

Raymond J. Higbea, PhD, FACHE
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Professional Experience

Grand Valley State University August 2014 - Present
College of Community and Public Service
School of Public, Nonprofit, and Health Administration
Grand Rapids, Michigan

Assistant Professor Health Administration

Teach (Health Administration & Service, Health Policy & Politics, & Financial Management of Health Service Organizations) and advise graduate health administration students. Conduct research on health related topics. Participate in community and university related service assignments and projects as appropriate.

Western Michigan University August 2009-August 2014
College of Arts and Sciences
School of Public Affairs and Administration
221 E. Walwood Hall
Kalamazoo Michigan 49008-5440

Assistant Professor

Taught courses in Organizational Theory and Behavior, Planning in Nonprofit Organizations, Strategic Planning in Health Care Organizations, Health Service Delivery, Administration of Health Services, Financial Management of HCOs, Management of Managed Care Organizations, Health Policy Analysis, and Evaluation in NPOs. Ad hoc member of MPA Committee; developed revised healthcare concentration curriculum. Participated as a member of the Business of Medicine workgroup.

Bronson Battle Creek July 2011-February 2013
300 North Avenue
Battle Creek, Michigan 49016

Manager, Research and Performance Excellence

Developed new department to ensure alignment of organizational strategies with organizational activities and performance; performance improvement program to ensure effectiveness and efficiency of processes; knowledge management that transforms data into information. CY 2012 achieved \$3.5 million in savings and revenue generation. Annually, throughout the past 10 years have achieved at minimum \$1 million in various revenue generation and process efficiency savings.

Battle Creek Health System October 2010-June 2011
300 North Avenue
Battle Creek, Michigan 49016

Interim Director, Emergency Department

Reorganized staffing to (1) decrease budgetary deficit from -12 FTEs to +3 FTEs, (2) implemented flexible staffing plan, and (3) implemented variant staffing plan to align anticipated daily volumes; resolved budgetary deficit (-19% to -.08%) and established new FY budget to

correct previous budgetary problems; established shared governance program; implemented and maintained multiple performance improvement projects; developed Senior ED concept; updated facilities equipment (all new stretchers, new ultrasound machine, additional phones, new desk chairs); developed business plan for ED intake renovation.

Battle Creek Health System

July 2008-June 2011

300 North Avenue

Battle Creek, Michigan 49016

Senior Operations Researcher and Research Consultant

Developed multiple Emergency Department, organizational, and community research and quality improvement projects, performed several hospital and community program evaluations, and consulted on senior nursing projects.

Battle Creek Health System

July 2004-July 2008

300 North Avenue

Battle Creek, Michigan 49016

Emergency Department Quality Coordinator/House Supervisor

Established quality control program, data management, JCAHO preparedness, develop charge system. Acted as house supervisor on nights and weekends including special assignments as directed by senior leadership – from December 2003 – March 2004 taught classes to prepare nursing staff for conversion from paper based to electronic documentation system.

CSS Healthcare

June 2004-July 2004

1145 28th Street, SE

Grand Rapids, Michigan 49508

RN – Supervision and Staff

Contingent clinical and supervisory staffing for area hospitals and internal management consulting for CSS.

Spectrum Health (Blodgett campus)

April 2003-June 2004

Grand Rapids, Michigan

Emergency Department Manager

Reported to the Emergency Department Director and was responsible for the daily operation of a 24 bed Emergency Department.

Vanguard Staffing

August 2000-April 2003

Grand Rapids, Michigan

Multiple contingent clinical and management positions.

SHANDS Jacksonville
Jacksonville, Florida

October 1999-August 2000

Nursing Systems Director

Reported to the Senior Vice President of Patient Care Services and was responsible for the post-merger maintenance and integration of nursing and allied health clinical management systems.

Methodist Medical Center
Jacksonville, Florida

April 1995-October 1999

Nursing Systems Director and Assistant to COO

Reported dually to the Vice President of Patient Care Services and COO and was responsible for the maintenance of nursing management systems, organizational administrative policies and various medical staff relations duties.

From July 1977-April 1995 worked in several nursing inpatient positions (med-surg, ED, post-CCU, SICU, and oncology) in three states and one teaching position.

Cornerstone University
1001 East Beltline NE
Grand Rapids, Michigan 49525

March 2007-July 2009

Adjunct Faculty – Professional and Graduate School

Taught multiple courses including Statistics Prerequisite, Quantitative Analysis, Qualitative and Quantitative Analysis, Introductory Economics, Managerial Economics, and Managerial Finance. I have written the Qualitative and Quantitative Analysis course for both on-ground and on-line courses, served on the MBA review committee, and provided peer review for several courses.

Professional Affiliations

American College of Healthcare Executives
American Society for Public Administration
American Economic Association
Healthcare Financial Management Association

Education

Doctor of Philosophy
Western Michigan University
Public Administration
Kalamazoo, Michigan

Bachelor of Science
Bob Jones University
Greenville, South Carolina

Master in Health Administration
University of North Florida
Jacksonville, Florida

Associate of Science
Regents College
Albany, New York

Certifications

Six Sigma Black Belt (2006 – completed in 10 days due to project already in progress)

Honors & Awards

Phi Alpha Phi (2015)

Publications

Profile of the Uninsured in Calhoun County – 2008 (white paper published locally by the Calhoun County Regional Health Alliance and updated annually beginning in 2010 – used for grant preparation, local health planning, and student papers).

Maximizing Reflexivity and Praxis by Recognizing and Counteracting the Constraints Imposed by Stimulus-Response Learning in Teaching Public Administration Volume 30 Issue 2, pages 133-148, September 2012 by Robert Peters & Raymond Higbea

Dentists' Partnership of Michigan's Calhoun County: A Care Model for Uninsured Populations in Health Affairs Volume 32, Issue 9, pages 1646-1651, September 2013 by Raymond Higbea, Charles Pulambo, Samantha Pearl, Mary Jo Byrne, and Jill Wise

Measuring Student Preferences for Stimulus-Response (Rote) Journal of Education and Learning, Vol. 3, Iss. 2, June 2014

Manuscripts in Progress

- Ethics Preparation of Healthcare Leaders (developing grant proposal)
- Correlation between the Ethic of Caring and Patient Outcomes
- Do Payment Models Inhibit the Ethic of Care?
- Why do People use the ED for Primary Care?

Pending Book Proposal

Book proposal pending with Health Administration Press on Understanding the policy process and How Health Care Executives can Influence the Policy Process

Private Contracts

- Kalamazoo Area Christian Retirement Association
 - Strategic alignment and benchmarking
 - General management consulting
 - Pennock Hospital
 - Development of Home Care & Hospice Performance Improvement Plan, Scorecard, and Benchmarks (completed)
 - Development of Emergency Department staffing plan
 - Community Healthcare Connections
 - WKKF Grant Evaluation
 - Calhoun County Department of Senior Services
 - Evaluation of Senior Mileage funded Dental Services
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Presentations

- January 2011 - International Conference on Health, Wellness, and Society – Dentists' Partnership of Calhoun County
 - October 2011 – Southwest Michigan Relationship Care Council – Future Healthcare Trends for Southwest Michigan
 - December 2011 – Michigan Dental Association - Calhoun County, Michigan Dentists' Partnership Program Description & Evaluation
 - December 2011 – WMU Evaluation Café Series – Access to Healthcare Services: Summative Evaluations of the Mobile Clinic of Calhoun County and Emergency Department case management
 - March 2012 - International Conference on Health, Wellness, and Society – One Year Summative Evaluation of Calhoun County Mobil Clinic
 - September 2012 – WMU Medical Humanities Conference – One Year Evaluation of Calhoun County Mobile Clinic
 - September 2013 – WMU Medical Humanities Conference – Calhoun County Pathways to Health Program
 - September 2014 – WMU Medical Humanities Conference – Comparative Case Study of Implementation of Medicare versus the ACA Health Exchange & Ethics of Teaching Health Policy
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Community Service

Regional Health Alliance of Calhoun County

- Access to Care Issue Action Group
- ACA Update Group
- Primary Care Work Group
- Dental Partnership Issue Action Group

The Coordinating Council of Calhoun County

- Annual Report Card
 - Author health care uninsured & access to healthcare section
- Participate in ad hoc groups as requested

Integrated Health Partners

- Member, Strategic Leadership Team
 - Use of ED for Primary Care Study Group
 - High Healthcare Utilization Study Group

Lowell Regional Health Alliance

- Member, LoWellness Steering Committee
- Member, Program Exploration Subcommittee

Kent County Health Department

- Member, Mental Health Access Workgroup

University & Professional Service

SPNHA

- Master of Health Administration Committee

Midwest Interprofessional Practice, Education, and Research Center (MIPERC)

- Service Learning Workgroup
- Research Subgroup

University Library Committee

- CCPS member

NASPAA Ethics Committee Executive Council

- Member

VP of Health

- MIS (Innovation) Grant Advisory Council