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EXECUTIVE HIGHLIGHTS

Health Management Strategy and Consulting Physician Executive (May 2010 to present)

Independent health management consulting as a Physician Executive:

- Serve as a business consultant to 3 early stage healthcare services and health management companies
- Continue as active member and participant in Patient Centered Primary Care Collaborative – a non-profit Washington, DC organization that actively promotes, designs and participates in multiple Medical Home projects nationally
- Co-founder of Health Management International, LLC; a global consulting consortium for Fortune 100 companies to provide strategy and identify services and products for implementation of global health management strategies in multiple countries

HealthFitness Corp, Minneapolis, MN Chief Medical Officer (January 2008 to May 2010)

Report to the CEO of HealthFitness Corp. Responsibilities:

- Direct management responsibility for the Research, Development and Outcomes Division (RDO). RDO consists of four departments: Product Development; Health and Behavioral Sciences; Outcomes/Reporting; and Quality Compliance and Accreditation. Each department is led by a Director who reports directly to the CMO. The RDO Division currently has 26 employees.
- Serve as clinical director for HealthFitness biometric screening division (second largest on-site biometric screening company in the US)
- Serve with CEO as Senior Management representatives on the Board of Directors Strategy Committee—developing intermediate and long-term corporate strategy for HealthFitness..
- Lead and manage the Science Advisory Board (SAB), which consists of six outside experts in the areas of exercise/cardiac conditioning, nutrition, behavioral health, corporate, medical and consulting/health management strategy. The SAB meets on a regular basis to review HealthFitness programs and to serve as a multi-talented resource providing strategic direction for the company.
- Work directly with Business Development to respond to RFP's, represent senior management at client presentations, and directly interact with corporate C-level executives, including CMOs and medical directors of corporate clients and national and regional health plans
- Lead a consulting team of internal experts to develop 3-5 year health management strategic plans for existing and new clients.
- Lead and participate in client Outcome Report presentations.

Selected Contributions

- Key member of the senior management team that grew revenue from \$69.9 million in 2007, to \$77.6 million in 2008 and \$79.9 million in 2009. Net profit grew from \$910,000 in 2007 to \$2,722,000 in 2008 and \$3,350,000 in 2009 due to increased efficiencies and improved margins from initiatives by senior management. Resulted in sale of HealthFitness to Trustmark, Inc., for \$97 million in February 2010
- Provided clinical expertise and thought leadership in long-term business strategy development by the Strategy Committee that was adopted by the full Board of Directors
- Led outcomes team in development of return on investment methodologies to measure the financial impact of HealthFitness programs on medical and pharmacy claims. ROI methodology has been third-party validated as "industry leading."
- Led development of a data warehouse that enables detailed client reporting from multiple data sources and provides a data depository for market-leading research.

- Led internal team that resulted in HealthFitness wellness programs being NCQA-certified in December 2009.
- Led product development team in multiple enhancements to HealthFitness coaching programs, enhanced electronic health portal—examples being enhancement of web-based health portal, additional Web-based participant trackers, and development of an on-site face-to-face behavioral coaching model to enhance existing telephonic model.
- Led development of an International Health Risk Assessment, translated and culturally adapted in 36 languages
- Serve as a national conference speaker and presenter in multiple national forums, showcasing the value of health management programs to the marketplace.
- Created and published multiple white papers on the business case and value of population health management as a key human capital strategy.

Mercer Human Resource Consulting, Denver, CO
Principal and Senior Healthcare Consultant (2005 to 2008)

Overview: Served as a Global Senior Healthcare Consultant in Mercer's Health and Productivity Management specialty practice. As the only physician in this 45-member practice, served as a national clinical and health care resource for consulting to *Fortune* 100 companies; this included leading the development of client health management strategy, vendor selection, program implementation and ongoing measurement of programs for employer clients.

Led a team of international senior Mercer consultants in developing strategy and solutions for multinational companies expanding health management activities world-wide.

Served as Mercer's North American spokesman on Avian Influenza Pandemic Preparedness Planning and served on a Mercer global team for pandemic preparedness consulting. Developed detailed Avian Influenza pandemic plans for Catholic Health West (75,000-employee health system), Wrigley, Inc., and NCAA.

Developed a national team of senior Mercer consultants for on-site clinic consulting services for *Fortune* 100 companies. Implemented on-site clinics for 3 major *Fortune* 100 clients. Led clinical team in the development of industry best-practice standards for case management, disease management and lifestyle management for evaluation of health plan and vendor processes and programs.

Selected Contributions

- Personal sales goal of \$2,000,000 for 2006—achieved \$2,600,000
- Developed a program for enhanced health management for key employees that focuses resources from care management vendors in a more intensive program that addresses the unique needs of key management and/or executive employees. First client implemented was Lowe's, Inc., with 1600 identified key employees at the management level.
- Developed detailed consulting model and a global toolkit for strategy development for global expansion of health management outside the US by *Fortune* 100 US-based multi-national employers. Successfully completed strategy development, vendor selection and program implementation for Cummins, Inc., Pfizer, PepsiCo and Kraft Foods to develop programs in both developed and developing countries.
- Both project leader and key team member for multiple clients in developing population health management programs: Problem identification, strategy and business case development, RFP's and vendor selection, vendor implementation, development of communication and incentive strategies, program and vendor integration, ongoing measurement and evaluation; resulting in ongoing annuity revenue stream for the consulting team. Client examples: Kroger, Inc., Pfizer, Coca-Cola, Nationwide Insurance, Ohio State University, Milwaukee, WI, Public Schools, Cisco Systems, Dow Chemical, Dell, Kraft Foods, Gates, Inc., Timken.
- Performed multiple vendor audits on behalf of clients with both pre-site and on-site evaluation of all vendor program delivery methods and procedures, including call center operations and nurse/coach-member interactions, compliance with performance guarantees, evaluation of outcome measurement reporting and validity. Worked with vendors on a continual quality improvement process as the outcome of the audits. Clients included, PepsiCo, Pfizer, Coca-Cola.

Corsolutions Medical, Inc., Chicago, IL
Vice President and Medical Director, Integrated Care Solutions (2003 to 2005)

Overview: Served as key clinical lead on variety of issues including strategic alliance development, business development, program creation/implementation, project management and related compliance/certification issues. Served as internal clinical lead for review/approval of clinical disease management treatment guidelines, provided clinical and senior management support for sales and account services departments and support CMO in clinical oversight and client relationship development.

Selected Contributions

- Played pivotal role in marketplace expansion and increased number of new clients by providing key leadership in development and implementation of new programs; company revenues doubled between 2003 and 2004, with \$120M in revenue and an increase in number of clients from 25 at the start of 2004 to 135 in 2005.
- As Clinical Advisor for Product Development Division, actively led the development and implementation of integrated care platform offering clients a range of services, including health risk assessments, lifestyle management programs, disease management and complex case management.
- Assisted in efforts in conjunction with CMO to improve physician engagement by developing new “pay-for-performance” physician engagement tool.
- Led project with RAND Corporation in a 2-year independent evaluation and validation of CorSolutions clinical initiatives, services, and programs to provide validation of consistency with measurable clinical quality benchmarks and to validate outcome results.

Health and Productivity Corporation Of America, Nashville, TN
Co-Founder, Chief Operating Officer & Executive Vice President (2001 to 2003)

Overview: Charged with authoring overall business plan, serving as liaison between HPCA and potential venture investors, co-leading investor presentations and recruiting management leadership. Held P&L authority for operating and capital budgets and conceptualized long-range product development scenarios.

Selected Contributions

- Grew revenue from the ground up to over \$750K in contracts at the time of acquisition by CorSolutions, contracting with several Fortune 100 companies, including Dow Chemical..
- Took product concepts of health and health-related productivity, creating and implementing products and services, that included health risk assessments, lifestyle risk reduction programs, disease management and complex case management/disability management.
- Aligned incentives between medical providers, health plan members and employer by creating “pay for performance” model. Played pivotal role in identifying and structuring contracts with vendors of above-described services.

Medical Review Services, Inc., Boulder, CO
Founder, President and CEO (1997 to 2001)

Launched this organization and managed all daily startup operations, including identification and recruitment of key panel of specialist physicians to provide medical/surgical second opinions and independent medical examinations for auto and workers' compensation carriers. Panel selection based on meeting quality algorithms.

- Personally developed network of over 650 physicians in 12 states representing specialties of orthopedic surgery, neurosurgery, primary care, physical and occupational medicine, rheumatology, chiropractic and physical therapy.
- Credentialed all physicians and maintained ongoing credentialing databases annually
- Grew business from the ground up to attain \$350K in yearly revenue by fourth year, increasing revenue approximately 50% each year..

Independent Healthcare Consultant, 1988 to 1997

Private Practice, Internal Medicine, Boone Clinic; Columbia, MO, 1976 to 1988

Associate Professor of Medicine, University of Missouri Hospital and Clinics; Columbia, MO, 1976 to 1988

EDUCATION AND CERTIFICATION

BS, Biology – Drury College, Springfield, MO; 1968

MD – University of Missouri, Columbia, School of Medicine, Columbia, MO; 1972

Residency, Internal Medicine, University of Missouri Hospital and Clinics; Columbia, MO; 1974

Fellowship in Clinical Oncology, National Cancer Institute, National Institute of Health; Bethesda, MD 1976

Board Eligible – Oncology and Hematology; 1976

Board Certified, Internal Medicine 1974-present

Lt. Commander, U.S. Public Health Service 1974-1976

PROFESSIONAL MEMBERSHIPS

American College of Physician Executives

American Medical Association

American College of Physicians

American College of Occupational and Environmental Medicine

Patient Centered Primary Care Collaborative

Care Continuum Alliance