

- Completed analysis of Contact Center and implemented “staffing to demand”, improved efficiencies through the use of auto search functionality of system and improved patient satisfaction with reduction/reorganization of prompts.

Robert Wood Johnson University Hospital | New Brunswick, NJ**2000-2016**

A four-hospital healthcare system with \$4+ billion in revenue, more than 1,800 inpatient beds and direct affiliations with two cancer hospitals and two children's hospitals.

Vice President of Ambulatory Operations | 2014 - 2016

Responsible for the strategy, planning, development and implementation of new outpatient services as well as maintaining all daily operations of the existing outpatient services and sites including four wound care sites, three surgical centers, nine sports / physical therapy centers, two speech pathology sites, a sleep center and a diabetes outpatient center. Managed 15 direct reports with oversight of approximately 1,500 employees.

- **\$12 million in profit realized in six months** by participating in a leadership team to transform the financial state of a newly acquired community hospital.
- **Launched strategic planning for ambulatory operations** that included a results-driven process with specific metrics for one-year, three-year and five-year planning.
- **\$1.6 million above target** achieved by increasing incremental ambulatory / outpatient revenue.
- **\$500,000+ in new contracts attracted** by completing a \$2 million emergency medical service (EMS) dispatch system expansion on time and in budget.
- **Opened a second wound care center in a joint venture**; negotiated with physicians from the community, physician-owned practices and the medical school to build a panel of 15 doctors with an existing patient base.
- **95% to 112% improvement in productivity** attained in all departments by conducting a lean analysis.
- **59% boost in surgical center distributions** and a 27% increase in the overall net income of the center generated.
- **Turned around the EMS system from a negative to a positive EBIDA** in one year by collaborating with third party billing and the EMS consulting team and introducing lean process improvements.
- **20% expansion of ambulatory sites and services** accomplished including wound care, two physical therapy locations, two cardiac rehab sites and an audiology site with cochlear implant offerings.
- **17% growth in the contribution margin for rehabilitation sites** reached by decreasing supply costs through contract consolidation and effective staff resources management.

Assistant Vice President of Ambulatory Operations | 2012 - 2014

Developed and executed the ambulatory strategic plan to drive growth. Created an organizational structure for the ambulatory team, established vision and integrated ambulatory services across the continuum of care.

- **\$39.2 million in incremental revenue reached** for ambulatory services, exceeding the board of directors' target for four-year expectations.
- **\$2.2 million in incremental revenue realized in 18 months** by expanding the pediatric surgical team, facilitating new ENT surgeon recruits and establishing a cochlear implant program.
- **\$500,000 in new local 911 dispatching contracts won** by completing the \$2 million central dispatch center on time.
- **\$99,000 in savings negotiated** by managing contracts for hospital interpretation services.
- **64% higher volumes achieved than forecasted for the new cardiac rehab center** in year one and a 56% rise in the second year.
- **43% boost in HBO treatments and a 30% hike in wound care treatments** in comparison to targets accomplished in the first year of operations for the new wound care center.
- **10% surge in net revenue** attained for a struggling surgical center by working with established physicians / owners, the medical school and engaging new physician owners.

Administrative Director of Rehabilitation, Cardiac Catheterization Lab and Vascular Ultrasound Lab | 2010 - 2012

Led the cardiac cath lab, physical therapy, occupational therapy, vascular lab, speech pathology and audiology for inpatient and outpatient services. Oversaw all inpatient sites and satellite offices. Accountable for growth planning,

Robert Wood Johnson University Hospital Experience Continued...

budgets, monthly variances and daily operations. Managed seven direct reports.

- **\$8 million in financial impact achieved by attaining lean green belt** and leading six process improvement projects in the cardiac catheterization lab, point of service collections and the level of care status order for observation.
 - **Re-engineered the vascular lab to enhance productivity** and order complete time by restructuring hours of operation, staffing and leadership as well as by instituting electronic data collection that led the team to win the most improved department award for employee satisfaction.
 - **6% YOY growth maintained** for the rehabilitation areas for five successive years.
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- EDUCATION & CERTIFICATION -

Doctor of Audiology, Salus University

Master of Arts in Audiology, Temple University

Bachelor of Science in Speech Pathology & Audiology, East Stroudsburg University

Lean Six Sigma Green Belt

Rutgers Institutional Review Board – Citi Certified