

# CRAIG JOHNSON, PT, MBA

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## HEALTHCARE EXECUTIVE

- ❖ Experienced health care leader with C-suite experience, offering deep understanding and knowledge of payment landscape, patient outcomes, innovative value-based care and payment models, clinical and administrative policies in healthcare.
- ❖ Passionate about the value proposition of physical therapist services and use of data to create innovative solutions to provider, purchaser, and payer entities.
- ❖ Demonstrated ability to lead teams in optimizing use of patient outcomes in the clinical setting and lead others to exceptional results.

Areas of expertise include:

- Health Care Administration
- Health Care Regulation
- Health Care Policy
- Quality and Care Management
- People and team management
- Performance Improvement
- Relationship Management
- Innovative Value-based Payment

## Profile

Physical Therapist and lifetime member of APTA, since graduation from the University of Minnesota in 1979. Over 40 years in clinical care, practice ownership, and management in independent therapy practices. Joined Therapy Partners (TPI) in 2008 as Director of Clinical Integration, becoming a partner and COO in 2013. Therapy Partners provides support services to twenty-eight member practices with fifty-five locations in their network in Minnesota and Wisconsin. Therapy Partners is a unique Member Services Organization (MSO) in the physical therapy industry, which contracts with third party payers. TPI is a well-known brand in its market and has been able to negotiate better paying contracts with state-based payers, some as much as 30% higher than regular rates. TPI was one of the first organizations to establish a value-based payment contract and delivery model in 2009 with a local state-based payer. It is known in the region for managing care well, providing high level patient outcomes and the ability to share risk. In his role as COO, Craig has led member practice solutions with a focus on care management, outcomes management, value-based contracting, compliance, and payment. At TPI he has led outcome and care management teams of practitioners to be successful in value-based payer contracts. In addition to care management, he led the compliance program and the team addressing reimbursement issues, as well providing financial management for TPI. Craig has led other provider groups in payer pilots in many regions of the country using patient outcomes and care management to demonstrate the value therapy services. As part of such pilots, he has analyzed claims data of payers, including work comp, parsing the data into discrete episodes measuring upstream, downstream, and direct therapy costs, and identifying cost drivers, as well as identifying the effective providers. Craig is a frequent speaker at APTA conferences on innovative models of care delivery.

## Education

- Bachelor of Science | University of Minnesota School of Medicine – Program in Physical Therapy | 1979
- Master of Business Administration-Medical Group Management | University of St. Thomas | 2000

## Experience

### **THERAPY PARTNERS | HEALTHCARE CONSULTANT | EXECUTIVE ADVISOR | 2022-PRESENT**

- Role
  - Executive Advisor to new CEO and COO for professional guidance on payment, payer contracting, innovative care delivery and payment, and business-related guidance.
  - Structured meetings and guidance to Therapy Partners regarding payment, compliance, and payer policy
  - Healthcare consultant working in innovative care and payment models, networks, patient outcomes, and advocacy.

### **THERAPY PARTNERS | CHIEF OPERATIONS OFFICER – PARTNER | 2013-2021**

- Role
  - Directs efforts by member practices to optimize patient outcomes and support TPI payer contract strategies centered on the Triple Aim.
  - Payer negotiations using outcome to leverage payment in value-based contracting
  - Direct and manage risk management and compliance at network and practice level.
  - Provide fiscal management using KPI to improve reimbursement, network and practice and network revenue and expenses.
- Results
  - Achieved multi-year high level outcomes, fully earned withhold and bonus in value-based contract with local payer.
  - Awarded HealthPartners health plan *Excellence in Innovation Award 2011* for Value-Based Purchasing Model
  - Consistently achieve higher than peers in payer rates in contract negotiations

### **THERAPY PARTNERS | DIRECTOR OF CLINICAL INTEGRATION | 2008-2013**

- Role
  - Directs efforts by member practices to optimize patient outcomes and support TPI payer contract strategies centered on the Triple Aim.
  - Payer negotiations using outcome to leverage payment in value-based contracting
  - Direct and manage risk management and compliance at network and practice level.
  - Provide fiscal management using KPI to improve reimbursement, network and practice and network revenue and expenses.
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### **OSI PHYSICAL THERAPY | CLINIC DIRECTOR | 2005-2008**

- Role
  - Regional Clinic Director-direct and manage care delivery at four clinic locations

- Responsible for personnel management-hire/fire, productivity, achieve clinic KPI's, budget, direct care, marketing
- Results
  - Transitioned and mentored new clinic directors
  - Achieved KPI at 75% of clinics
  - Hired new therapists for all four locations under direction

#### **PREMIER PHYSICAL THERAPY | PARTNER | 1993-2005**

- Role
  - Partner in practice with day-to-day management of clinical care, finances, referral relationships, payer relationships, and business development
  - Provide direct one-on-one clinical care.
- Results
  - Grew from two to five locations in the northeast Twin Cities, and grew from three to ten therapists 1995-2005
  - Tripled net income 1993 to 2005
  - Implemented EMR 1994

#### **FAMILY PHYSICAL THERAPY – WHITE BEAR LAKE | FOUNDER/OWNER | 1983-1993**

- Role
  - Major investing partner in White Bear lake Clinic operating under the umbrella of Family Physical Therapy
  - Day-to-day management of clinical care, clinic finances, referral relationships, and business development
- Results
  - Grew practice from \$200,000 to \$700,000 in patient revenue
  - Achieved successful startup KPIs in three months
  - Contracted physical therapist services, supporting athletic teams at two local high schools

#### **HEALTH EAST HOSPITAL | CLINICAL DIRECTOR HEALTH RESOURCE CENTER | 1981-1983**

- Role
  - Opened a new 2500 sf. clinical site on new Health East Hospital/Medical Office Campus
  - Manager post-acute services for Health East Health System
- Results
  - Grew new clinic site to three PT's
  - Added new clinical site
  - Added athletic training services to local high school
  - Managed post-acute services of one location of three PT's, one PTA

#### **ST ANTHONY ORTHOPEDIC CLINIC | STAFF THERAPIST | 1981-1983**

#### **ST MARY'S HOSPITAL | STAFF THERAPIST | 1979-1981**

## Professional Affiliations

### APTA Minnesota

- APTA Minnesota Board of Directors 7/2003-6/2016
  - Director 7/2003-6/2007
  - Vice President 7/2007-6/2010
  - President APTA Minnesota - 7/2010 - 6/2016
- APTA Minnesota Government Affairs Committee Member 1995-Present
- APTA Minnesota Day on the Hill – Annually since 1985
- APTA Minnesota Payer Advocacy Chair 2016-present
- APTA HOD – Minnesota Delegation 2010-2016, 2019

### APTA

- APTA HOD – Minnesota Delegation 2010-2016, 2019
- APTA Referral for Profit Committee 2007-2009
- APTA Federal Affairs Day on the Hill 2010-present
- APTA Governance Review Task Force 2012
- APTA Public Policy and Advocacy Committee (PPAC) - 2016-2018
- APTA Education Leadership Partnership (ELP), member of ACAPT Outcome Strategy Workgroup of ELP initiative on Educational Excellence – 4/2019-ongoing
- APTA Payment Chair, Minnesota Co-Chair 2020-present
- APTA Employer Workgroup - 2021-Present

### Private Practice Section

- PPS Payment Policy Committee - 2015
- PPS Board of Directors -11/2016-11/22
- PPS Task Force Chair - Highest PT Value-Milliman Study Project - 2017-18
- PPS Value-Based Workgroup - 2019-Present
- PPS COVID Task Force - 2020-2021
- APTA HOD – PPS Delegation 2020-Present

### Academy of Orthopaedic Physical Therapy

- Value Payment Task Force - 2021-Present
- Occ. Health Special Interest Group - 2022-Present

## Presentations

### APTA

- APTA Northeast Payer Forum 2012
- APTA Webinar – “Demonstrating Value: Using Quality Measurement to Leverage Your Practice” 2013
- APTA Component Leadership Meeting Presenter on “Innovative Model of Governance and Change in APTA State Chapter” 2013
- APTA Innovation Summit “Collaborative Care Models,” presenter, panel member, 3/2013
- APTA Innovation Summit 2.0 Participant Presenter and Honorable Mention Grant Awardee, 3/2014

- “Redefining The Value Equation For Physical Therapy: Relationships Between Utilization, Outcomes And Cost Of Care”
  - “A New Model of Care in Workers Compensation: Direct Access to Physical Therapist Services by Workers with Low Back Pain”
- APTA Insurer’s Forum, 2018 “Impact of Physical Therapist Services on Episodes of Low Back Pain” 9/2018

#### APTA Minnesota

- “Conflicts of Interest in Healthcare: Considerations of Referral for Profit” 4/2010
- “The Role of Physical Therapy in Health Care Reform” 10/2011
- “Health Care Reform: New Models of Physical Therapy Delivery” 4/2012
- “Health Care Reform and the ACA Today- New Payment Models” 4/2015

#### Other Presentations

- University of St. Catherine- “Health Care Reform” to PT and PTA programs annually since 2012
- University of Minnesota PT Program- “Private Practice topics, Outcomes and Use in Clinic” 2012-16
- FOTO Annual Conference Presenter
  - “Delivering Value to Health Plans and ACO’s in a Changing Health Care Market” 4/2012
  - “You Have Outcomes, Now What? How to Optimally Leverage Outcomes” 4/2015
  - “Design for Performance: Using Outcomes in an Aligned Care Model” 4/2018
- Minnesota Healthcare Today’s Event - Minnesota Healthcare Roundtable: “The New Face of Healthcare” Presenter and Panel 11/2015
- Concordia University PT Program- “Health Care Reform” annually since 2015

### Awards

- HealthPartners - Excellence in Innovation Award for Value-Based Purchasing Model, 2011
- APTA Innovation 2.0 Honorable Mention and Grant for “Direct Access to Physical Therapy for Injured Workers with Low Back Pain” 3/2014
- APTA Lucy Blair Award 2020

### Professional License and Membership

- Minnesota License #1974, since 1979
- APTA and APTA Minnesota Member since 1979
- ABPTS Board Certified Sports Clinical Specialist 1987-92
- Private Practice Section Member since 1990
- Health Policy & Administration Section Member since 2015
- Academy of Orthopaedic Physical Therapy 1982-2014, 2020-Present
- Minnesota Community Measurement (MNCM) - Member of Measurement and Reporting Committee (MARC) 2021-Present (Advisory committee to MNCM Board)

### Contact Information

916 W Minnehaha Pkwy, Minneapolis, Minnesota 55419 | 612-618-2463 | cjohnson@therapypartners.com