

WILLIAM E. KRAMER

Bill@KramerHealthCareConsulting.com

503.679.8390

PROFILE

- Effective consultant to health care organizations: hospitals, physicians, insurers
- Expert in health policy, finance and economics
- Experienced health care executive with strong record of accomplishment
- Strong connections to the business community and political leaders
- Clear thinker, good writer, effective teacher

MAJOR ACCOMPLISHMENTS

HEALTH POLICY CONSULTING

- Developed health reform position papers for nationwide small business organization.
- Authored *A New Vision for Health Care* and *A Responsible Plan for a Sustainable Health Care System* -- policy analysis and proposals for comprehensive health care reform on behalf of statewide business council.
- Provided consultation to state Senate Committee on Health Care Reform, leading to passage of major health reform legislation.
- Provided strategic consultation and technical assistance for state commission charged with creating a comprehensive reform proposal, specifically in the areas of finance, insurance reform, delivery system reform and insurance exchange design.
- Developed and presented *Business Leadership: Purchasing Strategies & Policy Initiatives* to statewide business council and national Business Roundtable.
- Developed policy materials and provided coaching for Presidential campaign surrogates in health policy debates.

HEALTH CARE MANAGEMENT CONSULTING

- Co-authored *Achieving Excellence in Compliance* – an initiative to upgrade compliance programs and strengthen governance in the wake of a major billing investigation at a leading academic medical center.
- Conducted an assessment and developed recommendations for improving the finance and accounting functions for a large health care system.
- Provided strategic advice to senior management of a health care organization regarding a potential merger. Developed cash flow forecasts, conducted profitability analyses, and designed management dashboard. Created transition management plans, developed operating budget, created staff communications and provided counsel to senior management during post-merger period.

HEALTH CARE MANAGEMENT

- General Management: Launched turnaround in a key business unit (\$80M in revenue). Achieved positive results in first 12 months: improved customer service by 10%, increased productivity by 3%, met financial targets despite unexpected revenue shortfall, re-ignited growth.
- Financial Management: Drove improved financial performance for \$1.5 billion business unit: increased operating income, built business case for sustainable cost structure improvements, maintained outstanding financial control environment.
- Marketing/Planning: Created and implemented Strategic Marketing Plan -- restructured sales and account management staff by segment, revamped advertising and promotion campaigns, and launched new products, resulting in improved sales effectiveness and membership growth.
- Hospital and Physician Contracting: Successfully re-negotiated \$20M contract with local hospital in a very challenging environment; maintained cost-effective contracts with a major hospital system in the face of demands for higher payments; expanded physician and hospital network to support cost-effective growth; trimmed the network as needed to reduce the dependence on high-cost providers.
- Human Resources/Mergers: Managed Human Resources functions during large merger (combined revenue \$1 billion) -- co-led the restructuring of Administrative Departments, developed and implemented Human Resources policies and communications for managers and staff in transition.
- Labor Relations: Successfully negotiated win-win labor contract; launched Labor Management Partnership, resulting in commitments to improved productivity and attendance.
- Pricing: Implemented new pricing system for leading health care organization, resulting in improved competitive position and growth.

PROFESSIONAL EXPERIENCE

KRAMER HEALTH CARE CONSULTING, Portland, OR 2004-
Major Engagements:
Oregon Health Policy Board, 2009-
Columbia United Providers, 2009-
Oregon Health Leadership Council (Health Leadership Task Force), 2008-
Small Business Majority, 2009-10
SEIU (Service Employees International Union), 2008-09
Visiting Nurse Services of the Northwest (Swedish Health System), 2008
Oregon Health Fund Board, 2007-2008
Oregon Department of Consumer & Business Services, 2007-2008
Cascadia Behavioral Health, 2007
Oregon Business Council, 2004-2009
University of Washington – UW Medicine, 2004-2005
Portland State University, 2004

KAISER PERMANENTE, NORTHWEST REGION, Portland, OR 1998-2003
Vice President, Chief Financial Officer & Associate Executive Director, 1998-2002
Vice President, Dental Services, 2002-2003

KAISER PERMANENTE, NORTHEAST REGION, Rocky Hill, CT 1991-1998
Vice President & Executive Director, Connecticut, 1997-1998
Vice President, Human Resources, 1996
Director, Human Resources and Performance Management, 1994-1996
Health Plan Manager (Sales, Marketing and Member Services), 1991-1994

KAISER PERMANENTE, NORTHERN CALIFORNIA REGION, Oakland, CA 1982-1991
Director, Medical Economics and Statistics, 1985-1991
Manager, Membership and Market Research, 1984-1985
Senior Medical Economics Analyst, 1982-1983

DEPARTMENT OF SOCIAL AND HEALTH SERVICES,
STATE OF WASHINGTON, Olympia, WA 1975-1980
Chief, Office of Budget and Program Analysis, 1979-1980
Manager, Policy Analysis Unit, 1977-1979
Budget and Policy Analyst, 1975-1976

CARTER-MONDALE TRANSITION TEAM
Cambridge, MA 1976
Policy Analyst, Information Technology and Telecommunications

HARVARD UNIVERSITY,
KENNEDY SCHOOL OF GOVERNMENT, Cambridge, MA 1974-1975
Research Assistant

COMMUNITY LEADERSHIP AND POLITICAL ACTIVITIES

OBAMA FOR PRESIDENT Member, Health Policy Committee	2008
SIGHTLINE INSTITUTE Member, Board of Directors, 2006-present Chair, Governance Committee, 2008-present	2006-
INTERNATIONAL SUSTAINABLE DEVELOPMENT FOUNDATION Member of Board of Directors, 2005-present	2005-
CITY CLUB OF PORTLAND Treasurer, Member of Board of Governors, 2003-2007 Member, Finance Committee, 2007-present Co-chair, Health Care Issues Committee, 2000-2002, 2006-08	1999-
OREGON HEALTH POLICY COMMISSION Member, Quality & Transparency Work Group (2005-06); Cost Work Group (2004)	2004-2006
FRIENDLY HOUSE (a community social services organization) Member, Board of Directors (2001-2005) Chair, Development Committee (2002-2004)	2001-2005
COVER THE UNINSURED WEEK Member, Steering Committee – Portland Area	2004

TEACHING EXPERIENCE

PORTLAND STATE UNIVERSITY,
PROFESSIONAL DEVELOPMENT CENTER, Portland, OR 2007-

Instructor

Teaching a six-session class in the Financial Management of Health Care Organizations: a module of PSU's Healthcare Management Certificate program for healthcare executives, clinicians and administrators.

OREGON HEALTH AND SCIENCES UNIVERSITY,
SCHOOL OF NURSING, Portland, OR 2000-2003, 2010

Adjunct Professor, Lecturer

Lectures in Health Care Finance, Health Policy, and Health Care Industry Structure to students in Advanced Practice Nursing Program

CONCORDIA UNIVERSITY,
SCHOOL OF MANAGEMENT, Portland, OR 2005-

Lecturer

Lectures in Health Care Finance as part of class in Managed Care Systems

UNIVERSITY OF CONNECTICUT,
GRADUATE SCHOOL OF BUSINESS, Storrs, CT 1992-1998

Lecturer

Lectures in Health Care Industry Structure, Health Care Marketing, and Health Care Strategy to undergraduate, graduate, and executive classes. Served on Health Care Management Advisory Board

KAISER PERMANENTE HEALTH PLAN INSTITUTE
KAISER PERMANENTE MIDDLE MANAGEMENT PROGRAM 1991-1996

Lecturer

Lectures and workshops in Health Care Economics, Health Care Marketing, and Health Care Finance. Served on Board of Directors, Kaiser Foundation Health Plan Institute

INSTITUTE FOR HEALTHCARE IMPROVEMENT 1995
Boston, MA

Lecturer

Lecture in Performance Measurement Systems and Processes

William E. Kramer

EDUCATION AND PROFESSIONAL DEVELOPMENT

STANFORD UNIVERSITY,
GRADUATE SCHOOL OF BUSINESS, Stanford, CA
MBA

HARVARD UNIVERSITY, Cambridge, MA
BA Magna Cum Laude, Phi Beta Kappa

KAISER PERMANENTE EXECUTIVE PROGRAM

KAISER PERMANENTE ADVANCED LEADERSHIP PROGRAM