

Peter R. Kongstvedt, MD, FACP
Executive Summary



Dr. Peter Kongstvedt is a highly regarded national authority on the health care industry with particular expertise in health insurance and managed health care. He is principal of the P.R. Kongstvedt Company, LLC, and advises health care executives on strategy, operations and effective decision-making. Dr. Kongstvedt is also a Senior Health Policy Faculty member in the Department of Health Administration and Policy at George Mason University. In March 2014, he was appointed by Virginia Governor McAuliffe and reappointed by Governor Northam and served two terms on Virginia's Board of Medical Assistance Services (Virginia Medicaid).

Dr. Kongstvedt's unique business expertise comes from the varied roles he has performed over his career as an independent consultant, as a partner at global consulting firms, as a senior executive at a number of health plans and insurers, and through public service. His roots as a practicing physician also give him first-hand understanding of the totality of the health care profession.

Renowned as the primary author and editor of the definitive textbooks on Health Insurance and Managed Care, Dr. Kongstvedt's books are used by more than 230 graduate and undergraduate health administration & policy programs in the U.S. as well as overseas. These books include: *The Essentials of Managed Health Care, 6th Edition* (© Jones & Bartlett; 2013) and *Health Insurance and Managed Care, What They Are and How They Work, 5th Edition* (© Jones & Bartlett; 2020).

As a health care industry thought leader and media-trained communicator, Dr. Kongstvedt has consulted to and made several appearances on *The CBS Evening News*, and has appeared on *NBC's Today Show*, *CNN*, *PBS's Nightly Business Report*, *National Public Radio's All Things Considered*, *CNBC*, *The Wall Street Journal*, *The Washington Post*, *The Los Angeles Times*, *The Economist*, *Bloomberg News*, *Forbes Health*, and numerous trade publications. He is also a well-regarded speaker at industry conferences and corporate events.

A licensed physician, a board-certified internist and a Fellow in the American College of Physicians, Dr. Kongstvedt received his BS and MD degrees at the University of Wisconsin, where he also completed his internal medicine training & residency. He resides in McLean, VA.

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PROFESSIONAL EXPERIENCE

<i>Senior Health Policy Faculty</i> , George Mason University	2008 – Present
<i>Owner/Consultant</i> , P.R. Kongstvedt Company, LLC	2008 – Present
<i>Senior Advisor, Navigant Consulting, Inc./Ankura Consulting Group LLC</i>	2016 – Present
<i>Senior Executive/Partner</i> , Accenture PLC	2005 – 2008
<i>Vice President/Partner</i> , CapGemini S.A.	2001 – 2005
<i>Direct Admit Senior Partner in Leadership Team (Health)</i> , Ernst & Young, LLP	1994 – 2001
<i>SVP, EVP/COO</i> , Blue Cross Blue Shield of the National Capital Area (DC)	1990 – 1993
<i>Chairman/CEO</i> , HealthAmerica of Pennsylvania (Coventry)	1988 – 1990
<i>East Central RVP</i> , Equicor, Inc.	1987 – 1988
<i>Senior Manager</i> , Peat Marwick	1987 – 1987
<i>CEO</i> , HealthAmerica Northeast Region; Pennsylvania; Nebraska	1983 – 1987
<i>Private Medical Practitioner</i> (Internal Medicine)	1980 – 1983

ACADEMIC TEACHING, AND TRAINING & EDUCATION

Senior Health Policy Faculty; Department of Health Administration and Policy, George Mason University
Leading Textbook Author/Editor; Books are used extensively in hundreds of graduate and undergraduate programs in colleges and universities across the U.S., as well as in other nations
Creator and Developer; Kongstvedt Learning Services, LLC, an online multimedia training and education resource (closed)
Lead Faculty; Accenture Internal Training Program for Rising Managers and Senior Managers
Program Leader/Moderator; Provider Sponsored Organizations: Strategies and Operational Characteristics Satellite Television Broadcast
Designer and Lead Faculty; focused educational programs for private companies across the healthcare sector
Designer and Lead Faculty; focused board retreats for nonprofit healthcare organizations
Designer and Lead Faculty; Current Matters Managed Care and Health Insurance, a two-day program for all partners in Ernst & Young's healthcare practice
Special Guest Presenter; Atlantic Information Service's "Hospital Leadership Today" television series, on integrated healthcare delivery systems

APPOINTMENTS AND PUBLIC SERVICE

Appointed by Virginia Governor Terry McAuliffe in March of 2014 to serve as a board member on Virginia's Board of Medical Assistance Services (Virginia Medicaid), **reappointed 2018 by Governor Northam**, and served the maximum of two terms
Member of an expert panel providing initial advice to the new federal Medicaid and CHIP Payment and Access Commission (MACPAC) during its early implementation period
Appointed Civilian National Consultant for Managed Care for the United States Air Force (USAF) for a 3-year period
Early advisor to the U.S. Department of Defense Military Health System during the creation of the TRICARE program
Appointed as a Medical Services Reviewer for HMOs and CMPs for the U.S. Department of Health and Human Services, Office of Prepaid HealthCare.
Appointed by Pennsylvania Governor Bob Casey to the newly formed Pennsylvania Health Care Cost Containment Council.
Appointed to Project Team, The Supply and Demand for Physicians in Southwestern Pennsylvania, University of Pittsburgh, Graduate School of Public Health, Health Policy Institute.
Appointed by Nebraska Governor Robert Kerrey to the Nebraska State Board of Health
Appointed as a Reviewer for Nebraska State Health Department's Block Grant process for Preventive and Health Services.
Appointed to Nebraska Social Services Department Medical Care Advisory Council.
Liaison to Governor's Health Promotion Coordination Council in Nebraska.
Appointed to Nebraska General Assistance Plan Task Force.

Publications

Books

Author/Editor: *The Essentials of Managed Health Care, Sixth Edition*; (Jones & Bartlett, 2013 and prior editions (Aspen Publishers and then Jones & Bartlett))

Author: *Health Insurance and Managed Care, What They Are and How They Work, 5th Edition*; (Jones & Bartlett, 2020) and prior editions (Aspen Publishers and then Jones & Bartlett)

Author/Editor: *The Managed Health Care Handbook, Fourth Edition*; and prior editions (Aspen Publishers, 2000, title retired)

Co-author/Co-editor (with Dr. David Plocher): *Best Practices in Medical Management* (Aspen Publishers, 1998, out of print)

White Papers/Publications

Primary Author and Thought Leader; for Ernst & Young's health consulting practice, with numerous monographs and white papers on topics including *Measures that Matter: Finding from E&Y's Benchmarking Program* (multiple editions); *Mergers & Acquisitions in the Payer Industry*; *HIPAA*; *The Electronic Health Record*; *Collaboration Between Providers and Health Plans*; *Value-based Payment and Purchasing*; *Pay-for-Performance*; *Ten Critical Success Factors for Integrated Delivery Systems*; and others

Author of Publicly Available Expert Monograph; *The use of Medical Necessity Criteria in Benefits Determinations*, Bloomberg BNA, Feb. 2015

Regular contributor to trade magazines both for articles and for expert opinions

Regular contributor to Managed Care OnLine's Thought Leader Series

Author and Researcher of Multiple proprietary and confidential reports

MEDIA

Appearances; *The CBS Evening News, NBC's Today Show, CNN, CNBC, PBS's Nightly Business Report, National Public Radio's All Things Considered, The Wall Street Journal, The Washington Post, The Los Angeles Times, Forbes Health, Bloomberg News, Medical News Television Network*, and numerous trade publications

Media Training; Trained in interacting with all forms of media and content delivery

EDUCATION

Bachelor of Science in Zoology; University of Wisconsin - Milwaukee, WI, USA

Doctor of Medicine; University of Wisconsin - Madison, WI, USA

Residency and Board Certification in Internal Medicine; University of Wisconsin Hospitals - Madison, WI, USA

Licensed to practice medicine in Virginia

PROFESSIONAL AFFILIATIONS

Diplomate; American Board of Medical Examiners

Diplomate; American Board of Internal Medicine

Fellow; American College of Physicians

Member, AcademyHealth

EXAMPLES OF CAREER ACCOMPLISHMENTS

Leadership and Management

- Appointed Chief Operating Officer at a large health insurer that had very rapidly found itself in serious danger of being declared impaired by the Commissioner of Insurance, where I was able to gain the trust of the regulators while undertaking company-wide changes to reverse its decline, ultimately returning the company to a going concern and satisfying the state's concerns.
- Regained employee trust and captured market share in a large regional HMO/Payer Organization by implementing change management processes and recruiting top performing physicians.
- Recouped a fledgling and small HMO/medical group in a large, publicly-traded national HMO company into the most profitable and revenue-generating business unit within 1 year.
- Identified budget, financial, and forecast discrepancies, and operational weaknesses for a large HMO with negative press exposure and declining employee morale, and altered strategic planning methodologies, delivered effective leadership, recruited top talent, controlled expenditures, and generated new growth.
- Reorganized and revitalized the medical management programs for a mixed-model health plan, achieving measurable improvements in utilization and quality metrics.
- Cultivated rapport with investors, members of the media, and regulators to enhance a fair and objective image of an organization.
- Undertook a complete overhaul of a failing and deeply unprofitable payer organization to regain profitability and market share.
- Rehabilitated an uninspired large mixed-model health plan by improving functionality, stabilizing the medical group, boosting employee morale, and altering corporate management, internal systems, and policies to regain revenue and membership.
- Managed a federal government-pricing lawsuit to reduce refund demand from \$27M down to \$750K.

Consulting

- Created a detailed health plan business process model and benchmarking study to identify create credible comparative operational metrics of operational performance at multiple organizations, and assist clients with understanding management processes where higher performance was quantifiable and achievable. This study, encompassing 10 to 40 million covered lives, was undertaken multiple times.
- Mitigated financial discrepancies by improving and using monthly operational metrics and accounting for continuous improvements.
- Identified and developed a highly successful strategy for an acquisition that resulted in increased in market share and intrinsic growth, operating cost stability, and reputation.
- Assisted health systems with strategies around integrated systems and financial risk.
- Assisted with recognizing new market opportunities, how to position themselves, and implement the new business.
- Led assessment teams to evaluate business for potential merger or acquisition.
- Conducted research and wrote detailed reports and expert opinion papers for use by clients.
- Served as the official media representative for the health consulting practice.
- Served as an expert witness in civil and criminal legal proceedings.