

## **KATHRYN S. CROUS**

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### **HEALTHCARE EXECUTIVE**

**HEALTHCARE ★ EMR FORENSICS ★ TECHNOLOGY**

**MEDICAL RECORDS FORENSICS ANALYSIS THAT DELIVERS THE EVIDENCE YOU NEED TO WIN**

Experienced, accomplished Healthcare Leader with 20+ years of proven success in operations management, quality compliance, risk management, budget management and hospital information systems including process improvement, EMR forensics expert, expert witness in medical malpractice, contract negotiations, data management, program management and strategic operations alignment. Expertise includes executive/physician/ technical staff liaison, revenue cycle optimization, regulatory compliance, cost/benefit analysis, analysis and decisions, system integration, HL7, ADT and revenue cycle interface requirements, universal time conversion strategy, staff management. Combine operations management with 20+ years of in-depth technical knowledge and 20+ years of hands-on clinical experience. Successfully managed large EMR, multi-million-dollar projects for Fortune 500 companies' effectively leading large, multi-location, cross functional teams. Excellent communications skills, able to quickly analyze problems in both strategic and operational contexts, outstanding people relationship management. Delivery evidence for to win medical malpractice claims.

**Operations Strategy ★ Regulatory Compliance ★ HCAHPS ★ HIPAA ★ Asset Management ★ Meaningful Use  
★ Executive Leadership ★ Clinical/Technology Alignment ★ HIE Strategy ★ EMR Forensics  
★ Clinical and Financial Strategy ★ Technical Integration ★ Client Relations ★ Revenue Optimization ★  
Acute Care and Ambulatory ★ EMR Forensics Expert  
★ EMR/Revenue Cycle ★ Education Strategy ★ Customer Service**

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### **PROFESSIONAL EXPERIENCE**

#### **EMR Forensics Expert LLC, Rock Island, IL**

##### **Founder**

**2015 to present**

Electronic Medical Record (EMR) Forensics Expert. EMR Forensics analysis that delivers the evidence you need to win in medical malpractice cases. Deep technical expertise to interpret the paper medical records rendered from an EMR with all the complexities of vendors, integration and executable functions. Analysis of entire technical OSI stack to ensure technical architecture optimized. Expert witness testimony, depositions and trials. Program management of large scale domain migrations, device deployment, integration and universal time conversion architecture and development, POS deployment, ERP design, medical billing for acute and physician practice environments, population health, and ambulatory and acute Epic and Cerner EMR conversions. Beta tester for Patientory Inc. – Blockchain EMR.

#### **Consulting Engagement at LifePoint Health, Nashville, TN**

**2017 to 2017**

EMR conversion from legacy McKesson and multi physician practice solutions to Cerner platform including clinical, revenue cycle, population health and ambulatory practice solutions. Project includes active directory migration, LAN/WAN connectivity, integration, data migration and systems decommissioning. Parallel vendor neutral archive, medication dispensing cabinets, domain migration and single sign-on solutions.

**New York City Health + Hospitals, Brooklyn, NY**  
**CBHFN – Network CIO**

**2015 to 2017**

*A legacy of outstanding service since 1831*

Member of Executive Leadership team for Central Brooklyn Network of NYC Health + Hospitals, King County Hospital

Responsible for entire technology environment including 3 on-site data centers, 1000 applications, operations, desktop support, planning for EMR conversion to Epic, disaster recovery, intrusion prevention, multi-departmental system upgrades, integration and universal time conversion strategy, PACS VNA conversion, nurse call system, telemetry system and many niche products. Planning and development of move from federated domain strategy to centralized domain strategy for New York City Health + Hospitals EPIC EMR architecture. Recipient of 2017 physician appreciation award on Doctors Day. Member of executive leadership team, emergency management leadership team, informatics leadership and women in IT health group.

**Smart ExecTech LLC, Astoria, NY**

**2013 to 2017**

*Healthcare & Technology Leadership with Executive Level Experience providing C-Suite talent in today's rapidly changing healthcare environment to ensure clinical excellence, quality care, operational efficiency, cost containment, quality and regulatory compliance.*

**CEO**

Providing Executive level strategic and operational leadership with healthcare operations, revenue cycle optimization, EMR/revenue cycle & ambulatory systems and forensics, integration ensuring regulatory compliance across the healthcare enterprise. Successful litigation defense of EMR for healthcare system and physicians. Architectural design and deployment of technology across the entire health care environment.

**Consulting Engagement at Naples Community Hospital, Naples, FL**

*Worldclass leader of excellence in healthcare*

Development of IT Governance strategy and optimization of Cerner ambulatory EMR to improve operational efficiency, lab integration, system access and development of strategic planning methodology to increase regulatory compliance and increase revenue capture.

**Consulting Engagement at RGP Healthcare, San Francisco, CA**

*RGP leading healthcare organization with Risk and Incident Management System – Pavisse*

Director of Customer relationship management and sales support. Providing strategic development direction for enhancement of Pavisse, development of implementation and customer support methodology, request for proposals, sales and product demonstration. Incident management, corrective action planning, policy management, credentialing, OPPE/FPPE, asset management systems design.

**Consulting Engagement at Community Health Systems, Nashville, TN**

*Community Health Systems, Inc. is one of the nation's leading operators of general acute care hospitals.*

Project Director of rapid cycle deployment of Cerner suite of products at multiple sites.

**Consulting Engagement at WeiserMazars, LLP, Manhattan, NY**

*2012 top US Accounting and Advisory firm*

5 year IT strategic plans for a multi-facility academic IDN, a single academic hospital and a community hospital. Project management of Cerner ambulatory deployment for a multi-facility academic IDN with an aggressive timeline in preparation for ICD-10 conversion.

**North Shore LIJ Medical Center, New Hyde Park, NY**

**2011 to 2012**

*Long Island Jewish Medical Center shares the title of clinical and academic hub of the North Shore-Long Island Jewish Health System. It is an 888-bed voluntary, non-profit tertiary care teaching hospital serving the greater metropolitan New York area.*

**Site Chief Information Officer (CIO), Associate Executive Director**

Reporting to the Executive Director of Long Island Jewish Medical Center and the Corporate CIO with a responsibility for guiding strategic growth and investment in healthcare technology.

Member of executive quality leadership team ensuring metrics for quality reporting and regulatory compliance.

Member of executive team developing strategy for increased patient throughput, improved technology integration, increased physician, staff and patient satisfaction and planning for population health management and Accountable Care Organization (ACO).

Opened 148 bed new patient tower with Mother/Baby and Surgical services.

Member of Six Sigma team developing demand management strategy for technology deployment.

Member of Clinical Leadership Information Council developing strategy for clinical record optimization, strategic deployment and enhancement.

Submission to CMS for meaningful use Stage 1 reimbursement. Planning for Stage 2 Meaningful Use.

**UNIVERSAL HEALTH SERVICES, INC., King of Prussia, PA**

**2008 – 2011**

*For-profit owner of 24 acute care hospitals with over 6,000 beds as well as outpatient surgery clinics, surgical hospitals, radiation therapy centers and over 200 psychiatric/substance abuse centers. Revenues of \$5.2B.*

**Corporate Clinical IS Director**

Reporting to corporate CIO led team of up to 300 staff, consultants and vendor consultants with capital budget of \$180M and operating budget of \$25M to implement Cerner Clinical Information System. Focus on increasing operational efficiencies in ERs to increase charge captures and grow revenue. Member of UHS leadership including corporate and facility CNO, VP Quality, VP Patient Financial Services and facility IS directors. Conduct vendor negotiations, managed contract, talent acquisition and daily project oversight. Member of Corporate Quality Management leadership team.

- Brought complex, accelerated, \$180M, 24-location Cerner clinical implementation project from initial planning to successful initial conversion on time and positioning the company to receive \$140M ARRA funding; the new system will decrease interface maintenance costs by \$1M year.
- Initial deployment of Cerner system resulted in Joint Commission accreditation with zero nursing citations two weeks post conversion.
- Reach 75% concurrent data capture for core measures, decreasing manual chart abstraction thus improving quality compliance and patient outcomes.
- Decreased length of stay in Emergency Department by one hour through better patient flow, revenue and records management.
- Increased charge capture by 25% through automation of charge capture process embedded within the clinical workflow.
- Led design of quality compliance dashboards and interactive tools for real-time data capture and proactive case management of patients.
- Education strategy for 26,000 employees and 10,000 physicians

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**SPECTRUM HEALTH HOSPITALS, Grand Rapids, MI**

**2006 – 2008**

*Not-for-profit managed care system serving western Michigan with seven nationally accredited hospitals with over 2,000 beds including a Level 1 trauma center. Revenues of \$2.6B, 1,500 physicians and 16,000 employees.*

**Director, Clinical Information Systems**

Reported to corporate CIO, led team of 100 with \$15M operating budget. Responsible for all clinical applications and systems with focus on Cerner systems. Stabilized IS systems and reorganized IS Department. Consolidated monitoring tools for applications and network to pro-active system to prevent errors and improve performance. Stabilized Cerner system to 2007.2 code level with minimal effect on end users, launched medication bar code application integrated Philips OBTV with Cerner system, moving OBTV management into IS Department. Liaison between IS, CNO and nursing management, member of Enterprise Quality Board.

- Led successful intervention to stabilize Cerner system, reducing incidents from 95 crashes per day to consistent absence of all but minor incidents.
- Successfully re-organized troubled IS Department, stabilized Cerner system, implementation of Apache and upgrade to 2007.2 level.

**ACS HEALTHCARE SOLUTIONS, Dearborn, MI**

**2004 – 2007**

*Global technology services company offering IS payor and provide services to the healthcare sector including application delivery and process outsourcing. Annual revenues of \$6.52B and 74,000 employees worldwide.*

**Cerner Clinical Systems Consultant**

Led project for five-hospital, IDN for denials and case management, and quality department re-organization. Ensure proper coding to meet Joint Commission, CMS compliance for risk avoidance, ER admissions, insurance billings; transformed non-compliance problems to consistent compliance record. Interim director of enterprise clinical systems and quality management, responsible for needs analysis, design/build, implementation and upgrades for Cerner, e-MAR, clinical documentation, charge services. Supported clients with big bang go-live and application support.

- Dramatically improved insurance denial problem by 25%, converting 60% of denials to successful reimbursement through better case manager scheduling.
- Cut average acute care patient days by 1.75 days through more effective discharge planning to save thousands of dollars per patient and increased revenue growth up to \$5 million per year.

**GENESIS HEALTH SYSTEMS, Davenport, IA**

**1994 – 2004**

*US News high-ranked hospital system with four campuses, 650 beds, 550 physicians and staff of 4,000 specializing in neuroscience, bariatric surgery, behavioral medicine, cancer care, cardiology and home health services.*

**IS Project Manager for Clinical Applications, 1998 – 2004**

Responsible for evaluation, selection, contracting and deployment of new forms automation system to reduce cost of printed forms by \$500,000/year and allowing 1 FTE reduction per department. Also selected, contracted and managed implementation of clinical automated office solutions system to abstract data from Society of Thoracic Surgeons and American College of Cardiology national registries allowing elimination of 3 FTE for manual chart abstraction. Member of Forms Committee, Health System Improvement Council.

**Charge Nurse, Ambulatory Services/OR Nurse Educator, 1994 – 1998**

**Physician Office Manager, 1988 – 1993**

**OR Nurse 1979 – 1983**

## EDUCATION ★ AFFILIATIONS ★ PRESENTATIONS ★ PROFICIENCIES

**Master's Degree in Business Administration**, Regis University, Denver, CO, 2011

**Bachelor's Degree in Nursing**, Marycrest International University, Davenport, IA

**Associate's Degree in Nursing**, Selkirk College, Castlegar, BC, Canada

**Chair Nursing Quality Council**

**CHIME (College of Healthcare Information Management Executives) former**

**Healthcare Information Management Systems Society (HIMSS), Microsoft Certified Systems Engineer (MCSE), Microsoft Certified Professional plus Internet (MCP + I), Certified Nurse in the Operating Room (CNOR), Sigma Theta Tau (Nursing Honors Society)**

**Presentation, Clinical Documentation**, Cerner 2006 South Central Regional Users' Group

**Publication: Speaking of EHRs Parsing EHR systems and the start of IT projects**, AHIMA, April, 2006

**Proficient in MCSE, MCP+I, All Microsoft Office Solutions, Cerner, Epic, Allscripts, Eclipsys, Meditech, McKesson, Lawson, Forms on Demand, Pavisse Quality and Risk Solution, Revenue Cycle solutions, Interface Engines, Integration solutions, HL7 integration**

**Board Member –Quality IT Partners 2013-2015**

**Expert EMR Forensics Defense in Litigation**

**Author – Best Selling Book – Health and Wellness Today**

**Recipient Quilly Academy Award for Expert Authors – September 2016**

**Recipient 2017 Physician Appreciation Award at Kings County Health Care**

**Panel Speaker Becker's Healthcare Conference – May 2018**

**Panel Speaker – Patientory Inaugural Conference – May 2018**

**Top 50 Women of 2019 for Top 100 Magazine**