

Robert L. Edwards, DrPH, MBA

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EXPERIENCE

University of Kentucky / UK HealthCare

2008--present

Chief Strategy & Business Development Officer

Associate Vice President, Health System Administration – 2019-2020
Chief External Affairs Officer – 2013-2019
Director of Strategic Initiatives & Regulatory Affairs – 2011 to 2013
Director of Public Affairs – 2009 to 2011
Executive Director, Kentucky Regional Extension Center for HIT – 2010 to 2014

- Responsible for strategic acquisitions, marketing (brand strategy, service line market dev. & referring physician detailing), government affairs and clinical contracting for UK HealthCare, the clinical enterprise of UK. \$8M+ budget, 7 direct reports, 50+ staff. 200+ active projects. Developed new enterprise processes for strategic/outreach initiatives & health policy review. Supported development of a replacement model for Medicaid supplemental payments; new model created significant resources for UKHC improving operating margin while supporting increased access to care for Medicaid beneficiaries.
- Led negotiations for joint venture ambulatory surgery center (2018), first year increased EBITA by 917%; co-led asset acquisition of community oncology practice (PSA / MSA model) adding 1,000 new cancer cases & overall collaboration with state's largest multi-specialty practice (2019); led takeover of primary care center from city government; assisted in turn-around. Avg. 10,000 patient visits/year and pediatric residency site.
- Co-led formation of the Kentucky Health Collaborative, LLC, a 10 health system joint venture with members representing over \$7B in revenue and 1 out of 2 discharges in the Commonwealth. Early initiatives include cost savings, pharmacy, IT and smoke free policy. 5:1 ROI for members after first 2 years.
- Led start-up and rollout of state-wide effort to encourage adoption of EHR and connectivity to HIE; over 200 practices, 32 CAHs and 18 FQHCs participate. Over \$10M in CMS-ONC contracts, grants and network agreements generated over four years. Over \$3M of CMS approved contracts from 2014-2017.
- Opened Organ Failure and Transplant Clinic 65 miles from medical center to support growth in destination sub-specialty services in partnership with Norton Healthcare. Louisville clinics now manage follow up care for almost 1/3 of UK solid organ transplant patients and 1/3 of BMT patients.
- Leading outreach to community advocates, large employers and public servants regarding success in multiple missions of UK's AMC. These relationships led directly to a \$43M annual contract with the state to take over management of a newly constructed freestanding, psychiatric hospital.
- Led re-organization of digital and brand strategy, leading to the development of a new overall brand strategy for UK HealthCare, including a new advertising brand campaign focused on patients choosing destination / subspecialty care across of broad population and rollout of new logo lock-up and logo hierarchy (2016). Supported development of analytic platform and consumer surveys to track changes in awareness and ROI. Best image / reputation ranking increased 12 percentage points to become #1 in market over a 3-year period.

Commonwealth of Kentucky, Cabinet for Health & Family Services (CHFS)

2004 – 2007

Chief of Staff

Chief Financial Officer – 2005 to 2007
Legislative Director – 2006 to 2007
Executive Officer – 2004 to 2005

- Responsible for directing and coordinating policy, communications, budget and legislative issues of the state's largest organization: 9,000 employees; \$6.5 billion annual budget, including the Medicaid program
- Co-led organizational merger of two state-wide cabinets (Health & Family Services)
- Directly lobbied Kentucky's General Assembly during three separate annual sessions on policy and budget issues on behalf of the executive branch; managed relationships with committee and leadership staff
- Led development of two-year, cross-agency budget of \$13 billion, specifically addressing structural imbalance within Medicaid, mental health and public health.

EXPERIENCE (continued)

- Testified to Cabinet's budget in multiple political forums, including Office of State Budget Director, state legislative committee reviews, and key branch budget heads
- As CFO, directly supervised staff of 65 employees across 3 divisions, with annual budget of over \$5 million
- Served as member of Certificate of Need / State Health Plan Modernization Task Force, which recommended lifting of the 10-year moratorium on health care expansions
- Served as member of the Medicaid Consensus Forecasting Group, which successfully recommended State Health Plan amendments (DRA) crafting benefit plans for Medicaid members

MAMM Magazine (Commonwealth Media, LLC)**2002-2004***President*

- Founded partnership to acquire assets of women's health care magazine. Magazine published ten times a year and was the only title for women living with cancer in the country and has been publishing since 1997. Over \$2.1 M in annual business and circulation of 100,000
- Responsible for all sales and fulfillment operations. Staff of seven editorial, three sales, one controller. Negotiated deals with major pharmaceutical marketers, industry non-profits, and iVillage.com
- Restructured company balance sheet through innovative negotiations of all major vendor agreements, payables, and debt; reduced debt on balance sheet in 6 months by half
- Won the 2003 Avon Foundation Media Leadership Award
- Negotiated and closed the successful sale of the magazine to a larger publishing company

Confluent Technologies, Louisville, Kentucky**2000-2002***Director of Marketing & Business Development*

Confluent Technologies is a business-intelligence company selling software and data mining applications as services. Re-capitalized by Chrysalis Ventures and River Cities Ventures.

- Identified new markets for product (education and health care) leading to a 40% increase in new revenues. Extended sales team by negotiating national re-seller agreements in these and other sectors
- Developed all marketing materials, trade show collateral, field sales materials, and PR campaign

Darwin Networks, Louisville, Kentucky**2000***Marketing Manager*

Darwin was a start-up broadband wireless company which grew to 300 employees and 15 offices in 12 months. Employee 35. Funded by Vulcan Ventures, Chrysalis Ventures and others. Closed after failing to IPO.

- Created and led Darwin's Sales Training program training 110 sales associates in seven months
- Assisted corporate development team in evaluating revenue-generating partnerships

Humana Inc., Louisville, Kentucky**1998-2000***Corporate Communications Manager**Corporate Communications Associate*

- Developed Crisis Management and Change Management communications plans
- Created and defined key messages to educate Wall Street analysts and key government entities, which unguided would have generated negative media attention. National spokesperson on Y2K issues

EDUCATION
University of Kentucky, College of Public Health**Doctor of Public Health** (Health Management & Policy), December 2015*Joel M. Lee DrPH Award for Outstanding Achievement in Health Services Management**Inducted Delta Omega, Alumni Membership (2017) - honorary society for public health***University of Louisville****Master of Business Administration**, May 2001

Concentration in entrepreneurship and marketing

Centre College**Bachelor of Arts in English**, May 1998

James Graham Brown Scholar

Regents College semester in London, UK

CIVIC ACTIVITIES & PROFESSIONAL RECOGNITIONS
UK College of Public Health, MHA Board of Advisors (2020 – 2023)**Centerstone Kentucky Healthcare Advocacy Award** (MediStar 2017 Annual Awards)**Family & Children's Place: A child abuse treatment agency**, Board of Directors 2006 - 2015

Secretary of the Board of Directors

2010 Health Care Fellow, Health Enterprises Network (Louisville, KY)**Centre College Alumni Association**

Board member, 2000 – 2004

PUBLICATIONS
Peer Reviewed

Griffith, C., de Beer, F, Smith, C, Colvin, G, **Edwards, RL**, Karpf, M. Addressing the Physician Shortage in Kentucky While Securing a Network for a Research Intensive, Referral Academic Medical Center- The Intersection of Important Public Policy and Effective Clinical Strategic Planning. *Academic Medicine* (accepted April 22, 2020)

Edwards, RL, Birdwhistell, MD, Zembrodt, JW, Newman, MF., Karpf, M. Securing a Network for a Research Intensive, Referral Academic Medical Center: University of Kentucky HealthCare as a Case Study. *Academic Medicine* 94.12 (2019): 1895-1902.

Edwards, RL, Wollner, SB, Weddle, J, Zembrodt, JW, Birdwhistell, MD. Diagnosing and resolving conflict created by strategic plans: Where outreach strategies and execution meet at an Academic Health Center. *Hospital Topics*. 2017 Jul-Sep;95(3):72-78. doi: 10.1080/00185868.2017.1301172. Epub 2017 Apr 13.

Edwards, RL, Lofgren, RP, Birdwhistell, MD, Zembrodt, JW, Karpf, M. Challenges of Becoming a Regional Referral System: The University of Kentucky as a Case Study. *Academic Medicine* 89.2 (2014): 224-229.

Reams, Christopher; Powell, Mallory; and **Edwards, Rob** (2014) "State Synergies and Disease Surveillance: Creating an Electronic Health Data Communication Model for Cancer Reporting and Comparative Effectiveness Research in Kentucky," *eGEMs (Generating Evidence & Methods to improve patient outcomes)*: Vol. 2: Iss. 2, Article 4. DOI: <http://dx.doi.org/10.13063/2327-9214.1064>

Book Chapters & Non Peer Reviewed

Edwards, RL. The Choice Cascade: A hospital strategist discusses health systems, health plans and whether the two shall meet. *Leaders Edge*, June 2016.

Edwards, RL. Leadership Capstone Case: Using Leadership and Managerial Epidemiology to Lead a Hospital Through Crisis. *Managerial Epidemiology: Concepts and Cases*, Third Edition. Editor: Steven T. Fleming, PhD. 2015.

Birdwhistell MD, **Edwards RL**. Health Care Reform During an Economic Crisis. *Health Law & Compliance Update*, 2010.

Birdwhistell MD, **Edwards RL**. Delivery System and Payment Changes as Proposed in the Patient Protection and Affordable Care Act of 2010: The Case for Participating in CMS Demonstration Projects or Private-Payor Bundling Programs. *Health Law & Compliance Update*, 2011.

Birdwhistell MD, **Edwards RL**, Patterson SM. Adjusting Hospital Strategies in the Face of Health Care Reform Implementation. *Health Law & Compliance Update*, 2012.

Bharucha F, **Edwards RL**, Dobbs MR, Birdwhistell MD, Dixon T. The Evolution of Stroke Programs in Response to the Shifting Health Care Paradigm. *Health Law & Compliance Update*, 2013.

Birdwhistell MD, **Edwards RL**. The Medicare to Medicaid Crossover: An Open Door to Waste and Fraud. *Stop Paying the Crooks: Solutions to End the Fraud that Threatens Your Healthcare*, 2009.

Slavova S, Costich JF, Riddell MC, Patton DJ, Johnson A, **Edwards RL**, Hankins S. Health Insurance Coverage in Kentucky: A Report to the Kentucky Office of Health Policy and Department of Insurance. August 2011.

Edwards, RL, McKune, B. Strategies for Physicians and Hospital Executives to Recognize Obstacles to Meaningful Use. ACHE – Kentucky Fall 2012 Newsletter.

RESEARCH & CONTRACTS

Previous:

2011- 2017 “Promoting EHR adoption and patient quality measures to Medicaid participating providers (Kentucky Medicaid Specialist Regional Extension Services). Role: Co-investigator (2011-14), senior advisor. Funds services to specialists serving Medicaid participants to assist in the adoption and implementation of EHRs. Award: May 1, 2010 – June 30, 2011: \$1,975,000. Award through 2015: \$2,700,000. Award 2016-2017: \$750,000.

2010-2014 (extended to 2015). Kentucky Regional Extension Center. Funding: Office of the National Coordinator, US Department of Health and Human Services. Role: Co-principal investigator and executive director. Provides services to priority primary care providers in 90+ Kentucky counties to assist in the adoption and achievement of meaningful use of electronic health records. Original award: \$6,005,467 with an additional \$399,308 received in January 2011. Total award: \$6,404,775.

2010-2014. Kentucky Regional Extension Center Critical Access Hospital Supplemental Award. Funding: Office of the National Coordinator, US Department of Health and Human Services. Role: Co-principal investigator, executive director. Original supplemental award: \$360,000.

2010-2014. Kentucky Regional Extension Center Critical Access Hospital Supplemental Award #2. Funding: Office of the National Coordinator, US Department of Health and Human Services. Role: Co-principal investigator, executive director. Second supplemental award: \$180,000.

2010-2014. Tri-State Regional Extension Center. Funding: Office of the National Coordinator, US Department of Health and Human Services. Role: Co-investigator, meaningful use advisor. Provides services to priority primary care providers to assist them in adopting and achieving meaningful use of electronic health records. Original subcontract to Kentucky REC: \$1,805,664 with an additional \$78,637 received in January 2011. Total award: \$1,884,301

2011. State Planning for the Affordable Care Act. Funding: Kentucky Cabinet for Health and Family Services. Role: Co-investigator, co-grant writer. Funds background research on the Kentucky health insurance market. Award: \$309,600.

2011-12. Kentucky REC sub-agreement to CDC/ICF Macro subcontract to the UK Kentucky Cancer Registry entitled, “Enhancing Cancer Registry Data for Comparative Effectiveness Research (CER)”.

2012-13. Kentucky REC sub-agreement to Kentucky Department of Public Health / CDC entitled Bio-Sense 2.0. Role: Co-principal investigator, executive director. Original supplemental award: \$17,000.

NATIONAL & REGIONAL PRESENTATIONS

Edwards, RL. Gehl C, Dinkler A, Ahern L, Scheinrock M. (2021). M&A Trends & Investment Strategies for Acute Care. Deloitte concurrent with JP Morgan Healthcare Conference. Zoom presentation.

Nilges, AL, Ball, CM, Housley, JJ, **Edwards, RL.** (2020). *Designing and building an emergency field hospital during a pandemic.* Poster presentation for the American Society of Hospital Pharmacists (online).

Currier A., **Edwards RL,** Gombeski, W. (2019). *Standard Operating Process for Evaluation and Development of New Clinical Partnership Activities.* Poster presentation at the 2019 ACHE Meeting, Chicago, IL.

Edwards RL (presenter), Mamril CB, Poe J (authors). (2016). Structure Matters: The Future of Academic Medical Centers. Presentation at the 2016 American Public Health Association Annual Meeting, Denver CO.

Edwards RL, Mamril CB, Poe J. (2016). “Structure Matters: Integrated and Independent Academic Medical Centers Operating Margins 1998 – 2013.” Poster presentation at the 2016 Academy Health Research Meeting, Boston MA.

Birdwhistell, MD., **Edwards RL.** (2015) Integrating Rural Providers Into a Revitalized Strategic Plan. Vital 2015 (America’s Essential Hospitals).

Edwards RL. (2015). Academic Medical Center Strategies Aligning with Employer Health Benefit Programs. CIAB 2015 Spring Meeting - Colorado Springs.

Steltenkamp, C., **Edwards RL.** (2013). A Statewide Model for Coordinating HITECH Programs. HIMSS 2013 New Orleans. March 4, 2013.

Steltenkamp, C. **Edwards RL.** (2013). The UK Kentucky Regional Extension Center and HITECH. Southeastern (US) Family Medicine Forum. August 2, 2013

Edwards RL., Wilder JS. (2013). Primary Care & The Affordable Care Act. CECentral.com (recorded).

Dobbs, M.R., Rose, D.R, Bellamy, L., Claypool, J., **Edwards, RL.** (2012). “Bringing Stroke Systems of Care to Appalachia: The UK Stroke Affiliate Network.” Poster presentation at the 7th Annual Center for Clinical and Translational Science Conference, Lexington, KY.

TEACHING ACTIVITY

University of Kentucky, College of Health Sciences
Adjunct Assistant Professor (Part-Time) – Clinical Leadership & Management Program

CLM 444: Health Care Leadership – Fall Semesters 2018 & 2019
CLM 424: Health Care Strategic Planning – Spring / Fall 2021

Guest lecturer, 2011- present
Master of Physician Assistant Studies: Introduction to the Affordable Care Act & Health Care Reform

Babson College (Boston, MA), Master of Business Administration Program
(guest lecturer, 2012-14)

The Role of Government in Health Information Technology: Renewing National Focus on Quality

University of Kentucky, College of Public Health
(guest lecturer, 2011-present)

MHA Executive Series Presentation: “ACOs: Are They Real”
MHA Presentation: Update on the Affordable Care Act

UK Center for Interprofessional HealthCare Education, Research, & Practice
Grand Rounds Presentation: An Overview of the Affordable Care Act (2011).