

ROGER A. HERR, P.T., M.P.A.

SENIOR HEALTH CARE EXECUTIVE

- ◇ Seasoned health care leader with C-suite experience, offering deep and diversified skill in the clinical, administrative and policy aspects of the field.
- ◇ Passionate about the development of innovative and new programs both in the profit and not-for-profit space.
- ◇ Acknowledged industry expert in post-acute care, quality management and regulatory.
- ◇ Demonstrated ability to influence and lead others to exceptional results.

Areas of expertise include:

- Health Care Administration
- Health Care Regulation
- Health Care Policy analysis
- Quality Management
- People and team management
- Performance Improvement
- Relationship Management
- Business Development

EDUCATION

Lean Six Sigma Certification Healthcare – Green Belt, December 2017
Watson School of Engineering and Applied Science, Binghamton University, Binghamton, New York

Master of Public Administration, Health Care Management, May 1992
Wagner School of Public Service, New York University, New York, New York

Bachelor of Science, Physical Therapy, May 1987
College of Allied Health Professions, Temple University, Philadelphia, Pennsylvania

EXPERIENCE

VISITING NURSE SERVICE OF NEW YORK (VNSNY) NEW YORK, NY AUGUST 2018- CURRENT

VICE PRESIDENT, HOME HEALTH

Responsible for home health agency operations in Queens and Long Island.

- Oversee branches of Certified Home Health Agency Average Daily Census of 2,500 patients
- Transitioned 60 staff to new office, implemented new software for 300 clinical and administrative staff
- Successfully implemented 2020 Medicare payment model with focus on critical thinking and clinical guidance
- Redesigned Mgt checklists and lead on organizational initiatives including 4 Disciplines of Execution and Objective Key Results (OKRs)

INDEPENDENCE CARE SYSTEM NEW YORK, NY MARCH 2014- AUGUST 2018

VICE PRESIDENT, QUALITY MANAGEMENT

Responsible for overseeing quality reporting, performance improvement and resource operations in a Medicaid Long Term Care (MLTC) and Medicare Medicaid Plan (MMP), specializing in care management of physically disabled and geriatric persons.

- Plan improved from a 2 to a 4-star rating in three years by integrating performance improvement, quality dashboards and staff understanding the connection of their work to the larger, external picture.
- Centralized utilization management for the organization and brought in medical management for FIDA MMP.
- Effectively introduced working “smarter v. harder,” principles by revising and implementing key reports and transferring data into self-generating reports, leading to more time for data analysis.

E X P E R I E N C E (C O N T I N U E D)

SUTTER CARE AT HOME EMERYVILLE, CA

MARCH 2012- JANUARY 2014

CHIEF HOME HEALTH EXECUTIVE

Responsible for operations of ten home health agencies in Northern California, 3,500 ADC with \$70M budget. Management responsibilities also included Utilization Management Team, Therapy specialty programs.

- Successfully strengthened marketing and integrated support of home health with other SCAH post-acute care services (hospice, DME, pharmacy, private duty and other programs) for twenty-three Sutter hospital facilities.
- Implemented the advanced illness CMS demonstration project as well as other industry best practices, by aligning key stakeholders to the agenda and leading strong interdisciplinary collaboration.

OUTCOME CONCEPT SYSTEMS (OCS, INC.) SEATTLE, WA

MAY 2008- FEBRUARY 2012

A DIVISION OF NATIONAL RESEARCH CORPORATION (NRC) LINCOLN, NE

DIRECTOR PRODUCT MANAGEMENT (2009-2012)**SENIOR PRODUCT MANAGER (2008-2009)****SENIOR PRODUCT MANAGER (2008-2009)**

Key responsibilities involved collaboration with national providers, associations, regulatory, and other key influencers. Established, revised, and integrated post-acute care health service analytics and benchmarking products.

- Established personal role as a national expert in the public reporting area (post-acute care data), and in turn, became a resource for local and national providers.
- Successfully collaborated internally with health care analytics, client services, marketing and sales stakeholders to create and revise reporting. Efforts led organization to better meet the needs of providers from their BOD to public reporting to patient level management.
- Leveraged knowledge of the post-acute care setting and the provider-based setting to influence the programming community around how to program and write impactful data reports, resulting in a “state of the art” product outcome for clients.

GENTIVA HEALTH SERVICES, PUGET SOUND, WA

JANUARY 2006 –MAY 2008

REHABILITATION DIRECTOR

Established and directed specialty programs across the five Puget Sound branches of Gentiva. Responsible for hiring and managing specialty director role, program development, integrity, performance, and account management in compliance with company metrics and branch specific budgets. Specialty programs included Orthopedics, Safe Strides, and development of new specialties.

- Successfully acted as the first person to organizationally manage one of the largest specialty areas while also rolling out additional specialty areas over a wide geography. New approach proved invaluable to clinicians, enhancing their skillset in working with patient care and referral sources.
- Skillfully managed highly detailed clinical guidelines in order to start and grow the program consistent with national program integrity expectations. Positively influenced staff members to adopt new best practices and “raise the bar” on patient care outcomes. Establish and direct specialty programs across the five Puget Sound branches of Gentiva.

E X P E R I E N C E (C O N T I N U E D)

COMMUNITY HEALTH ACCREDITATION PROGRAM, INC, WASHINGTON, DC APRIL 2005 – DECEMBER 2005

SITE VISITOR

Provide onsite assessment of health care organizations to meet the Medicare deemed standards for home care. Activities include information gathering of Clinical, Administrative, Financial, Human Resources related to providing services for the population needs in a community. Assignments throughout the United States.

SWEDISH HOME CARE, SEATTLE, WA APRIL 2005 – DECEMBER 2005

PHYSICAL THERAPIST

Provide home care visits and care coordination for vacations and geographic needs in King County, WA

OASIS ANSWERS, INC., SEATTLE, WA AUGUST 2004 - PRESENT

CONSULTANT

Projects in home health and rehabilitation services including clinical system content, education and clinical administration for direct service providers and business to business providers in home health.

VISITING NURSE SERVICES OF NEW YORK HOME CARE, NEW YORK, NY JUNE 1989 – MARCH 2004

REGIONAL DIRECTOR, BUSINESS DEVELOPMENT (2003-2004)
REHABILITATION MANAGER, STRATEGIC INITIATIVES (1999-2003)
REHABILITATION MANAGER, MANHATTAN (1992-1999)
PHYSICAL THERAPY SUPERVISOR (1991-1992)
CONTRACT PHYSICAL THERAPIST (1989-1991)

Promoted multiple times, successfully moving laterally and vertically within the organization. Experience highlights include the management of home health intake for Bronx and Westchester counties of 24,000 annual patient referrals and supervision of 25 clinical and administrative staff.

- Successfully migrated paper-based operations to online applications for managing rehabilitation services and clinical service delivery. Integrated best practices and developed new programs, including voice transcription reporting and interdisciplinary computerized documentation. Skillfully managed these changes by collaborating in the creation and development of programs with a variety of internal and external customers.
- Successfully grew the workforce from 100 to 400 rehabilitation therapists, while effectively sustaining good working practices and cultural norms vital to the overall organization.
- Effectively leveraged operational background by introducing innovative ways of going beyond the known business by offering new programs (developing, testing, and selling) to prospective clients.
- Developed new markets for referrals in post-acute care, branching beyond traditional hospitals and geography. Effectively upskilled directs on the new way of gathering and sharing information required in the new model.

MARY MANNING WALSH HOME, NEW YORK, NY JUNE 1990 – JUNE 1992

ASSISTANT DIRECTOR, PHYSICAL THERAPY

Administered and supervised geriatric patient care. Additional responsibilities included implementing quality assurance programs, staff in-services, inventory control, staffing, budget, and physiatrist rounds.

RUSK INSTITUTE OF REHABILITATION MEDICINE
 NEW YORK UNIVERSITY MEDICAL CENTER, NEW YORK, NY OCTOBER 1987 – JUNE 1990

STAFF PHYSICAL THERAPIST

Provided physical therapy patient care with adult inpatient rehabilitation, acute and outpatient cardio-pulmonary care and outpatient rehabilitation services.

P U B L I C A T I O N S

Prospective Payment System 2008: Home Health Therapy Utilization Trends.
 Home Health Care Management & Practice. Vol 21/Number 6, October 2009

P U B L I C A T I O N S (C O N T I N U E D)

Expert Advisor: Interventions to Improve Dyspnea and Prevent Hospitalizations.

Home Care Outcomes, Vol. I Issue X December, 2005

Evaluating Physical Therapy Utilization under PPS, Update

Home Healthcare Nurse, Volume 22/Number 8, August 2004

Evaluating Physical Therapy Utilization Under PPS

Home Healthcare Nurse, Volume 19/Number 8, August 2001

Adolescents and Adults: Care Management of AIDS-Indicator DiseasesChapter of *HIV/AIDS: A Guide to Primary Care Management, Fourth Edition*

P. Ungvarski, J. Flaskerud, W.B. Saunders Company, Philadelphia, 1998

Monitoring Ambulatory Status in a Skilled Nursing Facility Population

Topics in Geriatric Rehabilitation, Volume 11/Number 2, December 1995

PTA Utilization in New York City Home Care

Quarterly Report, Community Home Health Section, American Physical Therapy Association, Spring 1995

P R O F E S S I O N A L A F F I L I A T I O N S

American Physical Therapy Association (APTA) – member 1985-present

Chief Delegate New York Chapter 2019-2021

Board of Directors 2010-2013, 2013-2016, Secretary 2016-2019

Executive Committee 2012-2014, 2016-2019

Public Policy & Advocacy Committee 2010-2012

Committee on Sections & Chapters (2004-2006)

Government Affairs Committee (appointed) 2007-2010

Geriatrics Section

New York State Liaison, 1996-2002

Health Policy & Administration Section member

Home Health Section

President, 2001-2003, 2004-2006

House of Delegates, 2002-2006

Treasurer, 2000-2001

Federal Legislative Liaison, 1999-2002

Nominating Committee, 1997-1999

Washington State Chapter (PTWA)

Delegate, 2007, 2008, 2010, Chief Delegate, 2009

Board of Directors, 2004-2008

Administrative Special Interest Group, 2003-2011

Legislative Committee, 2004-2010

New York State Chapter

Chief Delegate, 2019-2021

District Legislative Co-Chair, 1999-2004

Delegate Assembly, 1998-2003

Washington Hospice and Palliative Care Association

2008-2011

Northwest Orthopaedic Institute (2008-2009)

Board of Director and Secretary

C O N T I N U I N G E D U C A T I O N

Care Management for Success in LTC for Clinical Roles

2020 The Commission for Case manager Certification

C O N T I N U I N G E D U C A T I O N (C O N T I N U E D)

Home Care Association of Washington (HCAW)

2004-2012 member and Chair of Rehab Specific Interest Group

Puget Sound Health Alliance (PSHA)

2005- 2011 representative for HCAW and PTWA

2006- Back pain Clinical Improvement Team/taskforce

National Association Home Care (NAHC)

1998-present member

American College of Health Care Executives (ACHE)

1991-1993 Student member

2003-present

Student Government, College of Allied Health Professions, Temple University

1986-1987 Chairman

1985-1986 Delegate

Progressive Calisthenics Certification (PCC)

Instructor Certification January, 2017

Annual Conference, California Physical Therapy Association

Attendance 2012- 2014

National Conference, National Association of Home Care

Annual attendance 2001-2013

Annual Conference, American Physical Therapy Association

Annual attendance 1993-present

Combined Sections Meeting, American Physical Therapy Association

Annual attendance 1996-present

Annual Conference, Home Care Association of Washington

May, 2005 - 2011

Biannual Conference, Physical Therapy Association of Washington

October, 2004-2011, 2013

Leadership Development Workshop, New York Physical Therapy Association

October 2000

Survive and Thrive: Taking the Path to Success with PPS, American Physical Therapy Association

February 2000

OASIS Basics: How to Begin to Implement OASIS in Your Agency

December 1997

Home Care Management, American Physical Therapy Community Home Health Section

September 1996

World Physical Therapy Conference (with National Conference of the American Physical Therapy Conf.)

October 1995

P R E S E N T A T I O N S

Telehealth in a time of COVID: Lessons learned in Home Health

Spring Conference, Florida Chapter of American Physical Therapy Association, April 11, 2021

**Performance Improvement: Prepare for the Integration of Public Reporting
Hospice Quality Reporting: Mandates and Myths**

National Association for Home Care Annual Conference, Orlando, FL October, 2012

Measuring and Monitoring Trends in Home Health Therapy Utilization

American Physical Therapy Association Combined Sections Meeting, Chicago, IL February, 2012

Using Satisfaction Survey Results for Quality Improvement

Georgia Health Care Association (GHCA), Atlanta, GA January, 2012

**Measuring and Monitoring Trends in Home Health Therapy Utilization
Hospice Quality Reporting**

National Association for Home Care and Hospice Annual Conference, Las Vegas, NV October 2011

Mergers, Acquisitions, Collaborations and More

New York Senior and Financial Manager Retreat Mohawk, NY Sept 2011

Performance Improvement: Getting The Most From Your Data (1 Day workshop)

Ohio Council for Home Care Columbus, OH Sept 21, 2011

Measuring and Monitoring Trends in Home Health Therapy Utilization

Florida Home Care Association Annual Conference, Orlando, FL June 30, 2011

Using Data to Improve Your Performance (Preconference 1 Day Workshop)

Home Care Association of New York Annual Conference, Saratoga, NY May 2011

**The Future of Hospice Quality Reporting
PPS and Home Health Utilization Trends**

Home Care Association of Washington (HCAW), SeaTac WA, April, 2011

**Home Health Industry Data,
Information Management for Home Health Leaders,
Information Management for Hospice Leaders**

Home Health and Hospice Certification Conference, The Corridor Group (TCG) New Orleans, LA Feb 24, 2011

HHC AHPS Understanding Survey and Reporting

Panel presentation at APTA Combined Sections Meeting, New Orleans, LA Feb, 2011

QAPI Measures and Benchmarking during Hospice Reform

Plenary presentation at Iowa Hospice Association, Des Moines Iowa, June, 2010

Medication Management, OASIS-C and Therapy

State conference meeting presentation Home Care Association of Washington, Seattle, WA April, 2010

Hospice QAPI Workshop; Home Care Performance Improvement

Half day workshops freestanding courses Utah Home Care Association and Hospice and Palliative Care, respectively Salt Lake City, UT June, 2009

QAPI CoPs Performance Improvement; The New CoP: The Real Impact

CAHSAH 2009 Annual Conference and Home Care Expo, San Diego, CA May 2009

Managing the Home Health – Hospice Continuum

VNAA Annual Conference San Antonio, TX May, 2009

The New CoP: The Real Impact

MN Annual Conference, Brainerd, MN May, 2009

P R E S E N T A T I O N S (C O N T I N U E D)

Using Information to Drive Change; The New CoP: The Real Impact
McKesson Users Conference Kansas City, MO April 2009

The Hospice CoPs – What to Expect from Your Surveyor; Managing the Home Health Continuum
SW/Gulf Coast Home Care Associations, New Orleans, LA May, 2009

Hot Topics Panel presentation

American Physical Therapy Association Combined Sections Meeting, Las Vegas, NV February, 2009

Optimal Components for State Legislative Success: Poster presentation

American Physical Therapy Association Combined Sections Meeting, Nashville, TN February, 2008

Proven Best Practices: Assessment & Treatment of Patients at High Risk for Falls
Kent, WA October 2006, Seattle, WA February, 2007, Portland, OR February, 2007

**Best Practices in Home Care;
Can Therapists Walk the Walk?**

National Association of Home Care, Seattle, October 2005

Are Your Agency Practices Spotlighting You as A Therapy Threshold Gamer?

National Association of Home Care Policy Conference. Washington, DC. April, 2005
Southwest/Gulf Coast Regional Home Care Conference, New Orleans, LA, May, 2005

**Autonomous Practice;
Home Care Hot Topics**

American Physical Therapy Association. New Orleans, LA. February, 2005

Rehab Therapy and OASIS: Assistant Utilization in Home Care

National Association of Home Care, Phoenix, October 2004

Managing Home Health; Home Care Hot Topics

American Physical Therapy Association, Nashville, February 2004

Speech Pathology Telehealth Program

National Association of Home Care, Orlando, October 2003

Applying the Guide to Physical Therapist Practice to Home Care

American Physical Therapy Association, Tampa, February 2003

Making Rehab Count in a PPS Environment

National Association for Home Care, Salt Lake City, October 2002

Home Care 101 For Clinicians Entering Physical Therapy

National Student Conclave, Cherry Hill, NJ, October 2000

Prospective Payment System Panel Presentation

American Physical Therapy Association, New Orleans, February 2000

Balanced Budget Act & More (panel presentation)

American Physical Therapy Association, Washington, DC, June 1999

Staying Alive Under IPS and PPS for Home Health: Lessons Learned From the OASIS Project

GBH Conferences. Atlanta, April 1999

Clinical Issues in Home Care Forum

American Physical Therapy Association, Seattle, February 1999

Utilization of the PTA and OTA in Home Care: A Symposium for Therapists and Assistants

Visiting Nurse Service of New York Home Care, New York, January 1998

P R E S E N T A T I O N S (C O N T I N U E D)
PTA Utilization in Home Care

American Physical Therapy Association, Dallas, February 1997 and Atlanta, February 1996

Rehabilitation Services: Service Expectations in the Current Environment

Oxford Health Plans, Metropark, NY and Trumbull, CT, May 1995

A Monitoring Tool for Ambulation in a SNF

American Physical Therapy Association/Canadian Physiotherapy Association, Toronto June 1994

A W A R D S**Dr. Marilyn Moffat Distinguished Service Award (2021)**

New York Chapter of the American Physical Therapy Association, May 2021

NYPTA member who has made outstanding contribution and demonstrated consistent service to the physical therapy (PT) profession. It is the highest award given by the NYPTA.

Teamwork Wins Award

Independence Care System (ICS) 2015 & 2016

Nominated for directing individual accomplishments toward organizational objectives and the ability to work together toward the common ICS vision. "Teamwork makes the Dream work!"

Physical Therapist of the Year

Physical Therapy Association of Washington (PTWA) April 2006

Awarded for professional activities and advocacy affecting physical therapy practice in the state.

Top tier Orthopedic practice

Gentiva Specialty Conference, Phoenix, AZ July 2006

Awarded for third largest orthopedic practice of \$3 million revenue, out of 73 programs nationwide

ABCD (Above and Beyond the Call of Duty)

Visiting Nurse Service of New York

Awarded for providing continued operational support during and after 9/11 in New York, October 2001

Awarded for developing and implementing Cyber-Transcriber for Rehabilitation, May 1999

Awarded for creating a fax report workflow for managed care reports, September 1996

Service Star

Visiting Nurse Service of New York

Awarded for creating a database combining single source spreadsheets, mainframe database and multiple manual files of rehabilitation clinician profiles, April 1997

Centennial Hero

Visiting Nurse Service of New York

Awarded for embodying the mission of the agency in its centennial year, February 1993

Professional Student Award

Temple University, Philadelphia

Awarded by faculty and student body in final semester of physical therapy curriculum, May 1987

T E A C H I N G E X P E R I E N C E**Health Policy and Post-Acute Care Reform Physical Therapy Columbia University NY, NY Fall 2016**

Guest Lecturer

Home Care practice for the Physical Therapist University of Washington, Seattle, WA March, 2009

Guest Lecturer

Externship program, Wagner School of Public Service, New York University, New York

Graduate student mentor, 1995-2003

TEACHING EXPERIENCE (CONTINUED)

Physical Therapist Assistant program, School of Continuing Education, New York University, New York
Part-time Professor, 1993-2003

Visiting Nurse Services of New York Home Care, New York
Clinical Instructor, 1992-2002

School of Allied Health Programs, Touro College, New York
Adjunct Physical Therapy Professor and Laboratory Assistant, 1997-2004

School of Education, Health, Nursing and Arts Professions, New York University, New York
Part-time Physical Therapy Faculty member and Laboratory Assistant, 1989-2003

Education Department, Visiting Nurse Service of New York, New York
Clinical Instructor, 1991-2003

Back School, New York University Medical Center, New York
Lecturer, 1989-1990

Rusk Institute of Rehabilitation Medicine, New York University Medical Center, New York
Clinical Instructor, 1988-1990

ADDITIONAL PROFESSIONAL ACTIVITIES
APTA Centennial Scholar Mentor 2021

American Physical Therapy Association (APTA) appointed year-long mentor to several scholars to support their mentoring and connection across APTA to support their success with sponsoring component. 2021

World Confederation of Physiotherapy (CPT)

Alternate Delegate, General Meeting Geneva 2019
APTA Representative, North America - Caribbean Region 2020-2021

National Quality Forum Post-Acute Care Measurement Application Partnership (NQF PAC MAP)

Two-year appointment to initial NQF PAC MAP focusing on identifying and recommending domains of quality across post-acute care settings. 2011-2013, 2013-2016

Home Health Quality Improvement Summit

Invited to CMS offices in Baltimore with key home care leaders to introduce new Quality Improvement Organization (QIO) and two year program to provide home health specific resources to reduce hospitalization, improve management of oral medications and collaboration across health care settings January 2010.

Technical Expert Panel: Analysis of the Classification Criteria for Inpatient Rehabilitation Facilities (IRF)

Invited TEP by Research Triangle Institute, International with the approval of CMS staff. One day TEP to provide clinical perspective on recommendations and refinements classification criteria to IRF. Participants included CMS staff, providers representing post-acute care, health analytics, and others. Baltimore, MD February 23, 2009

Technical Expert Panel: Post-Acute Care (PAC)

Invited TEP by Research Triangle Institute, International and Assistant Secretary for Planning and Evaluation. One day TEP to provide clinical perspective of post-acute care providers on episodic timeframes and confounding comorbidities. Washington, DC February 12, 2009

Technical Panel: Continuity Assessment Record Evaluation Technical Expert Panel

Invited TEP Research Triangle Institute, International in conjunction with CMS staff. Attendees included post-acute care providers, QIOs, and researchers to discuss the CARE tool and important measures and timing for successful transitions across providers. Baltimore, MD Dec 3-4, 2008

A D D I T I O N A L P R O F E S S I O N A L A C T I V I T I E S (C O N T I N U E D)**National Quality Forum Home Health Steering Committee**

Invited committee member to recommend publicly reported measures in Home Health. Revised and new measures based upon OASIS-C and HH-CAHPS patient satisfaction tools. Washington, DC Nov 12-13, 2008

Certificate for OASIS Specialist-Clinical (COS-C) Completed initial and recertification examination of 100 OASIS items, with responses consistent with CMS guidelines, as administered by the independent, non-profit OASIS Competency & Certification Board(OCCB), New Iberia, LA 2004-2007, 2007-2010

Acute Care Hospitalization reduction best practices by CMS and QIO Medqic

Invited to CMS offices in Baltimore to have key home care leaders to provide and collaborate on best practices to reduce hospitalization of home care clients. Kickoff CMS onsite meeting January 2007 with APTA focused efforts as point person with the Home Health Section of APTA for the year of 2007.

Guidelines for the Provision of Physical Therapy in the Home, revision workgroup leader

APTA Home Health Section Guidelines for Home Health revision, due to prior resource book had not been updated since Prospective Payment System went into effect in 2002. A collaboration of Physical Therapy home health practitioners, leaders, and APTA staff from across the country 2004-2008.

Internal Review Board Member

Center for Home Care Policy and Research, Visiting Nurse Service of New York, New York, 1999-2004

Legislative Liaison

Community Home Health Section, American Physical Therapy Association, 1999-2002

Appointed focus on the Balanced Budget Act and the move towards Prospective Payment in home care.

Balanced Budget Act Hotline

Participated in the American Physical Therapy Association's one-day hotline in Washington, D.C. Answered questions from APTA members nationwide on the Balance Budget Act of 1997 and other HCFA-related issues.

Health Policy

Lobby Day district coordinator New York State Chapter, American Physical Therapy Association, 1999-2002

Geriatric Clinical Specialty Examination review

Review examination questions with the Pennsylvania Geriatric Examination Committee, 1994 and 1998

Manuscript Review

Case Studies Quarterly Report, 2000

Home Rehabilitation: Guide to Clinical Practice, 1999, 2014