

Rand Kerr, F.A.C.H.E., M.H.A.

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Assistant Professor – University of Utah

7/2020 – Current

Career Line Faculty:

- Interim Director of Masters of Healthcare Administration Program
- Online Director of Masters of Healthcare Administration Program
- Teach Masters level courses:
 - MHA 6530 Healthcare Administration
 - MHA 6800 Practical Management in Healthcare
 - MHA 6803 Strategic Management in Healthcare
 - MHA 6850 Healthcare Operations Management
 - MHA 6850 Human Resources in Healthcare
 - MHA 6900 Administrative Internships in Healthcare

Adjunct Professor – Weber State University

1/2013 – 1/2020

Educator:

- Taught Masters level courses:
 - MHA 6400 Strategic Planning
 - MHA 6350 Executive Decision Making

V.P. Operations & Physician Alignment – HCA Mountain Division

1/2016 – 7/2020

Operations:

- Oversaw Operational and Physician Alignment initiatives in Mountain Division (Covering all the HCA hospitals in Utah, Idaho, and Alaska)
- Coach/Consultant for the new CEOs promoted in Mountain Division
- Negotiated all Division wide physician contracts including
 - \$20M contract for NICU, PICU, MFM, Peds & OB Hospitalists
 - \$38M contract for Emergency, Hospitalists, and Intensivists
- Assisted in EBDITA improvement of 7.3% CAGR (2015-2019)

Physician Alignment:

- Oversaw Operational and Physician Alignment initiatives in Mountain Division
- Coordinated Physician Co-Management at West Valley Medical Center
- Coordinated CJR Shared Savings program at Lakeview Hospital
- Coordinated ACO Participation Agreements with Physicians Accountable Care of Utah and St. Mark's, Ogden Regional, Lakeview, Lone Peak hospitals
- Coordinated Eastern Idaho Care Partners ACO at Eastern Idaho Medical Center

Chief Executive Officer – Lakeview Hospital (Bountiful, UT)

9/2006 – 12/2015

Quality Outcomes:

- Improved Core Measures from 25th percentile to 90th percentile nationally
- Improved Patient Safety Scorecard from 25th to 90th percentile nationally
 - Truven Top100 Hospital (Four Years in a Row) 2013, 2014, 2015, 2016
 - LeapFrog Group “A” Facility 2013, 2014
 - HealthGrades Patient Safety Award 2013, 2014, 2015
 - HealthInsight Quality Award 2007, 2009, 2012, 2014

- Improved Patient Satisfaction at 75th Percentile Nationally in HCAHPS/ED

Financial Performance:

- Improved EBDITA performance by 406% in nine years (\$7.1M - \$28.8M)
- Improved EBDITA margin from 13% to 28%
- Grew Overall Patient Volume by 13% / Increased CMI by 39% (1.06 to 1.47)
- Grew Ortho/Spine volume by 20%
- Reinvested over \$35 Million in Capital Projects/Equipment

Physician Engagement:

- Achieved & Sustained 90th Percentile in Physician Engagement 2012 – 2016
- Achieved & Sustained 95th Percentile in Administration Rating 2009 – 2016
- Joint-Ventured Mountain West Surgical Center with Medical Staff (2012)
- Expanded Medical Staff from 200 providers to 300 providers

Employee Engagement:

- Improved from 25th to 90th Percentile in Employee Engagement 2006-2008
- Achieved & Sustained 90th Percentile in Employee Engagement 2008-2016
- #1 in Employee Engagement in HCA (2009) for full-service hospital
- Reduced Employee Turnover to under 10% (Previously over 30%)
- Removed over \$1M in Contract Labor Expense
- Created Leadership Development Program (6 administrators promoted)
- Named a Founding Board Member of the HCA Leadership Institute

Chief Executive Officer – Lone Peak Hospital (Draper, UT)

2/2006 – 9/2006

Medical Staff Relations:

- Developed Medical Staff Business Plan for a Medical Staff of 300 physicians
- Recruited a Medical staff of 120 physicians in only 6 months
- Established physician communication plan with quarterly visits

Project Management:

- Oversaw the “Activation Plan” for Lone Peak Hospital
- Led a team of 15 to develop architectural plans for Lone Peak Hospital
- Improved original schedule by 45 days while still keeping budget neutral

Chief Operating Officer – St. Mark’s Hospital (Salt Lake City, UT)

8/2004 – 2/2006

Strategic Planning:

- Developed and presented implementation template for 2005 Strategic Plan to the Board of Trustees, MEC, and Administration.
- Led Administrative Team in implementing and accomplishing 2005 Strategic Plan focused on three patient care principles:
 - Patient Safety, Patient Outcomes, & Patient Satisfaction
- Trained 40 Directors on implementation template format.

Medical Staff Development:

- Recruited 12 physicians to St. Mark’s Medical Staff
- Negotiated and managed \$3 million in recruitment contracts for medical staff development.
- Led the training and implementation of Stark II changes into 27 physician contracts.

Project Management:

- Developed the business plan and financial analysis for the creation of a new hospital in south Salt Lake County: Lone Peak Hospital.
- Presented business plan to HCA Senior Leadership and was awarded \$100 million in funding for the new hospital.

- Developed business plan and financial analysis for an Emergency Room expansion and renovation project.
- Managed the \$11 million Emergency Room expansion and renovation Project.

Chief Operating Officer – Alaska Regional Hospital (Anchorage, AK)

2/2000 – 8/2004

Operations Management:

- Administrator in charge when CEO is not in the facility.
- Administrative responsibilities include 8 clinical departments, 5 ancillary departments, and over 200 employees.
- Consistently exceeded budget and prior year in departmental profitability and employee satisfaction.

Project Management:

- Managed \$30 Million expansion and renovation project to increase surgery and radiology services.
- Developed partnering process with architects, engineers, and construction crew to resolve core differences.

Productivity Management:

- Member of the Productivity Migration Board for the company.
- Chairman of the new User Review Group for productivity and PLUS development.

Quality Management:

- Chaired an interdisciplinary team to develop and implement a customer service program for the entire hospital
- Developed a JCAHO education program with Quality Director and implemented throughout hospital.

Assistant Administrator -- St. Mark's Hospital (Salt Lake City, UT)

1/1997 – 2/2000

Operations Management:

- Administrative responsibilities for 13 clinical departments, 9 ancillary departments, and over 400 employees.

Productivity Management:

- Created a software program to track and profile departmental productivity on a daily basis for entire hospital.
- Integral part of management team in reducing EEOB from 4.75 to 4.25.

Quality Management:

- Created a customer awareness program for entire hospital to go through to improve customer service.
- Chairman of Information Management Team, Appropriate Access Team, and Environment of Care Team for JCAHO.

Administrative Fellow -- Columbia/HCA Utah Division, St. Mark's Hospital

Salt Lake City, UT, May 1996 - Dec 1996

Administrative Resident -- Tulane University Hospital & Clinic, Tulane Hospital for Children, New Orleans, LA, March 1995 – May 1996

EDUCATION:

- **MHA**, *Health Systems Management*, 1996
Tulane University, School of Public Health & Tropical Medicine
New Orleans, LA
- **BS**, *Bachelors of Science in Psychology*, 1994
Brigham Young University
Provo, UT

APPOINTMENTS:

- ACHE Regent – Regent for the State of Utah (2010-2012)
- Utah Healthcare Executives Board (2010-2015)
- Davis Chamber of Commerce Board (2008-2015)
- Chairman of Board – Davis Chamber of Commerce Board (2012)
- MHA Advisory Board – Weber State MHA program (2009-2016)
- MHA Advisory Board – University of Utah MHA program (2011-2020)
- HCA Leadership Advisory Board – (1 of 3 CEOs on Founding Board) (2015-2019)

AWARDS:

- ACHE Senior Leader Regent Award – 2014
- UHA Distinguished Healthcare Executive – 2011
- Utah Business Magazine Healthcare Hero – 2010
- ACHE Early Careerists Regent Award – 2009