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# Résumé and Curriculum Vitae

David R. Scrase, M.D.

## **Education**

Undergraduate: The University of Michigan, B.S. with distinction, 1973; Zoology Major, Mathematics and Chemistry Minors

Graduate: The University of Michigan Medical School, M.D. 1978

Postgraduate: The University of Michigan School of Public Health, Masters Degree in Health Services Administration, 1995

Fellowship: American Association of Health Plans Executive Leadership Program, Certified Managed Care Executive (CMCE), 2000

## **Postdoctoral Training (Internship and Residency)**

Internal Medicine, St. Joseph Mercy Hospital (SJM), Ann Arbor, Michigan, 1978 - 1981

## **Current and Prior Academic Appointments**

Department of Internal Medicine, University of New Mexico, Albuquerque, Clinical Faculty, 2001 - 2007

Department of Internal Medicine, University of Michigan, Ann Arbor, Michigan, Clinical Instructor I, 1987 - 1992; Clinical Assistant Professor, 1992 - 1998

Department of Internal Medicine, Associate Head for Education (Residency Program Director), SJM, Ann Arbor, Michigan, 1986 - 1995

## **Current Professional Status**

Internal Medicine and Geriatrics Practice, Presbyterian Medical Group, Albuquerque, New Mexico

Department of Internal Medicine, Associate Active Status, Presbyterian Hospital, Albuquerque, New Mexico

## **Honors/Awards**

Named one of *The Best Doctors in America*, for nine consecutive two-year periods, from 1996-2012 (Aiken, South Carolina: Woodward/ White, Inc.)

Graduate of *Leadership New Mexico*, 2000

Named the Albuquerque Top Doc in Geriatrics in 2010, 2011, 2012, *Albuquerque The Magazine*

Named one of The Leading Physicians of the World by the International Association of Healthcare Professionals, 2011 - present

## **Prior Professional and Administrative Positions**

### **Executive Vice President and Chief Operating Officer, Presbyterian Healthcare Services (PHS), 2007-2009**

- Chief Operating Officer for PHS, a \$2 B healthcare organization, the largest in New Mexico
- primary responsibility for the Presbyterian Delivery System, a \$1 B annual revenue organization consisting of seven hospitals, a 500 physician medical group, as well as Home Health, Ambulance, and other medical services
- hired an entirely new executive team and established connectivity across the delivery system to create a common approach to performance improvement
- led the PHS Enterprise Operations Team, consisting of 12 operational leaders responsible for overall system performance
- established a comprehensive system for measuring system performance in five key areas: Clinical Quality, Customer Loyalty, Financial Outcomes, Staff Focus, and Growth and Mission
- led system-wide Monthly Performance Review meetings to manage performance against Board-established targets.
- implemented a system to measure productivity for each hospital and medical group department, resulting in a 10 percent increase in productivity
- led the establishment of multiple enterprise-wide initiatives including a Quality Institute, a customer call center, an appeals and grievance function, medical management function, and decision support
- sponsored the development of a Hospital at Home program that reduced length of stay and cost per day while increasing patient satisfaction and improving outcomes

### **President, Presbyterian Health Plan (PHP), 1998-2007**

- accountable for overall operations and performance for 450,000 members in Commercial, ASO, Medicare, and Medicaid products (including Dual Eligible Pharmacy benefit)
- helped to lead growth in revenues from \$500 million to more than \$1 Billion in an eight year period
- achieved a three year NCQA (National Committee for Quality Assurance) accreditation in all products on first site visit to PHP; PHP was one of only 10 Health Plans in the United States at the time to hold Excellent ratings in Commercial, Medicare, and Medicaid
- led efforts to improve member satisfaction from less than the 50<sup>th</sup> percentile to the 90<sup>th</sup> percentile between 2000 and 2006
- developed a measurement oriented culture that defined and published monthly progress toward all organizational targets
- established a Quality Improvement program that identified and fixed numerous process and performance issues
- established a clinical and financial data warehouse, including a comprehensive physician profiling tool
- led financial turnaround from a 7.8 percent net operating income loss in 1998 to a 4.5 percent profit in 2004 on \$950 M in revenue, with clearly met performance targets in four of four product lines in multiple years. In addition, brought Plan to a positive net retained earnings position and paid Presbyterian Healthcare Services dividends of over \$50 million.
- established disciplined underwriting to allow New Mexico commercial products to meet performance expectations
- successfully negotiated contracts with the New Mexico Human Services Department to keep the 130,000 member PHP Medicaid product performance at targets despite frequent policy and regulatory changes in the program
- developed internal audit and compliance programs , creating a plan-wide environment of compliance that created the required level of compliance with all regulators
- developed successful start up of Presbyterian Insurance Company to offer PPO and other

indemnity products in 2002

- led team efforts to reduce administrative costs from 18 percent of revenues to less than 8 percent, exclusive of premium taxes, substantially increasing value to customers

#### **Vice President, Medical Affairs, Presbyterian Health Plan, 1998**

- developed region, product, and benefit financial analysis of health care costs and implemented action plans to improve utilization of medical services, including \$2 million projected savings in medical costs
- developed comprehensive NCQA self assessment and plan for accreditation
- facilitated development and implementation of system Health Management plan
- facilitated development of an HMO data warehouse and clinical data mart
- brought 165,000 commercial lives into a behavioral health “carve-in” product
- implemented changes in first six months saving \$1.2 million of \$7.5 million administrative budget

#### **Vice President and Chief Medical Officer, Mercy Health Plans and Vice President, Clinical Informatics, Mercy Information Systems (1997-1998)**

- key member of Mercy Health Plans’ executive management team and Office of the President with responsibility and accountability for corporate-wide success
- executive responsible for Care Choices HMO Board of Directors
- developed with General Motors nationally adopted quality measurement criteria
- achieved successful NCQA accreditation survey with 6 months of preparation
- developed new Medicare and Medicaid products, achieved regulatory approvals
- redesigned medical management team and created a successful turnaround
- redesigned member grievance and appeal process
- redesigned utilization management with 80% increase in physician efficiency
- clinical member of Medical Information Services executive management team
- developed a corporate clinical information systems design template
- organized selection process for system wide electronic medical record

#### **Vice President for Primary Care, Mission Health Corporation (1995-1997)**

- key executive team member responsible and accountable for success of \$1 billion joint venture between two Catholic Healthcare Systems
- leader of combined 120 physician primary care group
  - created primary care productivity based physician compensation plan which included managed care and fee for service based incentives and effectively incorporated mid-level providers
  - responsible for primary care practice analysis and purchase
- hospital representative on PHO Board of Directors (responsible for 110,000 globally capitated lives)
- created and administered a Physician Leadership Development program with emphasis on managed care education, in conjunction with the University of Michigan School of Public Health

#### **Associate Head for Education, Department of Internal Medicine (1986-1995)**

- turnaround and development of a nationally recognized residency program
- principal investigator for a \$500,000 Federal grant for underserved
- extensive CQI training; taught more than 200 physicians in CQI courses
- developed a comprehensive analysis of GME financing for my hospital
- served on the Accreditation Council on Graduate Medical Education Appeal Panel for six years
- served on the Association of Program Directors in Internal Medicine Council for three years

### **Huron Valley Physicians Association (HVPA) Board of Directors (1984-1986)**

- one of six physicians who created HVPA and McAuley Health Plan (a start-up HMO) in 1984
- elected HVPA Treasurer for three years and Finance Committee chair for six years, created and evaluated alternate financing mechanisms, including primary care and specialty capitation
- designed Utilization Review and Quality Assurance process for new HMO

### **Clinical Practice of Internal Medicine, 1981-present**

- co-founded, directed and developed a 15 physician Internal Medicine group
- named one of *The Best Doctors in America, 1996-2012*, (Aiken, South Carolina: Woodward/White, Inc.)
- elected to positions in state (ACP-Michigan Council, ACP New Mexico Council) and national (APDIM Council, ACGME) internal medicine

### **Certification and Licensure**

Medical Licensure: New Mexico, 1998 - present  
Michigan, 1978 - 2000

Board Certification: American Board of Internal Medicine, 1981  
Added Qualifications in Geriatric Medicine, 1990, 2000

### **Memberships and Offices in Professional Societies, Government Activities**

- Health Coverage for New Mexicans Committee - Governor Richardson's committee to insure all New Mexicans by 2009, 2006 - 2008
- Insure New Mexico! Governor Richardson's Commission to study the uninsured in New Mexico, 2005-2006
- Council Member, American College of Physicians, New Mexico Chapter, (2006-2009), elected physician representative
- Ambulatory Quality Association, 2005 – 2007. Member, Quality of Care Measurement Committee, 2005 – 2007
- President, New Mexico Association of Health Plans, 2003-2004
- Board of Directors, The Health Plan Alliance, 2002 - 2007
- Member, The American College of Physicians (1979 - present)
- Member, Greater Albuquerque Medical Association, 1998 - present
- Member, New Mexico Medical Society, 1998 - present
- Council Member, Association of Program Directors in Internal Medicine (1995 - 1998), elected community hospital representative
- Council Member, American College of Physicians, Michigan Chapter, (1990 - 1997), elected physician representative
- Member, Medical Group Management Association (1995 - 2008)
- Member, American College of Physician Executives (1991 - 2009)
- Member, Association of Program Directors in Internal Medicine (1986 - 1998)
- Member, American Society of Internal Medicine (1986 – 1998)
- Member, American Medical Association (1981 - present)
- Member, Washtenaw County Medical Society/Michigan State Medical Society (1981 - 1998)
- Member, Society for Clinical Decision Making (1986 - 1992)

## **Teaching Activities**

- National speaker presenting interesting and challenging medical cases to physicians since 1986, including annual presentations in Michigan (1986-present), New Mexico (2004-present), and the American College of Physicians Annual National Scientific Meeting (2000-present).
- Extensive involvement in medical student and resident education in role as Internal Medicine Residency Program Director from 1986-1995, including curriculum development, program development, as well as participation in all forms of teaching activities at SJMH from 1981 to 1998.
- Faculty member, training over 150 physicians in quality management and quality action teams curricula.
- Primary Care Issues: Monthly Lecture Series. Covered a variety of topics including Medicare, managed care, physician compensation, public policy, St. Joseph Mercy Hospital, 1995 -1998.

## **Other Hospital, Medical Group, and Health Plan Committee and Administrative Services**

- Served as staff to Presbyterian Healthcare Services Board of Directors 1998-2009
- Presbyterian Health Plan Board of Directors, *ex officio* member 1998 - 2007
- Presbyterian Medical Group Executive Committee, *ex officio* member 1998 - 2009
- Presbyterian Healthcare Services (PHS) Quality Council, 1998 - 2009. Co-chair, 2000 - 2003
- PHS Human Resources Council, 1999 - 2009
- PHS Information Technology Committee, 2000 - 2009
- New Mexico Medical Society Managed Care Liaison Committee, 1999 - 2009
- Accreditation Council for Graduate Medical Education (ACGME) Accreditation Appeals Panel for Internal Medicine, 1993 - 1999
- Program Director, American College of Physicians, Michigan Chapter, Scientific Meeting, September, 1997
- Mercy Health Systems Physician Partnership Team, 1997
- Mission Health Clinical Integration Team, Physician Executive Council, Mission Services Team, Associate Support Team, 1995 - 1997
- Mission Health Information Systems Steering Committee, 1995 - 1997

## **Community Service and Involvement**

- Board member, Equality New Mexico, 2012
- Member, MENSA, 2011 – present
- United Way of Central New Mexico, Alexis de Tocqueville Society, 2000 - present
- Board Member, New Mexico Association of Commerce and Industry, 1999 - 2008
- Executive Committee, Association of Commerce and Industry, 2003 - 2008
- St. Michael and All Angels Episcopal Church, Vestry Member, 2004-2007
- Vice President, New Mexico Chapter of NAMI, 2004 - 2005
- New Mexico Museum of Natural History Foundation Board, 2000 – 2003

## ***Bibliography - Medical Topics***

### **Book**

*Practice Makes Perfect: How One Doctor Found the Meaning of Lives.* CreateSpace Publishing, 2013.

### **Major Presentations**

Outpatient Thieves' Market (unusual Medical Cases), American College of Physicians, Michigan Chapter, each year in September or October, 1991 – 2012, New Mexico Chapter, 2005-2012.

Thieves' Market (unusual Medical Cases), American College of Physicians, National Meeting, 2000-2012.

Future Trends in Healthcare: annual presentation to Leadership New Mexico classes, 2008-2010, 2012.

Access to Health Care: The Managed Care Perspective. American College of Physicians, New Mexico Chapter, November 2000.

The State of Healthcare in New Mexico, Albuquerque Economic Forum, July 1999; NM Public Regulatory Commission, September 1999; NM State Legislature February 2000.

What You Can Do about the Health of New Mexicans, PHS Leadership Retreat, Taos, New Mexico, 1998, Additional presentations in Santa Fe, 2005-2009.

The Liability of a Medical Education, Student Commencement address to my graduating medical school class, The University of Michigan Medical School, June 1978.

## ***Bibliography -Administrative Topics***

### **Masters Thesis**

Graduate Medical Education Financing at St. Joseph Mercy Hospital. 1995.

### **Publications**

Scrase, D.R., Hammer, D.A., Surviving the CAAR Survey Process: One Program's Experience, *Careers in Internal Medicine*, 1992;9:11-15.

Schultz, H, Scrase, D., Beasley, B., Determining the Predictors of Internal Medicine Residency Accreditation: What They Do (Not What They Say), *Academic Medicine*, 2002; 77:238-45.

### **Abstracts**

Development of an Endowment Fund for Internal Medicine Resident Education in a 550 Bed Community Hospital, David R. Scrase, M.D. and Ron J. Vanden Belt, M.D., APDIM Meeting, San Diego, CA, March, 1992.

Reevaluating Evaluation: Assessment of a Revised American Board of Internal Medicine Resident Evaluation Form, David R. Scrase, M.D. APDIM Meeting, San Diego, CA, March, 1992.

The Effect of a Group Practice Model on Charges for Medical Services by Internal Medicine

Residents, David R. Scrase, M.D. and Linda Morton, APDIM Meeting, San Diego, CA, March, 1992.

## **Addresses**

### **Patient Care Office**

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### **David R. Scrase, M.D., L.L.C.**

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