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Experience includes 21 years as Chief Quality Officer in two academic health systems and community hospitals, one year as Interim EVP of Operations and 11 years as Chief Medical Officer in multispecialty groups managing global capitation. Successful track record building effective teams to improve quality, safety, utilization and cost.

PROFESSIONAL EXPERIENCE

ST. LUKE'S EPISCOPAL-PRESBYTERIAN HEALTH SYSTEM, Chesterfield MO 2021-2025

400-bed Community Health System including two hospitals, physician network, Skilled Nursing Facility, an ACO and an extensive network of outpatient services.

Executive Vice-President, Quality, Patient Safety, Population Health
Reported to the System CEO

- Responsibilities included Quality, Patient Safety, Risk Management, Infection Prevention, Regulatory Compliance, Population Health, Performance Improvement, Clinical Data Analysis, Patient Relations, Continuing Medical Education and the Medical Library.

BEAUMONT HEALTH, Southeast MI

2014-2021

3,400 bed, academic and community health system with 8 hospitals, nearly 4,800 physicians, 178,000 annual inpatient admissions, over 500,000 emergency department visits and net revenue of \$4.7 billion. Formed in 2014 by the merger of Beaumont Health System, Oakwood Health System and Botsford General Hospital. Affiliated with three medical schools; over 1,000 residents and fellows in GME programs.

Senior Vice-President, Chief Quality and Safety Officer
Reported to System CEO

2014-2021

- Responsibilities included oversight of quality, patient safety, infection prevention and medical malpractice for 8 hospitals, 1,000 member employed physician group, nursing homes and ancillary areas.
- Created leadership structure for quality/safety featuring local site control and accountability, with central coordination, education and coaching from the system quality team. This approach has been successful in respecting local culture while driving adoption of consistent quality standards.
- Created single unified database ("Quality Matrix") of key metrics across all sites of care to benchmark, trend, analyze and drive performance improvement across the organization.
- Strong emphasis on Safety Culture with frequent measurements conducted down to the unit level. Adopted Just Culture model.
- Created system-wide multidisciplinary weekly review of Serious Safety Events and daily review of Quality/Safety Reports submitted by team members.
- Designed and taught the Beaumont Quality Academy to teach the principles of High Reliability via front-line driven quality improvement. A full day of classroom instruction is followed by coached on-site improvement events.
- Clinical activity
 - Pediatric Resident Ambulatory Clinic staff
 - Teach quality and safety curriculum to medical students
 - Volunteer physician at summer camp for children with diabetes
- Accomplishments

- Substantial improvements in post-merger quality metrics for underperforming hospitals (mortality, readmission, Culture of Safety, length of stay)
- Improved CMS star ratings for hospitals (currently two 5-star, two 4-star, four 3-star)
- Significantly improved hospital Leapfrog results (three “A”, four “B”, one “C”)
- US News and World Report Hospital Rankings – 3 hospitals achieved total of 19 nationally rankings
 - Beaumont Royal Oak: Nationally Ranked in 11 Adult Specialties, High Performing in 6 procedures/conditions
 - Beaumont Troy: Nationally Ranked in 4 Adult Specialties, High Performing in 6 Adult Specialties and 5 procedures/conditions
 - Beaumont Hospital Grosse Pointe: Nationally Ranked in 4 Adult Specialties, High Performing in 4 Adult Specialties and 3 procedures/conditions
 - all eight hospitals received one or more “high performing” national ratings for common adult procedures and conditions.
- Three hospitals have achieved Magnet status for nursing excellence

BEAUMONT HEALTH SYSTEM, Southeast MI

2008–2014

1,738 bed, academic health system with 98,000 annual inpatient admissions, over 2,000,000 outpatient visits and revenue of approximately \$2 billion.

Executive Vice-President, Quality, Safety, Clinical Effectiveness

2011–2014

Interim Executive Vice-President, Operations

2011–2012

Senior Vice-President, Chief Quality and Safety Officer

2008–2011

Newly created position to oversee Quality, Safety and Clinical Effectiveness programs throughout the organization. Reported to system CEO.

- Introduced Toyota Production System to 1,070 bed Royal Oak hospital resulting in significant reductions in mortality, length-of-stay and costs. Recognized among top 10 University Health System Consortium (now Vizient) hospitals for quality and efficiency for 5 years. Cited by Crain’s Communications study showing 11% reduction in hospital cost per case, the largest decrease in service area.
- Improved performance on publicly reported Core Measures from 60% to >95% compliance system-wide resulting in Health System capturing 89% of all available pay-for-performance reimbursement (\$41M / year).
- Collaborated with Legal Services to significantly reduce malpractice costs. Introduced Just Culture philosophy, started patient safety blog, increased transparency and disclosure, efficiency and follow through of safety event investigations, improved error reporting system, started daily safety event reviews with immediate actions.
- Created Clinical Decision Support unit to provide actionable data to clinical leadership in support of cost reduction efforts. Collaborated with Operations to reduce costs by \$300M / year with improvements in clinical processes and quality. Supported ongoing quality improvement and cost reduction activities of Beaumont’s Centers of Excellence and Integration Councils.
- As Interim EVP of Operations, consolidated Beaumont’s four operating divisions into three by eliminating the Ambulatory division with no reduction in performance.
- Maintained clinical and academic involvement as preceptor in Pediatric Clinic, teaching quality and safety curriculum to Residents and Medical Students and involving students in hospital improvement activities.

CLARIAN HEALTH PARTNERS, Indianapolis, IN

1998–2008

Academic medical center formed in 1997 as a merger of three hospitals (Methodist, Indiana University Hospital and Riley Children’s Hospital), Clarian is a Magnet Hospital System, had 12,000 employees, 1,400 beds, 56,000 annual inpatient admissions, 900,000 outpatient visits and revenue of \$2 billion.

Senior Vice-President, Medical Quality

2004–2008

Newly created position with operating budget of \$20.6 million and 214 FTEs. Management responsibility for Quality Improvement, Care Management, Utilization Review, Social Work, Infection Control, Ambulatory Care Management/Quality and Service Excellence. Reported to system CMO; member of senior management team.

- Built comprehensive benchmarking and project management tool (Quality Matrix) used to track scores, goals, status and plans on 600+ external and internal quality indicators. This tool was used to compare our results to national benchmarks, prioritize, maintain accountability, track progress and report to the Board, quality committees and departments on quality/safety. It was cited as a key success factor in a 2007 evaluation by University Health System Consortium.
- Designed and taught Performance Improvement curriculum to over 3,500 employees, beginning with senior management. Based on IHI's Model for Improvement and the Toyota Production System, the course teaches both tools and a philosophy aimed at creating a culture of quality and safety where front-line staff actively participate in improvements and are supported by management.
- Designed and built computerized decision-support tools to standardize and improve the safety and efficacy of inpatient insulin and heparin administration. Improved blood sugar control has contributed to a substantial decline in ICU mortality rates and improved medication safety. The Clarian Glucostabilizer software was recognized by the Agency for Healthcare Research and Quality (AHRQ) in its Healthcare Innovations Exchange, as well as in peer reviewed publications.
- Worked formally and informally with front-line improvement teams and individuals, providing coaching, reports, data interpretation and assistance with overcoming organizational barriers.
- Assisted with EMR implementation (Cerner) through participation in governance committees and work groups. Led the development of knowledge-based rules and alerts for clinicians.
- In 2007, University Health System Consortium awarded Methodist Hospital its Top Performer Award (shared with Mayo Clinic, Rush, Brigham and University of Kansas). Indiana University Hospital received a Rising Star award for substantial improvement (shared with Stanford, UCSF and several others). These awards were based on comparisons of 82 large academic medical centers on mortality, effectiveness, safety and equity.
- Maintained Pediatric practice experience through weekly outpatient half-day clinics and volunteer work with a summer camp for children with diabetes.

Chief Medical Officer, Methodist Medical Group**1998–2004**

Methodist Medical Group was a Physician Hospital Organization owned by Clarian Health Partners. Reported to the CEO and was responsible for credentialing, peer review, medical management and quality for approximately 75,000 globally capitated lives with a network of 150 PCPs and several hundred specialists.

- Implemented quality and utilization measurement systems used to design Pay for Performance programs for our PCPs, resulting in \$6 million in savings and significant improvement in HEDIS quality scores.
- Created PCP office-based disease management programs for asthma, lipids, anticoagulation and diabetes. Achieved NCQA/ADA certification for diabetes care.
- Grew adult hospitalist service resulting in approximately 80% of network physicians using it exclusively for inpatient care.
- Created "Healthy Results for You," a service that provides coaching, disease management and health risk reduction services for Clarian employees, saving \$1.6 million annually in employee benefit costs.

ANTHEM BLUE CROSS/BLUE SHIELD, Indianapolis, IN**1992-1998****Chief Medical Officer, American Health Network****1995–1998**

Primary care group practice created by Anthem with approximately 270 physicians in Indiana, Ohio and Kentucky. This newly created position reported to the CEO and included responsibility for designing and implementing medical management functions including Utilization Review, Quality Improvement, Practice Guidelines and Credentialing to support globally capitated contracts.

Medical Director, AdminaStar Solutions

1992–1994

This consulting division of Anthem specialized in utilization management, claims data analysis, provider profiling, utilization review services, medical policy, fraud/abuse detection and case management. Position provided clinical, analytical, medical policy, sales/marketing and product development support. Clients included both public and private payers, employer groups and physician/hospital organizations.

METRO_HEALTH, Indianapolis, IN
Group practice in a staff-model HMO

1983–1992

Pediatrician

- Full-time practice
- Additional responsibilities:
 - Physician Advisor, Utilization
 - Associate Medical Director
 - Center Medical Director

1990-1992

1989-1990

1985-1989

FACULTY APPOINTMENTS

Oakland University William Beaumont School of Medicine

Associate Professor, Dept. of Pediatrics

2009-present

Indiana University School of Medicine

Clinical Assistant Professor of Pediatrics

1986-2008

Butler University, College of Pharmacy and Health Sciences

Adjunct Professor

2002-2008

EDUCATION

B.S., University of Michigan, Computer Science, Ann Arbor, MI

1972-1976

M.D., University of Illinois, College of Medicine, Chicago, IL,

1976-1980

Residency in Pediatrics, Methodist Hospital of Indiana, Indianapolis, IN

1980-1983

CERTIFICATION

American Board of Pediatrics, 1985

PROFESSIONAL ASSOCIATIONS

Fellow, American Academy of Pediatrics
Michigan State Medical Society

MEDICAL LICENSURE

Michigan #4301093397
Missouri #2021035713

DIRECTORSHIPS

EasterSeals MORC of Michigan	2012 - present
• Vice-Chair, board	2013-2014
• Board chairman	2014-2016
Advisory Board member, Michigan State University, Eli Broad College of Business, Master of Science in Healthcare Management	2018-2021
Beltway Surgery Centers, LLC	2008
Diabetes Youth Foundation of Indiana	1989-2013
Central Indiana Managed Care Organization (MDWise)	1999-2008
Indiana Comprehensive Healthcare Insurance Association	2003-2006
The HealthCare Group, LLC	1998-2003

COMMUNITY SERVICE

Supervising Physician, Camp MIDICHA (camp for children with diabetes)	2015 - present
President, Diabetes Youth Foundation of Indiana, Indianapolis, IN	2005-2012
Staff Physician, The Camp for Children with Diabetes, Noblesville, IN	1981-2012

PATENT

United States Patent #7509156 - System for managing glucose levels in patients with diabetes or hyperglycemia

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Feller, I; Flanders, S: "Mortality Review Based on Profile Analysis: Focus on Deaths due to Burn Injury," *Quality Review Bulletin*, 5:30-35, Oct. 1979.

Richardson, V; Flanders, S: "Pediatric Management Problems," *Pediatric Nursing*, Nov/Dec 1983.

Abstracts:

Flanders, S; Rivera, Jose': *The Quality Matrix: Organize/Act on the Flood of Data*; *Am J Med Qual*, 35 (Sup 1): 20S, Mar/Apr 2019.

Flanders, S; Pollak, E; Rivera, Jose': *The Beaumont Approach to Mortality*; *Am J Med Qual*, 33 (Sup 1): 16S, Mar/Apr 2018.

Pawlicki, K; Cerone, C; Flanders S: *Introducing the Toyota Production System to Beaumont Hospital in Royal Oak, Michigan: A Single System to Improve Quality, Safety, Patient and Staff Satisfaction, and Operational Results*; *Am J Med Qual*, 27 (Sup 1): 14S, Mar/Apr 2012.

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