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PROFILE

Physician executive with an accomplished career of including eleven years as a Chief Medical Officer at Community Hospitals in the Midwest and East Coast, preceded by twenty years of clinical practice, clinical and strategic leadership roles and progressive management experience and growth. Influential Leader, Effective, Analytical and Action-oriented with engaging interpersonal skills. Authentic and compelling dialog skills that foster understanding, trusting relationships, team morale and success of those she leads. Embraces the increasingly transparent and data driven environment of quality, safety, patient experience, cost efficiency and effective health care delivery. Demonstrates a passion for continuous improvement of all patient care aspects by focusing on team accountability to each other as well as supporting the individual growth, wellbeing and development of all health care providers. High integrity individual who welcomes each opportunity to contribute, learn, innovate and collaborate with others to transform health care delivery in their communities.

CURRENT PROFESSIONAL EXPERIENCE

- **CHIEF MEDICAL OFFICER** Shore Medical Center, Somers Point, NJ 08244 since May 2012
- Shore Medical Center Senior Leadership Team member who actively participates in setting the Organizational Strategic Plan and Goals.
- Leadership and oversight of hospital's Performance Improvement (PI), Quality, Safety and Regulatory programs.
- Leadership and oversight of the Care Management program
- Leadership and oversight of the Palliative Medicine program
- Leadership and oversight of the Medical Staff of over 400 physicians, 150 Advanced Practice Professionals in their governance, policy setting, peer review, credentialing and privileging Decisions and processes
- Leadership and oversight on all Medical Staff regulatory matters, medical legal issues and Clinical contract management for all patient and health care services.
- Proactively spearheaded and organized the Shore Initiative to combat the COVID-19 Crises by setting up daily planning and reporting sessions “Cuddles” establishing key leads in categories of PPE, Testing, Emergency department processing and treatment, Hospital communication platforms, Environmental Services, Well Being of Health care workers, Development of a Surge ICU, Pharmaceuticals, Multidisciplinary ad hoc groups and Ethical Decision in the Allocation of Resources. New Jersey was the second highest initial impact state in the nation, New York #1 for COVID-19 pandemic.

- Executive led initiative to develop 24/7/365 Intensivist Program at Shore Medical Center that included Electronic ICU capacity for continuous monitoring and therapeutic patient care working with nursing and other Practitioners on the medical staff.
- Developed a new and improved quality platform and score card for the organization and worked with The Medical Executive team to develop a reliable performance monitoring system for all privileged practitioners to satisfy Joint Commission OPPE and FPPE requirements, CMS Core Measures, PSI, HACs, and Hospital Readmission Reduction Program. All safety and quality initiatives enhanced data Management to monitor and improve quality of care while decreasing the cost of care.
- Led the organization to achieve #12 Leapfrog Hospital Safety Grades in a row!
- Initiated a partnership with American Association of Physician Leadership to bring physician leadership Courses on site since fall of 2013. Practitioners can obtain CME and credits qualifying them to obtain advanced degrees in certification of physician leadership or master's degrees.
- Developed a program selection of the first and present Chief Medical Information Officer (CMIO) and provided Administrative oversight to the CMIO who facilitated the initiatives to bring incorporate house-wide computerized physician order entry (CPOE) implementation and full Electronic Medical Record (EMR) for all clinical documentation.
- Administrative oversight and leadership to redesign and reprocess all clinical contracts including a system of performance review every year and maintaining fair market cost and keeping with all Stark and Anti-Trust requirements.
- Director of Medical Education with oversight of all student rotations (Medical Students, Physician Assistant students, Nurse Practitioner) students at Shore. Adjunct Professor Drexel University, Philadelphia, PA.

CAREER HIGHLIGHTS

- Board Certified Internal Medicine Physician with 20 years of reputable clinical practice, 1988-2008.
- Chief Medical Officer Role since 2008.
- Youngest and first woman Medical Staff President of a 600+ member medical staff, 1999-2000.
- Recognition by peers and election to medical staff leadership roles in multiple professional locations throughout clinical career including Chief of Staff, Chair positions of credentialing, quality, medical Executive and peer review committees.
- Participation including either full or Ex-Officio Membership of multiple Hospital Boards beginning in 1997 and presently.
- Teacher of medical students and residents and academic faculty roles in multiple states.

PROFESSIONAL EXPERIENCE

- **CHIEF MEDICAL OFFICER** Aspirus Wausau Hospital, Wausau, WI, 2008-2011.
- Aspirus Senior Leadership Council member and participant in setting the system strategic plan.
- Provision of Leadership and oversight of hospital's Quality, Performance Improvement and Safety Programs.
- Administrative oversight of the Hospitalist Program during implementation of a program management change.
- Facilitated initiatives for house-wide computerized physician order entry (CPOE) activation including a process for clinical order set management.
- Administrative oversight and support of the Family Medicine Residency Program facilitating initiatives to secure success of the program and accreditation.
- Institutional Review Board Signatory Officer promoting IRB and research value to the organization.
- Successfully led multidisciplinary teams and engaged medical staff leaders to achieve year after year improvement in core measures to the top 10th percentile in the nation.
- Implemented a restructure of the medical staff to enhance the effectiveness of leadership, governance and to facilitate decision making and physician input, 2009.
- Led the Medical Staff in Quality Improvement including improved the Ongoing Physician Practice Evaluation (OPPE) profile and performance data tracking by engaging medical staff leadership on meaningful data to reflect quality performance.
- Established and implemented a medical staff endorsed plan to hire a Chief Medical Director of Informatics.
- Facilitated and drafted numerous hospital and medical staff policies, led quality improvement initiatives such as Blood Conservation Team, Disclosure Policy team, and improved peer review processes.

GENERAL INTERNAL MEDICINE PRACTICE AND PHYSICIAN LEADERSHIP EXPERIENCE 1988-2008

MEDICAL GROUP FORT WAYNE d/b/a THE HEART CENTER MEDICAL GROUP, FORT WAYNE, IN 2006-2008

One of nine general internists in a multispecialty group of 70 physicians. Active medical staff memberships at Dupont Hospital, Lutheran Hospital and Rehabilitation Hospital, Fort Wayne, IN.

- Initial Medical Director of the Hospitalist Program in 2007.
- CPOE champion during house-wide preparation and activation; Hospitalist group was second group to activate.
- Vice President Medicine Department and member of the Medical Executive Committee.

- Quality and Experience Centric Committees, 2007. Multidisciplinary group that fostered initiatives adding value and improving process efficiencies of patient care such as successful implementation of kiosk patient registration for lab and x-ray.
- Elected to leave when taking position as Chief Medical Officer at Aspirus.

FORT WAYNE INTERNAL MEDICINE/PARKVIEW HEALTH SYSTEM, FORT WAYNE, IN 2003-2006

Successful full time outpatient clinic and inpatient practice in a three member general internal medicine group affiliated with Parkview Health System. Medical staff memberships at Parkview Hospital and Parkview North hospital.

- Chair of Credentials Committee Parkview Hospital (2001-2006); member Parkview System Quality Board (2001-2006) influencing and leading quality and safety initiatives for the medical and nursing staff including the establishment of the rapid response team utilizing the electronic ICU (eICU) robot.
- Group leader and hospital liaison organizing a rounding system to enable best efficiencies for inpatient and clinic patient care while securing trusted access for admissions and consultations for the ED and those practitioners no longer admitting to the hospital setting. (During the national period of time Pre-Hospitalist Movement)
- Elected to leave and seek an opportunity to facilitate the transition from clinical to administrative healthcare roles.

INDIANA REGIONAL MEDICAL CONSULTANTS P.C. d/b/a INDANA MEDICAL ASSOC., L.L.C. 1991-2003

Twelve years of full-time clinical practice in an evolving multispecialty group of 50, growing to 70 physicians. During this time was involved in progressive medical staff leadership roles, directorships and board positions in a highly competitive health care environment between a major not-for-profit and for-profit health systems. (Parkview Health System vs. Lutheran affiliated health care entities (the latter entity not for profit then acquired by Quorum then Community Health Systems).

- Youngest and First Woman President of the 600+ medical staff, to be nominated and elected at Parkview; prior to this role was chair of the medicine department and chair of the medicine department quality assurance and peer review.
- Initiated a project to enhance Nurse-Physician Communication “pre SBAR.” Fostered this culture change by calling town hall meetings with nursing staff and medical staff presentations. This initiative included development and distribution of educational videos, a communication tool for nursing and presentations at regional health care forums
- Chairperson of the Credentials Committee facilitating the enhancement and streamlining of the credentialing processes including application, appointment, reappointment, core privileging and cross specialty privileging. Accomplishments included establishment of midwife privileging via consensus meetings with OB/GYN and Family Medicine physicians. Cross specialty privileging for vascular procedures, neuroradiology, and OB U/S was also accomplished via consensus meetings of the stakeholders and the committee development.
- Restructure of the medical staff including the formation of executive committees for medicine and surgical divisions
- Active participant and a representative of Indiana Regional Medical Consultants during the merger of IRMC with Fort Wayne Cardiology, Inc. (1996-97) to establish Indiana Medical Associates, L.L.C. Merger strategies included improving economies of scale, leveraging patient populations and coordinating care processes that included both Hospital systems.
- Medical Directorship roles for a skilled care facility and Parkview Home Health Care (HHC). In the latter role, serving in a strategic and medical advisory capacity as well as being the liaison for HHC and community physicians to foster collaborative care and help assure regulatory compliance.
- Teacher of physical diagnosis for Indiana University medical students and proctor for family medicine and internal medicine student rotations both in the outpatient and inpatient settings.
- Member of multiple committees and boards that focused on early initiatives of hospital and physician integration such as member of the Board of Directors Parkview Physician Hospital Organization, (PPO) Inc., MSO Steering committee; Board of Directors Signature Care, Inc.
- Vice-Chair Parkview Hospital Board of Directors 1999; voting BOD member 1998-2000; Parkview System Quality Board member.

- Requested participant in the development discussions during the design phase and anticipated construction of a \$500 million dollar replacement tertiary facility on the future Parkview North Campus.
- Initiated and led regional quarterly officers meetings to enhance coordination of care and relationships with the Parkview system hospitals and physician leaders.

INTERNAL MEDICINE PRACTICE/DEKALB MEDICAL ARTS BUILDING, AUBURN, IN 1988-1991

Initial general internal medicine practice. Active medical staff privileges DeKalb Memorial Hospital, Auburn, IN. (100 bed facility.)

- Early involvement in medical staff leadership roles and elected Chief of Staff 1991.
- Chose to leave to pursue practice with a multispecialty group with affiliations to larger health systems and cultivate peer and collegial relations.

EDUCATION

University of Saint Francis, Fort Wayne, IN, 1977-1991 (now the University of Saint Francis)

Valedictorian, 1981

B.S Biological Sciences, 1981

Catherine Baker Sorrell Award for Academic and Athletic Achievement, 1978

Research in the serological detection of cancer, Indiana University/Purdue University Fort Wayne, IN, summer 1991

Indiana University School of Medicine, Indianapolis, IN, 1981-1985

M.D., May 1985

Graduated with Highest Distinction

Alpha Omega Alpha

Indiana University Medical School Faculty Alumni Fellowship Award, 1984

Janet M. Glasgow Memorial Achievement Citation, 1985

Indiana University School of Medicine, Indianapolis, IN, 1985-1988

Internal Medicine Residency

Geriatric Fellowship Achievement, American Board of Internal Medicine, 1994

TEACHING APPOINTMENTS AND ACADEMIC POSITIONS

Adjunct Professor Drexel University School of Medicine -presently

Wausau Family Medicine Residency Program preceptor and lecturer, 2008-2010, voluntary and occasional

Clinical Associate professor Indiana University, 2001-2008

Associate faculty University of Saint Francis, 2002-2008

Preceptor Fort Wayne Family Medicine Residency Program, 1993-2005; Honorable Mention Professor of the Year 1998

Preceptor Fort Wayne Medical Education Program for Sophomore Medical Students, 1991-1998

LICENSURES AND CERTIFICATIONS

New Jersey Medical License-Current

Wisconsin Medical License – Past

Indiana Medical License - Current

CDS NJ /DEA-Current

American Board of Internal Medicine # 120957, 1988 – Lifetime

American Board of Internal Medicine – Geriatrics # 120957, 1994

National Board of Medical Examiners I, II, III

PROFESSIONAL ASSOCIATIONS/COMMUNITY INVOLVEMENT

Board of Directors Saint Joseph Regional School 2017-current

Blood Center of Northern Wisconsin Board of Directors, 2011

Member, American College of Physician Executives (ACPE) now American Association of Physician Leadership

Achievement of all credits qualifying for acceptance to program to become Certified Physician Executive (CPE)

Fellow American College of Physicians (FACP)

State of Indiana American College of Physicians Council Representative, Area Code 260, 2003-2008
Wisconsin Medical Society; 2009-20011; sponsor United Way Marathon County and Wisconsin Political Action Campaign
Past member Indiana Medical Society, Fort Wayne/Allen County Medical Society and Indiana State Medical Association
Frequent participant in the State of Indiana Medical Review Panels as a requested expert reviewer to decide on malpractice cases during tenure in Indiana

HONORS and AWARDS

Valedictorian Saint Francis College 1981
Catherine Baker Sorrell Award for Academic and Athletic Achievement, 1978
Top Docs Fort Wayne Business Journal 2005 (voted by all Fort Wayne medical and hospital staff)
Distinguished Alumna of University of Saint Francis, 1996
Athletic Hall of Fame University of Saint Francis, 2002 induction
Best Doctors Journal Gazette, Fort Wayne, Indiana, 1992
The Surgical Chairman's Award Shore Medical Center 2020

PRESENTATIONS

Reality World Annual Awards Banquet –Provision of yearly Inspirational Talk for the Invocation since 2012 at request of CEO and COO
Senior Leadership Presenter for new Employees to Shore Medical Center providing Welcome, Review of Shore Medical Center Mission/Vision/Values, explanation of the role of CMO and presentation on what makes Shore a Best Place to Work and have your loved one seek Health Care.

(Others PROVIDED AT REQUEST)