

Benjamin D. Anderson, M.B.A., M.H.C.D.S.

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Professional Experience

President/Chief Executive Officer

December 2023 to Present

Hutchinson Regional Healthcare System, Hutchinson, KS

Manage and direct a health system with a 190-bed regional medical center, certified community behavioral health center, hospice and homecare company, durable medical equipment company, and a medical foundation with a total of 1,150 full-time employees and \$200M in net revenues.

Corporate Strategy/Physician Relations

- Board governance improved through self-assessment and recruitment of new members.
- Worked with Chamber of Commerce to recruit 12 physicians to live and practice locally.
- Introduced interactive, case-based learning through semi-annual, regional CME events in partnership with University of Kansas, Dartmouth College, and Harvard Medical School.

Quality/Service Standards

- 20% reduction in survey observations from The Joint Commission between 2022 and 2025 through implementation of Baldrige Excellence Framework principles.
- Emergency Room Left without Being Seen rates improved from more than 5% in FY 2024 to less than 1% in FY 2025 through internal capacity-building, multi-departmental collaboration, medical staff recruitment, new imaging partnership, and cancellation of vendor management contract.

Financial/Growth

- Health system EBIDA improved from -12.4% in FY 2023 to -5% in FY 2024 to .5% in FY 2025 through increases in operating efficiencies and growth of key service lines.
- Daily cash collections improved by 30% from FY 2023 to FY 2024 through revenue cycle improvements.
- Moody's bond rating improved from Baa2 "negative" to Baa2 "stable" from FY 2024 to FY 2025 through steady improvements in EBIDA.

Operations/Culture

- Team member satisfaction scores improved from 7.4 in FY 2024 to 8.0 in FY 2025 through quarterly team member forums, monthly interactive "birthday breakfast" meetings, and ongoing executive rounding.
- Inpatient admissions from Emergency Department increased by 14% between FY 2024 and FY 2025 through improved interdepartmental coordination.
- 60% reduction in the use of purchased labor between FY 2023 and FY 2024 through pipeline program implementation, offering scholarships in partnership with area colleges.
- Improved domestic utilization of team member health insurance plan from 50% in FY 2024 to 60% in FY 2025 through strategic benefit changes and expansion of access to services.
- Introduced team member-led paid maternity and paternity leave policy.

Fundraising/Community Relations/Strategic Partnerships

- Partnered with YMCA of Greater Wichita through a land donation and fundraising for new \$30M facility.
- Partnered with the YMCA of Greater Wichita and Cosmosphere on the design of a new STEM-education-focused early childhood development center to benefit HRHS employees.
- Partnered with Blue Cross Blue Shield of Kansas on a three-year \$1.5 million Provider Partnership Investment contract to improve local access to primary care services.
- Reopened four-bed inpatient pediatric wing, partnering with Wesley Children's Hospital and Children's Hospital Colorado for staff training and specialty support.
- Partnered with Governor Laura Kelly's Office and United Methodist Health Ministry Fund on a statewide media campaign to protect Medicaid coverage in Kansas.
- Convened area stakeholders to launch donor-funded down payment assistance initiative to empower health care workers and police officers to become first-time home buyers.

Vice President, Rural Health**November 2019 - September 2023****Colorado Hospital Association, Denver, CO**

Provided leadership and direction in the development and execution of rural strategies; advocated on behalf of rural health systems; developed strategic partnerships that drive health equity; and led workforce development efforts.

Strategic Planning

- Convened year-long, statewide taskforce that collected and analyzed data on challenges in the health care workforce, recommending strategic solutions to industry leaders.
- Aligned key stakeholders and funders to acquire and distribute over 500,000 pieces of personal protective equipment (PPE) to rural safety net providers at the outset of COVID-19. Model expanded nationally, delivering over 2.1M pieces of PPE to rural communities across 12 states.

Population Health and Capacity Building

- Combined University of North Dakota Community Apgar framework with USDA Principles of Soil Health to launch a coordinated effort leading to the recruitment of primary care physicians to three Colorado regions.
- Served as co-primary investigator/co-author of grant-funded and nationally released 134-page capacity-building playbook to assist health care delivery systems during COVID-19.
- Partnered with the Tuck School of Business at Dartmouth College, the McCombs School of Business at the University of Texas at Austin, and the Harvard Medical School Center for Primary Care to develop a collection of academic teaching cases to build transformational leadership and governance capacities.
- Using claims-based data, initiated the development of outmigration dashboards for health care systems.
- Leveraged case-based learning to facilitate governance education sessions for 15 health care delivery system governance teams across Colorado, focusing on fiduciary responsibilities.

Operations

- Oversaw the leadership transition and cultural transformation of federal consortium to administer broadband technology subsidies to Colorado, empowering hospitals, Federally Qualified Health Centers (FQHC), safety net clinics, and other health care providers to improve access to virtual health care.

Chief Executive Officer**June 2013 – November 2019****Kearny County Hospital (KCH), Lakin, KS**

Led 95-bed, county health system with approximately \$40M in revenues through a period of rapid growth, market share expansion, and quality improvement. Health system governed by a county commission-appointed board of directors and included an acute care hospital, senior living center, three clinics, surgery center, and obstetrics program.

Corporate Strategy/Physician Relations

- Through federal grant funding, partnered with Western Kansas Child Advocacy Center to provide sexual assault screenings for children from 30 counties via a mobile clinic service.
- Partnered with University of Kansas School of Medicine and Kansas Health Foundation to assess more than 80% of local households' awareness of wellness and healthcare services.
- Designed and successfully implemented a care coordination initiative funded by Tyson Foods to improve the health status of 3,900 culturally diverse Tyson employees.
- Implemented "Mission-Focused Medicine," a regional physician recruitment model that ensured new access to primary care for 40,000+ people. Model featured on *CBS Sunday Morning*, *National Public Radio*, *Politico.com*, *The New York Times*, and *USA Today*.

Quality/Service Standards

- Partnered with Children's Miracle Network, Via Christi Health, and University of Kansas School of Medicine to improve maternal health systems of care; reduction from 84% to 18% of babies born with Fetal Macrosomia to mothers with Gestational Diabetes Mellitus.
- Patient access to prescription medications were expanded through the introduction of the 340B program in partnership with area pharmacies.
- Psychotropic medication-use among dementia care skilled nursing facility residents reduced from 35% to 8% through staff training and cultural transformation.

Financial/Growth

- Consecutive positive profit margins (FY 2018 and FY 2019) for the first time in over 30 years.
- Profit margin improved from -7.61% to 3.10% between FY 2014 and FY 2018 through cost containment, introduction of profitable service lines, and expansion of market share.
- Hospital Days in Accounts Receivable improved from 66 days in 2015 to 43 days in 2018.
- Clinic Days in Accounts Receivable improved from 83 days in 2015 to 49 days in 2018.
- Collaborated with area FQHC, state health department, and KU School of Medicine to develop a research-based quality-improvement partnership called Pioneer Baby. Increased obstetrics volume by 67%.
- Clinic visits increased by 59%; ER visits by 20%; surgeries by 103%; deliveries by 108%.
- Negotiated value-based payment contracts with private/government insurance payers.

Operations/Culture

- Partnered with Kansas Leadership Center to strengthen team core leadership competencies.

- Introduced “safety huddles” to provide timely recognition and resolution of problems impacting annual outcomes targets, prioritizing the prevention of avoidable harm.
- Invested \$2M to improve Operating Rooms, hospital registration area, and clinic space.
- Launched value-based health care delivery innovation model focused on integrating care coordination, case management, behavioral health, and primary care services.
- Partnered with Baylor University to develop and implement recurring Rural Healthcare Leadership Fellowship, a one-year program to prepare future healthcare leaders for strategy and operations management positions through focused mentoring, stretch assignments, and leadership experiences.

Fundraising/Community Relations/Strategic Partnerships

- Partnered with state health department, school systems, behavioral health centers, and medical practices to launch a regional suicide-prevention effort. Screened 2,500 students with appropriate referrals for treatment.
- Secured \$650,000 in grant funding to implement “Pioneer Baby,” a frontier maternal-child health improvement program recognized in the 2019 CMS Rural Health Strategy.
- Received and awarded over \$2 million in grant funds from private, state, and federal organizations to drive rural health equity in a 20-county region in Kansas and Colorado.
- Developed partnership with Baylor University Honors College for annual summer program involving 30 interns over five years to assess population health needs in the region.
- Designed and implemented “Guess Who’s Coming to Dinner Project” involving refugee and traditional western families hosting each other for meals in homes.
- Partnered with Kansas Department of Revenue to launch Driver’s License Translation program, screening and training refugees to translate for exams for other refugees.

Chief Executive Officer

January 2009 – June 2013

Ashland Health Center, Ashland, KS

Led a 45-bed community hospital district with approximately \$7M in revenues through a financial turnaround and rebuilding of the medical staff. Health system governed by an elected board of directors and included a critical access acute care hospital, nursing home, senior housing complex, and rural health clinic.

Corporate Strategy/Physician Relations

- Stabilized medical staff by launching a recruitment model featured in *HealthLeaders Magazine*, *ABC News*, *USA Today*, *Modern Healthcare*, and on *National Public Radio*.

Quality/Service Standards

- 36% decrease in unassisted patient falls through partnership with Health Research and Educational Trust (HRET) to develop a quality improvement program.

Financial/Growth

- Redesigned hospital’s bed licensing status, resulting in a \$350,000 favorable annual budgetary impact.
- Improved operating margin from -14.59% to -2.61% in FY 2011 – FY 2012 through new service lines, medical staff recruitment, and revenue cycle improvements.
- 27% reduction in hospital district tax levy over three years.

Operations/Culture

- 50% reduction in contract labor costs through partnership with the University of Kansas School of Business.

Fundraising/Community Relations

- Organized and founded the WEPAC Alliance, a local non-profit organization, raising \$250,000 to help pay for over 1,200 cancer-preventive screenings for area women from six communities. Featured in *Sports Illustrated*, *ESPN.COM*, *HHN Magazine*, and *AHA News*.

Physician Strategy Consultant

October 2007 – February 2009

The Delta Companies, Dallas, TX

Partnered with health care administrators to develop and execute physician staffing strategies.

Education

Master of Health Care Delivery Science (M.H.C.D.S.), Dartmouth College, Hanover, NH – 2016

Master of Business Administration (M.B.A.), Drury University, Springfield, MO – 2007

Bachelor of Arts in English (B.A.), Drury University, Springfield, MO – 2004

Professional Organizations

- **Member, 4-Wichita Advisory Board to University of Kansas School of Medicine**, April 2014 – November 2019; November 2024 - Present
- **Member, Regional Policy Board 6, American Hospital Association**, March 2019 – November 2019
- **Board Member, Kansas Health & Education Research Foundation**, November 2012 – October 2019 (Chair, 2 years)
- **Board Member, Kansas Hospital Association Rural Health Visioning Technical Advisory Board**, June 2013 – December 2016
- **Board Member, Kansas Association of Healthcare Executives**, November 2013 – October 2014
- **Board Member, Kansas Health Service Corporation**, November 2010 – October 2016 (Chair – 1 year)

Awards and Recognition

- **Becker's Hospital Review – 50 Leaders Under 40**, June 2016
- **Becker's Hospital Review – 25 Leaders Under 40**, June 2015
- **Modern Healthcare – 2014 Up and Comer List**, October 2014
- **Becker's Hospital Review – 2014 500+ People to Know in Healthcare**, June 2014
- **Becker's Hospital Review – 2014 50 Rural CEOs to Know**, February 2014
- **Kansas State of the State Address – Recognized by Governor of State of Kansas** for development of and success with "Mission-Focused Medicine" physician recruitment model, February 2012

Volunteer Service

- **Research Teaching Associate, University of Kansas School of Medicine**, October 2024 – Present
- **Board Member, Communities of Excellence 2026**, July 2022 – Present

- **Sr. Clinical Instructor, University of Colorado School of Medicine**, March 2020 - Present
- **Board Member, Angel Flight West**, December 2020 – March 2023
- **Member, 2020 Carolyn Boone Lewis Equity of Care Award Committee**, American Hospital Association, January 2020 – December 2023
- **Board Member, American Hospital Association Institute for Diversity and Health Equity**, July 2019 – December 2023
- **Board Member, Colorado Institute for Family Medicine**, March 2020 – March 2023
- **Member, Taskforce on the Future of Rural Health**, American Hospital Association, May 2019 – January, 2021

Papers & Publications

Sullivan, E.E., Hughes, L.S., & **Anderson, B.** (2021). Rural Health Care Leadership Conundrum: The Burnout of a Good Doctor. Boston, MA USA: Harvard Medical School Center for Primary Care.

Hughes, L.S., **Anderson, B.**, Tad-Y, D., Deutchman, M, Gold, S., Vagnini, K., Mathieu, S., Oyler, W., Conyers-Tucker, H. Re-imagining Leadership: A Pathway for Rural Health to Thrive in a COVID-19 World, December 2020. https://cha.com/wp-content/uploads/2020/11/Rural-COVID-Playbook_FINAL.pdf

Anderson, B. Transformational Leadership: A Vaccine for Rural Health Care Delivery, Association of State and Territory Health Officials Experts Blog, July, 2020.

Jacobson, L. T., Duong, J., Lucas, M., **Anderson, B.**, Sisson, R., Lester, R., Lu, K. Pioneer Baby – A Multifactorial Community Approach to Improve Health Outcomes among Rural Reproductive-age Women. Accepted as a poster presentation at the 39th Annual Meeting and Scientific Sessions of the Society of Behavioral Medicine. Washington, D.C., March 3-6, 2019.

Jacobson, L. T., Duong, J., Grainger, D. A., Farley, D., Wolfe, M., Dong, F., & **Anderson, B.** Pioneer Baby – Perceptions of Periconceptional Weight among a Low-income Rural Pregnant Population in Kansas. Accepted as a poster presentation at the 37th Annual Meeting and Scientific Sessions of the Society of Behavioral Medicine. Washington, D.C., March 30-April 2, 2016.

Anderson, B. Seeking the Mission-Minded. *Trustee Magazine*, 65(6): 31-32, June 2012.

Johnston, J., **Anderson, B.**, Hazen, K. Civic Leadership in Southwest Kansas: How ‘The Girl Effect’ Multiplies Community Collaboration. *The Journal of Kansas Civic Leadership Development*, 2(1): 48-53, Spring 2010.

Presentations

Delivered in-person presentations at conferences in 33 states on topics including health equity and belonging, health care delivery innovation, community health, transformational leadership, physician recruitment and retention, and health care worker burnout and resiliency. Presentation list available upon request.