

Glenn A. Loomis, MD, MSHM, FAAFP

Contact Information

Home (preferred) 75 St. Andrews Lane, Hopewell Junction, NY 12533
(859) 462-3134 (cell) / loomis.4@osu.edu (email)

Business 1351 Route 55, Suite 200, LaGrangeville, NY 12540-5144
(845) 475-9506 (office) / (845) 475-9511 (Fax) / gloomis@health-quest.org (email)

Capabilities

Energetic, patient-centered healthcare executive with experience in both physician group and healthcare system strategy and operations. Over 10 years of complete P&L accountability and reporting directly to a Board. Committed to achieving the Triple Aim – better health, better healthcare (quality and experience) and lower total cost of care – for patients. Most important strengths include: strategically leading growth and improved efficiency, advancing innovative approaches to problem-solving; understanding and embracing technology; using data to drive outcomes; and using a values-based approach to building culture.

Current Position

- Health Quest System, Inc. (HQ)** 1351 Route 55, Suite 200, LaGrangeville, NY 12540-5144; and **Health Quest Medical Practice, P.C. (HQMP)** 1351 Route 55, Suite 200, LaGrangeville, NY 12540-5144 **1/2016 to present**
- **Chief Medical Operations Officer, Health Quest**, Serve as one of the three most senior leaders of a 3-hospital system with revenues of over \$900 Million. Provide leadership for urgent care, ambulatory and physician operations and issues. Provide leadership for all quality operations in all facilities. Lead numerous initiatives, including ambulatory strategy and service line growth (oncology, neuroscience, etc.). Lead Clinical Integration start-up and strategy, including implementation of population health management. Lead System Medical Education strategy, including the formation of multiple residency programs. Critical role in creating an integrated physician / hospital enterprise. Report directly to the system CEO. **1/2016 to present**
 - Member, **HQ Executive Leadership Team** (1/16 – present)
 - Chair, Graduate Medical Education Committee (1/17 – present)
 - Staff, **HQ Board of Trustees** (1/16 – present)
 - Staff, **HQ Quality and PI Committee** (1/16 – present)
 - Staff, **HQ Finance Committee** (1/16 – present)
 - **President, Health Quest Medical Practice**, Report directly to the HQMP Board of Directors and provide executive leadership to a physician organization of 150+ physicians, 230+ providers and 600+ employees with a budget of more than \$100 Million. Oversee group growth and development, including practice acquisitions. Accountable for group P&L performance. Oversee all operational and support functions within HQMP, including finance, revenue cycle, marketing, information technology, human resources, provider recruitment, legal, risk management, etc. Act as liaison between the group and HQ administration. Provide physician leadership for ambulatory EHR implementation and optimization. **1/2016 to present**
 - Member, **HQMP Board of Directors** (5/16 – present)
 - Member, **HQMP Board Committees** (ex officio member on all committees, including Governance, Compliance, Finance, Quality, Compensation, EHR, and Operations)

Education

Fellowship	Primary Health Care Policy Fellowship , United States Department of Health and Human Services	3/2004 to 7/2004
Fellowship	National Institute for Program Director Development Fellowship , American Academy of Family Physicians	10/2003 to 6/2004
Fellowship	Faculty Development Fellowship , University of North Carolina – Chapel Hill, Department of Family Medicine	8/2000 to 6/2001
Business	University of Texas – Dallas ; Masters of Science in Healthcare Management (MSHM)	8/2006 to 12/2008
Residency	Community Hospitals of Indianapolis Family Medicine Residency ; <i>Chief Administrative Resident (7/94 – 6/95)</i>	7/1992 to 6/1995
Medical	The Ohio State University College of Medicine ; Doctor of Medicine (MD)	9/1988 to 6/1992
College	The Ohio State University College of Arts and Sciences ; Bachelors of Science in Psychology/Biology (BS); <i>Cum Laude; Phi Beta Kappa</i>	9/1985 to 6/1988

Certifications and Licensure

License	State of New York Medical License – unrestricted State of Kentucky Medical License – unrestricted State of Indiana Medical License – unrestricted State of Michigan Medical License – unrestricted State of Wisconsin Medical License – expired State of Missouri Medical License – expired	1992 to present
Fellow	American Academy of Family Physicians (FAAFP)	1999 to present
Boards	American Board of Family Medicine – Certified (7/14/95); Re-certified (7/9/02 and 7/21/08)	1995 to present
DEA	Current Registration – active	1993 to present

Previous Experience

St Elizabeth Healthcare (SEH) ; 1 Medical Village Drive, Edgewood, KY 41017 and St Elizabeth Physicians (SEP) ; 334 Thomas More Parkway, #160, Crestview Hills, KY 41017	9/2010 to 12/2016
<ul style="list-style-type: none"> President / CEO, St Elizabeth Physicians, Reported directly to the SEP Board of Directors and provide executive leadership to a physician organization of 300+ physicians, 400+ providers and 1200+ employees with a budget of more than \$200 Million. Oversaw group growth and development, including practice acquisitions. Accountable for group P&L performance. Oversaw all operational and support functions within SEP, including finance, revenue cycle, marketing, information technology, human resources, provider recruitment, legal, risk management, etc. Acted as liaison between the group and SEH administration. Provided leadership for physician integration strategy other physician-hospital services. Provided physician leadership for ambulatory EHR (EPIC) implementation and optimization. 	9/2010 to 7/2015

- Member, **SEP Board of Directors** (9/10 – 7/15) and Ex-Officio member of all **SEP Board Committees**, including Provider Compensation, Credentialing, Finance, Quality and Operations Committees.
- Member, **SEP Epic Ambulatory Oversight Committee** (11/10 – 7/15),

Major accomplishments include:

- Grew from 132 Providers to over 400 providers in 4 years
 - Created a four year strategic plan, meeting 20 of 22 stretch goals
 - Survey showed as most recognized regional physician group brand
 - Increased patient panel by over 33,000 and yearly visits by nearly 340,000
 - Built or upgraded over 400,000 s.f. of clinic space with consistent design
 - Added a network of 4 Urgent Care facilities
 - Achieved NCQA Level 3 PCMH status in 28 of 28 Primary Care practices
 - Improved patient satisfaction from 13th to 60th percentile nationally
 - Improved staff satisfaction from the 5th to the 93rd percentile nationally
 - Improved provider satisfaction from the 4th to the 80th percentile nationally
 - Exceeded national benchmarks in over 80% of 80+ quality measures
 - Achieved top quartile operating efficiency on 3 different surveys
 - Won HFMA award for central billing office and revenue cycle program
 - Built a cadre of over 40 physician leaders
 - Successfully participated in Medicare's Comprehensive Primary Care Initiative project, producing more than 1% decrease in total cost of care
 - Increased the St. Elizabeth Physicians' community benefit by 10-fold
 - Implemented Epic throughout all practices and achieved regional firsts in online scheduling, e-visits, video visits
 - Achieved greater than 50% of patients as active MyChart portal users.
 - Named a "Most Wired" system and physician group
- **Senior Vice President, St. Elizabeth Healthcare**, Simultaneously served as one of the five most senior leaders of a 5-hospital system with revenues of over \$1 Billion. Provided leadership for ambulatory and physician operations and issues. Led numerous initiatives, including strategic growth, joint ventures (oncology, imaging center, etc.), PHO start-up, creation and implementation of population health management, and clinical informatics. Critical role in creating an integrated physician / hospital enterprise. Reported directly to the system CEO. **9/2010 to 7/2015**
 - Member, **Health Solutions Network (HSN) Start-up Team** (6/13 – 7/15)
 - Member, **SEH CEO Strategy Council** (1/12 – 7/15)
 - Member, **SEH Executive Council** (9/10 – 7/15)
 - Member, **SEH Capital Committee** (1/13 – 7/15)
 - Member, **SEH Information Systems Steering Committee** (9/10 – 7/15)
 - Staff, **SEH Board of Trustees** (9/10 – 7/15)
 - Staff, **SEH Board Physician Relations Committee** (9/10 – 7/15)
 - Staff, **SEH Board Strategic Planning Committee** (1/11 – 7/15)
 - Staff, **SEH Board Finance Committee** (9/10 – 7/15)

Sisters of St Francis Health System (SSFHS), St Francis Hospitals and Health Centers (SFHHC) and St. Francis Medical Group (SFMG), 1600 Albany Street, Beech Grove, IN 46107

10/2008 to 8/2010

- **President, St Francis Medical Group**, Member of the regional CEO's C-suite cabinet. SSFHS included 14 hospitals in 3 regions and SFHHC included 3 hospitals with over \$500 Million in revenue. Provided executive leadership to the employed physician group of 100+ physicians and the management team, including reorganization and practice optimization. This included growth of the group from 62 physicians to 105

physicians. Liaison from SSFHS and SFHHC administration to the employed medical staff, including roles in recruitment, orientation and retention of employed physicians. Physician leader for integration strategy, including practice acquisitions, MSO services, and other physician-hospital services. Led Electronic Health Record (EPIC) implementation regionally and system-wide. Critical role in integration of physicians with hospital operations. Reported jointly to the regional CEO and the system CMO.

- o Chair, **SSFHS Epic Ambulatory Oversight Committee** (10/09 – 8/10)
- o Member, **SFHHC Chiefs Group** (10/08 – 8/10)
- o Member, **SFHHC Senior Leadership Group** (10/08 – 8/10)
- o Member, **SFHHC Physician Recruitment Committee** (10/08 – 8/10)
- o Member, **SFMG Board of Managers** (1/09 – 8/10)

Sparrow Health System (SHS), 1210 W. Saginaw, PO Box 13008, Lansing, MI 48901-3008 and **Sparrow Medical Group (SMG)**, 1215 East Michigan Avenue, Lansing, MI 48912-1896

1/2007 to 10/2008

- **President, Sparrow Medical Group**, Member of the system CEO's C-suite team. SHS included 3 hospitals, and a Children's Hospital. Provided leadership to the employed physician group of 70+ physicians, including reorganization and practice optimization. Responsible for all Children's hospital pediatric specialists. Improved bottom line by over \$1.5M in 2007/2008. Increased responsibilities within the system and increased numbers of ambulatory activities placed under SMG. Acted as liaison from SHS administration to the hospital medical staff, including roles in recruitment, orientation and retention of employed and non-employed physicians. Provided physician leadership for SHS quality efforts, including input on JCAHO teams, CMS indicators, FMEA teams, and other regulatory efforts. Provided physician leadership for system-wide Electronic Health Record (EPIC) implementation. Reported directly to the system CEO.
 - o Chair, **SMG Executive Committee** (1/07 – 10/08)
 - o Member, **SHS President's Advisory Committee** (3/07 – 10/08)
 - o Member, **SHS Corporate Compliance Committee** (1/07 – 10/08)
 - o Member, **SHS JCAHO Accreditation Readiness Team** (1/07 – 10/08)
 - o Member, **SHS Information Systems Steering Committee** (5/07 – 10/08)
 - o Member, **SHS Physician Alignment Team** (1/07 – 10/08)
- **Member, Carson City Hospital (CCH) Board of Directors (6/07 – 10/08)**, Served as SHS representative on the CCH Board. SHS held a non-controlling interest in CCH. Advocated on behalf of SHS interests, while also fulfilling fiduciary duty to CCH.

Mercy Health System (MHS); 1000 Mineral Point, Janesville, WI 53545 and 849 Kellogg Avenue, Janesville, WI 53546

12/2002 to 12/2006

- **Associate System Medical Director (3/05 – 12/06)**, Provided medical input to administration on MHS operations. Acted as liaison from administration to the medical staff, including roles in recruitment, orientation and retention of employed physicians. Physician leader for quality efforts, including input on CMS indicators, FMEA teams, and other regulatory efforts. Led Electronic Health Record (EPIC) implementation. *2007 Malcolm Baldrige award winner* – member of the team who wrote the award winning application and implemented the changes needed to win.
 - o **Secretary/Treasurer, Mercy Hospital Medical Staff** (1/05 – 12/06)

- Member, **Clinic Medical Staff Executive Committee** (1/05 – 12/06)
- Member, **Clinic Quality Committee** (1/05 – 12/06)
- Member, **Electronic Health Record Steering Team** (6/03 – 12/06)
- Member, **Quality Council** (4/05 – 12/06)
- Member, **Medical Staff Quality Review Committee** (12/02 – 12/06)
- Member, **Corporate Compliance Committee** (12/02 – 12/06)
- Member, **Information Systems Steering Committee** (9/04 – 12/06)
- Member, **MercyCare Insurance Company Quality and Utilization Management Committee** (12/02 – 12/04)
- **Program Director, Family Medicine Residency Program (12/02 – 12/06)**, Supervised faculty and oversaw all aspects of education and training for 20 resident physicians. Directed the budget, staffing and clinical operations of a stand-alone clinic. Practiced full spectrum Family Medicine including obstetrics and procedures.
 - Chair, **Graduate Medical Education Committee** (12/02 – 12/06)
 - Member, **CME Committee** (12/02 – 12/04)

St. Francis Hospital and Health Centers (SFHHC); 1500 Albany Street, Suite 807,
Beech Grove, IN 46107 and **St Francis Health Network (SFHN)**

10/1999 to 12/2002

- **Associate Director, Family Practice Residency Program (10/99 – 12/02)**, Practiced full spectrum Family Medicine including obstetrics and procedures. Trained and provided educational support for 18 family medicine resident physicians.
 - **Research Director** (10/99 – 12/02)
 - **Curriculum Director** (10/99 – 12/02)
 - Medical Director, **Advanced Cardiac Life Support** (5/00 – 12/02)
 - **Chair, Residency Curriculum Committee** (10/99 – 12/02)
 - Member, **CME Committee** (7/00 – 12/02)
 - Member, **Clinical Trials Coordination Team** (9/00 – 12/02)
- **Physician Advisor, St. Francis Integrated Case Management (7/01 – 12/02)**,
 - Member, **SFHN Professional Services Committee** (7/00 – 12/02)

United States Air Force Medical Corps, Active Duty from 8/95 to 9/99 and Inactive Reserve from 10/99 to 10/06. Honorable Discharge as a Major.

8/1995 to 9/1999

Malcolm Grow Medical Center: 89th Medical Operations Squadron (9/96 – 9/99), 1075 W. Perimeter Drive Andrews AFB, MD 20762

- **Faculty Physician, Family Medicine Residency,** Practiced full spectrum practice including obstetrics and procedures. Provided education and training to 20 family medicine resident physicians. Oversaw research and practice management training.
 - **Research Coordinator** (9/96 – 9/99)
 - **Practice Management Coordinator** (9/96 – 5/98)
 - Member, **Institutional Review Board** (12/97 – 9/99)

Malcolm Grow Medical Center; 89th Aerospace Medicine Squadron (10/98 – 9/99), 1075 W. Perimeter Drive Andrews AFB, MD 20762

- **Staff Flight Surgeon and Interim Department Chair, Flight Medicine Clinic,** Asked to run the Flight Medicine clinic during my last year in the USAF. Improved performance rating of the unit from one of the worst to one of the best performing units in the USAF during this tenure.

- **Chair, Occupational Health Department** (10/98 – 10/99)
 - **Chair, Occupational Health Working Group** (10/98 – 9/99)
- 509th Medical Operations Squadron (8/95 – 9/96)**, Sijan Avenue, Whiteman AFB, MO 65305
- **Staff Family Physician**, Practiced full scale rural Family Medicine including Obstetrics and high risk neonatal resuscitation and stabilization.

Teaching Experience

Program Director, Mercy Health System Family Medicine Residency Supervise faculty and residents. Direct the budget, staffing and clinical operations of a stand-alone clinic.	12/2002 to 12/2006
Associate Director, St. Francis Family Medicine Residency Also served as the Research Director and Curriculum Director	10/1999 to 12/2002
Faculty Member, Malcolm Grow Medical Center Family Practice Residency Also served as the Research Coordinator and Practice Management Coordinator	9/1996 to 9/1999

Research Experience

If Electronic Medical Records Are So Great, Why Aren't Family Physicians Using Them? Survey research and statistical analysis leading to publication	2002
Military Family Physicians Beliefs, Attitudes and Practices Regarding Obesity. Quantitative and qualitative survey research leading to publication.	2001
National Institutes of Health (NIH) Research Course. Course completed regarding human subjects research, institutional review boards, regulations, etc.	1997

Academic Appointments

Assistant Clinical Professor , Department of Family Medicine; Michigan State University	8/2007 to 10/2008
Assistant Clinical Professor , Department of Family Medicine; Indiana University College of Medicine	12/1999 to 12/2002
Assistant Professor of Clinical Family Medicine ; Uniformed Services University of the Health Sciences Medical School	6/1998 to 6/2000

Publications/Presentations

Phillips RL, Brundgardt S, Lesko SE, Kittle N, Marker, JE, Tuggy ML, LeFevre ML, Borkan JM, DeGruy FV, Loomis GA, Krug N. The Future Role of the Family Doctor in the US: A rigorous exercise in definition. <i>Annals of Family Medicine</i> ; 2014;12(3); 250-255	2014
Anderson CA, Loomis GA. Recognition and Prevention of Inhalant Abuse. <i>American Family Physician</i> ; 2003;68(5), 869-876	2003

Loomis GA, Ries JS, Saywell RM, Thakker NR. **If Electronic Medical Records Are So Great, Why Aren't Family Physicians Using Them?** *Journal of Family Practice*; 2002:51(7), 636-641 **2002**

Loomis GA, Clinch CR, Connolly KP. **Military Family Physicians Beliefs, Attitudes and Practices Regarding Obesity.** *Military Medicine*; 2001:166(2), 121-125 **2001**

Loomis GA. **Ambulatory Coding - Why Should I Care.** *Uniformed Family Physician*. Summer 1996; 24-25 **1996**

Affiliations/Memberships

American Medical Group Association **2007 to present**

- CEO Council, Member (2007 – present); Chair Elect (2013 – 2014); Chair (2015 – 2016); Past Chair (2016 – 2017)
- Nominating Committee (2015)

American College of Physician Executives **2005 to present**

American Medical Association **1998 to present**

- Council on Long Range Planning and Development (2011 – present); Vice Chair (2016 – 2017); Chair (2017 – 2018)
- Advisory Committee on Group Practice Physicians (2006 – 2011); Vice Chair (2010 – 2011)
- Task Force on Liability Reform (2002 – 2003)
- House of Delegates, Delegate (2004 – present); Alternate Delegate (2000 – 2003); Reference Committee – Member (), Chair ()
- Forum for Medical Affairs (2010 – 2014)

American Academy of Family Physicians **1998 to present**

- AMA Delegation (2000 – present); Vice Chair (2010 – 2012); Executive Committee (2005 – 2014)
- Resident Member, Commission on Health Care Services (1993 – 1995)

Kentucky Academy of Family Physicians **2011 to 2016**

Kentucky Medical Association **2011 to 2016**

- Commission on Legislative and Political Advocacy (2014 – 2015)
- Task Force on Governance (2014)

Indiana Academy of Family Physicians **1999 to 2002 / 2009 to 2010**

- President-Elect (2002 – 2003)
- Vice President (2000 – 2002)
- Co-Chair, Task Force on Technology (2000 – 2001)
- Member, Commission on Legislation (1999 – 2002, 2009 – 2010)

Michigan Academy of Family Physicians **2007 to 2008**

- Committee on Economics and Practice Environment (2007 – 2008)

Wisconsin Academy of Family Physicians **2003 to 2006**

- Vice President (2005 – 2006)
- Board of Directors (2003 – 2006)
- Legislative Committee (2004 – 2006)
- Medicaid Reform Task Force; Chair (2005 – 2006)

Indiana State Medical Association **199 to 2002 / 2009 to 2010**

- Commission on Legislation and Government (1993 – 1995)
- Delegate, House of Delegates (1993 – 1994)

Wisconsin Medical Society **2003 to 2006**

- Task Force on Governance (2005 – 2006)

Michigan State Medical Society	2007 to 2009
Medical Group Management Association	2008 to 2012

Honors and Awards

Professional	<p>20 Healthcare People to Know – Cincinnati Business Courier (2015)</p> <p>Citizen Doctor of the Year – Kentucky Academy of Family Physicians (2014)</p> <p>Family Medicine Educator Award – Mercy Health System (2005)</p> <p>Distinguished Public Service Award – Indiana Academy of Family Physicians (2002)</p> <p>Family Practice Center Teaching Award - St Francis Family Practice Residency (2000)</p> <p>AMA / Glaxo National Leadership Development Award (2000)</p>	1995 to present
Military	<p>Distinguished Graduate – 1st in Class, Military Indoctrination for Medical Service Officers Class 95-12 (1995)</p> <p>National Defense Medal (1995)</p>	1995 to 1999
Residency	<p>Resident Teacher of the Year (1995)</p> <p>AMA / Glaxo Leadership Award (1995)</p> <p>Mead Johnson Award for Graduate Education for Family Practice (1994)</p>	1994 to 1995
Medical School	<p>Letters of Commendation in Internal Medicine, Emergency Medicine, Family Medicine, Neurology, Sports Medicine, Family Medicine</p> <p>Elective in Great Britain</p>	1988 to 1992

Community Activities

Comprehensive Primary Care Initiative	<ul style="list-style-type: none"> Member, Regional Leadership Team (6/12 – 7/15) Team worked with CMS (CMMI), local insurers, and the Health Collaborative to get the Cincinnati-Dayton-Northern Kentucky region selected for participation. Once selected, the team has worked with CMS (CMMI) to make the initiative a success and coordinate the work of the systems and payors in the region. Member, System Provider Workgroup (1/13 – 7/15) System practices meet to share ideas and concerns. 	2012 to 2015
HealthBridge (Regional Health Information Exchange)	<ul style="list-style-type: none"> Member, Board of Trustees (1/11 – 8/12, board disbanded) Board worked to set a new direction for the RHIO to become a data aggregator. Member, Data Governance Committee (9/12 – 7/15) Designs and enforces the rules for data usage by HealthBridge users. Chair, Technology Operations Committee (1/12 – 6/13) Led the efforts to redesign the technological platform for the RHIO and the new data aggregator. 	2011 to 2015
Indiana Health Information Exchange (IHIE) / Quality Health First (QHF)	<ul style="list-style-type: none"> Member, Measurement Committee (1/09 – 8/10) Designed and approved quality measures and their implementation for QHF. Member, Administrative Committee (3/10 – 8/10) Oversaw the daily operations of IHIE and its relations with payers and health systems. 	2009 to 2011

Janesville Community Health Center

2006

- **Co-Founder** (10/06 – 12/06)
Worked with Beloit Area Community Health Center and Mercy Health System to create a Community Health Center in Janesville for the benefit of uninsured and Medicaid patients in the northern Rock County area.
Winner of MGMA's 2007 Fred Graham Award for Innovation in Improving Community Health

Central Indiana Coalition to Reinvent Healthcare

2000 to 2002

- Member, **Steering Team** (3/01 – 12/02) Designed and prepared for implementation of a RHIO, which become the Indiana Health Information Exchange.
- **Co-Chairman, Technology Task Force** (6/01 – 12/02) Researched and prepared a design for the RHIO technology platform.

Central Indiana Health Improvement Council

2001 to 2002

- Member (12/01 – 12/02)

Indiana State Health Commissioner's Chronic Disease Advisory Council

2000 to 2002

- Member (6/01 – 12/02) Health Commissioner's group of payer, health system and medical society leaders to provide advice on policy design and implementation.
- Member, **Indiana Diabetes Collaborative** (6/01 – 12/02) Designed and implemented a statewide set of diabetes measures to be used by all payers and providers.

Personal

Born	May 12, 1967 in Flint, Michigan
Family	Nancy B. Loomis (MBA - Marketing / International Business); Sarah, Joanna and Wendy – all grown
Interests	Healthcare innovation, politics, health care reform, travel, music, college and professional sports.
Plans	Pursue integrated healthcare excellence; Continued activity in Organized Medicine at the state and national levels; Continued Family and Civic activities; Share expertise on industry boards or advisory councils.