
CORY KRUGER, RRT, BS, MHA

+1 (402) 651-2763 • cory.kruger@kadahealth.com • <https://www.linkedin.com/in/cory-kruger-70683811/> • Omaha, NE

HEALTHCARE EXECUTIVE

A Healthcare Executive with extensive experience leading operations for regional acute care hospitals, ambulatory surgery centers, and management services organizations. History of partnering with major health systems and physician groups to secure consistent patient satisfaction rankings, year-over-year revenue growth, and developing customer-focused, award-winning teams. Adept at overseeing and strategically aligning joint ventures, reducing costs, developing prosperous portfolios, and attaining strong year-over-year clinical & operational outcomes. Regional multi-site leadership experience as well as facility-based Chief Executive Officer roles for an ambulatory surgery center and surgical hospital.

KEY STRENGTHS

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|---------------------------|---------------------------|---------------------------|
| • Operations | • Financial Expertise | • Joint Ventures |
| • Patient Safety | • Clinical Background | • Team Building |
| • Revenue Cycle | • Business Development | • Growth & Innovation |
| • Relationship Management | • Performance Improvement | • Value-Based Care Models |

PROFESSIONAL EXPERIENCE

Kada Health, Omaha, NE

August 2023 – Present

Kada Health offers management services, interim CEO and turnaround leadership, and program development expertise to help your organization achieve near-term success and long-term performance.

Hospitals and Health Systems

- Management Services
- Turnaround and Interim Leadership
- Consulting and Advisory Services

We Help You Rapidly Improve and Sustain Exceptional Operating Performance

Our experts are proven leaders with CEO experience in high performing organizations. Using the Kada Health Operating System, we partner with your board and executive leadership to ensure you achieve the operating and financial results you need to deliver the best care for your patients and your community.

Outpatient Facilities

- New Outpatient Facility Planning and Development
- Management Services
- Turnaround and Interim Leadership
- Consulting and Advisory Services

We will Develop and Manage Your Outpatient Facility from the Ground Up

Kada Health helps your health system or physician group improve performance and expand capacity through new site development. Our leaders bring expertise in the design, development and management of ambulatory surgery centers, imaging centers, office-based laboratories and other ambulatory sites of care. We provide program development, enhance existing operations and offer long-term management services for your new or existing outpatient facilities.

Kada Health is CQuence Health Holdings Company. CQuence Health helps healthcare companies make a positive impact on patient outcomes through strategic guidance, professional services, and investment capital.

Principal, Outpatient Development Architect

Oversees the planning, development, and management of ambulatory surgery centers, imaging centers, and office-based laboratories for physicians, hospitals, health systems, insurers, and national ambulatory networks. We have or are currently work in partnership with solo physicians, physician groups, insurers, and health systems to successfully open and operate high performing outpatient facilities across the U.S.

Leaders in Specialty Care that fulfill the quadruple aim: providing high quality outcomes and a better experience for patients and providers, all at a lower total cost of care with 320+ surgical facilities, 11,300 staff, and 9,200 physicians serving nearly 1.43M patients annually. SCA Health is part of Optum which is a subsidiary of UnitedHealth Group.

Vice President of Operations

Regional multi-site responsibilities for surgical hospitals, ambulatory surgical centers, and Management Services Organizations (MSOs) during various timeframes that included the University of KS Health System (two surgery centers); SCA-Sage Medical MSO; Verta Management Services MSO; and CHI Health's portfolio including the Nebraska Spine Hospital, the Bergan Mercy Ambulatory Surgery Center, and the Lakeside Ambulatory Surgical Center. Managed 330 staff and 350 providers serving more than 28,000 patients per year while attaining strong year-over-year clinical outcomes, top decile satisfaction scores, and robust financial success with revenue exceeding \$160M annually.

- **University of KS Health System, MedWest / Indian Creek Surgery Centers** (annual net revenue of \$56M+):
 - Won SCA Health Clinical Excellence award by attaining a multitude of clinical quality measures, 2023.
 - Secured #1 and #2 ASC ratings in Kansas and 5th and 6th rankings nationwide by Newsweek, 2022.
 - Led team that reduced medication errors by 80%.
 - Headed expansion project that added four ORs projected to generate 3,500 additional cases in 2024.
 - Oversaw AAAHC accreditation process at two facilities.
 - Managed record case volume of 21,000+ in 2022.
- **SCA-Sage Medical MSO** (annual net revenue of \$18M+):
 - Managed joint venture between Sage Medical Professional, LLC and SCA Health; developed first MSO within SCA Health.
 - Oversaw SCA Health's launch of first Office-Based Lab (OBL).
- **Verta Management Services MSO** (annual net revenue of \$1.5M):
 - Headed joint venture between Vista Physician Services and SCA Health.
 - Created physician alignment, reduced costs, and improved outcomes by developing inaugural MSO within SCA Health (provides Management Services to NE Spine Hospital).
 - Implemented the CMS Bundled Payments for Care Improvement Advanced for NE Spine Hospital.
- **Nebraska Spine Hospital** (annual net revenue of \$58M):
 - Increased net revenue by 42% since inception.
 - Managed an accredited six OR, 34-bed joint venture between CHI Health, Nebraska Spine Holdings, and SCA Health.
 - Served as CEO for three+ years; headed development of and ongoing management of operations.
 - Achieved consistent top decile clinical outcomes and patient experience scores.
 - Saved over \$40M by implementing spinal implant(s) standardization program.
- **Bergan Mercy Ambulatory Surgery Center** (annual net revenue of \$11M+):
 - Reduced costs by \$1M that led to an 18X improvement in earnings by recruiting multiple physicians.
 - Oversaw an accredited Ambulatory Health Care (three OR and two procedure rooms) joint venture between CHI Health, multiple physician investors, and SCA Health.
 - Achieved consistent top decile clinical outcomes and patient experience scores.
- **Lakeside Ambulatory Surgical Center** (annual net revenue of \$17M+):
 - Led an accredited Ambulatory Health Care (four OR and one procedure rooms) joint venture between CHI Health and multiple physician investors.
 - Achieved consistent top decile clinical outcomes and patient experience scores.
 - Recruited a large orthopedic group and implemented a robotic-assisted total joint program in 2019.
- **Omaha Ambulatory Investment Company – Centralized Business Office**
 - Oversight of Revenue Cycle Services for over 20 ASCs and Surgical Hospitals across the U.S.
- **Historical Health Inventures (2013 SCA acquisition) portfolio including:**
 - Health East St. John's Maplewood Surgery Center, Maplewood, MN (2010 – 2014).
 - Ohio Health Sleep Services, Columbus, OH (2011 – 2013).
 - Salina Surgical Hospital, Salina, KS (2010 – 2011).

An ambulatory surgery center located on the campus of the Alegant Health Lakeside Hospital.

Chief Executive Officer

Oversaw joint venture between CHI Health and multiple physician groups and physicians. Managed 35-40 staff and 35+ surgeons serving approximately 4,000 patients annually. Led daily operations that included relationship management, facility accreditation, physician recruitment, and strategic planning.

- Attained consistent top decile clinical outcomes and patient experience scores.
- Distributed over \$15M during my tenure.

ALEAGENT HEALTH SLEEP SERVICES, Omaha, NE**July 2006 – August 2008**

Four sleep disorders centers on the Alegent Health Lakeside, Midlands, Immanuel, and Mercy campuses.

Operations Director

Maintained operational oversight of 25 beds at four facilities with 25 staff and eight providers caring for patients. Led daily operations that included building patient volumes, nurturing relationships, and leading multiple facility accreditations.

- Increased EBITDA by more than \$2M within first year of operations through process redesign and growth efforts.

ALEAGENT HEALTH LAKESIDE HOSPITAL, Omaha, NE**2004-2006****Coordinator of Respiratory Care, Pulmonary, & Sleep Services**

- Led 20 FTEs across multiple departments.
- Assisted in opening the new hospital in 2004.
- Recruited multiple physician groups.
- Developed, opened, and operated a 6-bed sleep center. First year volumes and revenues exceeded pro forma projections.
- Led system-wide (5 acute care hospitals) Committees.
 - System Critical Care Committee
 - System Code Blue Committee
 - System IT-IS Downtime Committee

CHILDREN'S HOSPITAL, Omaha, NE**1998-2004****Respiratory Care Coordinator**

- Clinical oversight and training for 20-25 FTEs.
- Assisted in opening the new hospital in 2000.
- Co-investigator in one of the nation's first pediatric nitric oxide clinical trials.
- Led hospital-wide Joint Commission Readiness Subcommittee.

UNIVERSITY OF NEBRASKA MEDICAL CENTER, Omaha, NE**1992-1998****Registered Respiratory Therapist**

- Provided respiratory management, mechanical ventilation, and trauma team member for patients of all ages.
- Involved in early high frequency ventilation, surfactant, and nitric oxide research trials.
- Served as Charge Therapist and Trauma Team member on a regular basis.

BOARD EXPERIENCE

Board Member / Vice President, SCA-Sage Medical, MSO, Dakota Dunes, SD	2019 – 2023
Board Member / Co-CEO, Verta Management Services, Omaha, NE	2017 – 2023
Board Member / Vice President, Nebraska Spine Hospital, Omaha, NE	2015 – 2023
Board Member / Vice President, Bergan Mercy Ambulatory Surgery Center, Omaha, NE	2015 – 2023

EDUCATION

Master of Healthcare Administration, Bellevue University, Bellevue, NE	2009
Bachelor of Science in Respiratory Care, Nebraska Methodist College of Nursing and Allied Health, Omaha, NE	1995
Associate of Science in Respiratory Care, Nebraska Methodist College of Nursing and Allied Health, Omaha, NE	1992