

## **S. KENT LEHR, MBA, MHA**

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### **PROFESSIONAL EXPERIENCE**

#### **UNITYPOINT HEALTH**

**West Des Moines, IA**

**UnityPoint Health is one of the nation's most integrated health systems. With more than 30,000 employees serving in 290 physician clinics, 30 hospitals in metropolitan and rural communities, and home care services throughout its nine regions, UnityPoint Health provides care throughout Iowa, Illinois and Wisconsin. Each year, through more than 5 million patient visits, UnityPoint Health, UnityPoint Clinic and UnityPoint at Home provide a full range of coordinated care to patients and families. With annual revenues of \$4.5 billion, UnityPoint Health is the nation's 13th largest non-profit health system and the fourth largest non-denominational health system.**

#### **Vice President, Strategy and Business Development, UnityPoint Health**

**January 2017 – present**

- Leadership, oversight responsibility and accountability for strategy development and deployment, planning, innovation, business development, telehealth and project management.
- Accountable for execution of strategic plan.
- Development of a system-wide integrated strategic and financial planning process ensuring tight alignment between forecasting, strategic planning, capital project funding and budgeting.
- Development and implementation of UPH Innovation Center, including an innovation incubator and innovation venture fund focused on turning internal and external ideas into validated realities that catalyze the transformation of the organization and diversify company growth.
- Launched new virtual care service accessed through white labeled digital and mobile platforms, resulting in doubling the size of the program in six months.

#### **UNITYPOINT CLINIC**

**Johnston, IA**

**UnityPoint Clinic (UPC) is the employed and integrated multispecialty medical group of UnityPoint Health (UPH). UnityPoint Clinic is comprised of more than 1,250 physicians and advanced practice providers and 3,000 employees practicing at 290 clinics in communities throughout Iowa, Illinois and Wisconsin with annual revenues of \$400M. UnityPoint Clinic offers a wide variety of specialty services including prevention, screening and wellness education, family medicine, internal medicine, obstetrics/gynecology, pediatrics, and more than 30 specialty and subspecialty services.**

#### **UNITYPOINT AT HOME**

**Urbandale, IA**

**UnityPoint at Home (UPaH) is UPH's nationally ranked home care organization, serving patients across Iowa, Illinois and Wisconsin. With over 1,200 employees and \$180M in annual revenue, UPaH provides a comprehensive array of services including adult, senior and pediatric home care, nursing care, rehabilitation therapy, palliative care, hospice, infusion, specialty pharmacy and home medical equipment. Close alignment with UPC and UPH hospitals gives patients access to the full continuum of health care services across the three-state service area.**

#### **Vice President, Strategy and Business Development, UnityPoint Clinic and UnityPoint at Home**

**June 2014 – January 2017**

- Responsible for strategy development and deployment, growth, partnerships, provider manpower planning, business planning and integration of UPH's ambulatory division (UPC and UPaH). Direct reports include six Directors with total staff of approximately 50.
- Co-lead UPH's 2020 strategic planning process culminating in the system 2020 roadmap, a prescriptive and comprehensive strategic plan for 17 hospitals, 290 clinics, home care enterprise and insurance division across three states and nine geographically diverse regions/markets.
- Key executive member of UPH system strategy team responsible for identifying new affiliation, joint venture and partnership opportunities; coordinating discovery and due diligence processes and negotiating final agreement terms. Of note is the success of the recently announced joint venture between UPH and HealthPartners (Minneapolis), creating HealthPartners UnityPoint Health, a new insurance company that is launching a Medicare Advantage product in Iowa in 2017.
- Collaborating with regional operations executives on program development, performance enhancement and service-line growth opportunities, including creating UPH's first telehealth strategic plan. Plan resulted in assembling and overseeing a dedicated telehealth operations team supporting tele-specialty program development as well as UPC's Virtual Care program, which is a dedicated team of primary care advanced practitioners delivering virtual visits for patients in some of our busiest and rural clinic

locations, or anywhere a patient has access to a phone or computer. Responsible for the creation of UPC's Virtual Clinic program that became profitable after six months.

- Designed UPH's access strategy, which focused on ambulatory access improvement through schedule optimization, productivity improvement, optimization of staffing, creating new access channels and implementing patient-friendly scheduling systems. Work resulted in 115% increase in pediatric access in UPH's largest market on online scheduling capabilities for patients at more than 140 clinic sites.
- Designed and implemented an organization-wide, standardized referral management solution consisting of referral tracking, referral capture and referral management; improved UPH and UPC's referral data capture by more than 65% in the first year of the initiative, 46% in year two and improved in-network referrals more than 10% with an estimated \$30M revenue enhancement to UPH regions since 2013.
- Responsible for identifying and/or collaborating with regional executive leaders on new business ventures including acquisitions or partnerships, and leading the front end discovery process, negotiating terms for letters of intent and definitive agreements and overseeing the teams responsible for aggregation and integration of the new ventures into the system.
- Standardized the transaction and integration process for bringing providers groups into UPC by creating and now managing a dedicated Integration Team that is leading the aggregation and integration of over 500 physicians and providers spread across nine regions quickly and efficiently – nearly doubling the size of UPC over a three year period.
- Lead the provider recruiting team, ensuring that UPC sources, interviews, hires and retains top clinical talent – in two years the team has gone from recruiting 80 providers annually to over 200. Improved the provider recruiting process to reduce time between the interview and offer extension. Implemented a provider recruitment process in partnership with operations improving the rigor of analysis around adding new providers, reducing the addition of new providers to clinics with open capacity and reducing turnover from six percent to less than four percent in 18 months.
- Leading the integration of UPaH's strategy, growth and planning functions with UnityPoint Clinic to better support regional operational and physician leaders.

#### **System Director, Business Development, UnityPoint Clinic**

January 2013 – June 2014

- Led the visioning and five-year strategic planning process for UnityPoint Clinic (UPC), UnityPoint Health's (UPH) newly consolidated ambulatory enterprise consisting of more than 1,250 physicians and 290 clinics.
- Developed, implemented and led the UPC annual planning cycle that encompasses four phases: retrospective performance review; five-year strategic planning; three-year workforce and facility planning; and the annual management plan/budget process; the first of its kind for UPC and UPH.
- Designed, implemented and managed a physician acquisition and employment protocol, standardizing the physician transaction process across all of the organization's markets, making the process from discovery and due diligence through integration and clinical start date more efficient and improving the ability to bring on providers more quickly while mitigating risks associated with variability during transactions.
- Represented UPC on the UPH acquisition team; responsible for due diligence, negotiation and integration of new health systems joining UPH.
- Chaired the UnityPoint Clinic Trademark Council, an entity created to streamline standardization of business and clinical protocols across UnityPoint Health employed providers not yet operationally integrated with UnityPoint Clinic, mitigating disruption to UPC at the future transition point.

#### **Director, Strategic Growth, UnityPoint Health**

January 2011 – January 2013

- Authored, with UPH CSO, the first official system growth strategy that identified and selected specific growth targets in contiguous markets to UPH affiliates in order to grow the organization from \$2.2 billion to \$4.0 billion in revenue.
- Responsible for all facets of transactions, including discovery, due diligence, negotiation of terms and final agreements and integration aimed at growing UPH into new markets by partnering with strong organizations and aligning strategy focused on the implementation of population health management infrastructure.
- Led the acquisition and integration of Methodist Health Services Corporation, Peoria, IL – UPH's first acquisition since 1999 and key initial target of the system growth strategy; increased system revenue by 18%, added 150 employed providers and moved UPH into a new population in central Illinois.
- Led the non-traditional transaction that affiliated Quincy Medical Group, Quincy, IL with UPH, brought them into the UPH ACO and strategically focused on partnering with the 130 provider multi-specialty group around coordinating care for a diverse population in the Quincy market and surrounding communities.
- Ideated and implemented a system-wide primary referral tracking system using the ambulatory EHR to track the location and physician where patients were being referred in order to determine the referral patterns of employed providers and identify opportunities to improve quality and continuity of care for UPH patients. Further developed this system in my current role at UPC and UPaH.

**Administrative Fellowship, UnityPoint Health**

January 2010 – December 2010

- Member of the Value-Based Contracting Governance Committee responsible for developing the necessary pieces to become an ACO.
  - Provided business intelligence services to UnityPoint Health – Trinity | Fort Dodge Hospital, allowing them to determine the current and future profitability of their cardiac surgery service line.
  - Aided in developing and implementing the strategic plan across all facets of the organization including regional initiatives, physician alignment and integration.
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**EDUCATION****HENRY B. TIPPIE SCHOOL OF MANAGEMENT, UNIVERSITY OF IOWA****Master of Business Administration****Iowa City, IA**

December 2009

**COLLEGE OF PUBLIC HEALTH, UNIVERSITY OF IOWA****Master of Health Administration***Academic Achievement and Leadership Scholarship***Iowa City, IA**

December 2009

**CORNELL COLLEGE****Bachelor of Arts, Biochemistry and Molecular Biology****Mount Vernon, IA**

June 2006

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**PROFESSIONAL AND SERVICE ACTIVITIES**

- Health Management Academy, The Academy GE Fellows Program for Administrative Executives, Class of 2016
- Executive Committee Board Member, Junior Achievement of Central Iowa
- Member, American College of Healthcare Executives
- Member, Healthcare Financial Management Association
- Guest Lecturer, University of Iowa Health Management and Policy
- Trustee, Cornell College, 2006-2009