
JOSEPH TWANMOH, MD, MBA, FACEP, FAAEM

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EXPERIENCE

Practicing physician with over 20 years of leadership and management experience as a medical director, department chair and consultant turning around Emergency Departments, redesigning hospital processes, and improving patient flow. Nationally recognized speaker on topics related to emergency department crowding, patient flow, operations management, change management, leadership, and patient experience. Experienced coach for physician executives and clinical teams on patient flow and service delivery.

Business Management & Leadership Coaching

2018 to present

Providing business management skills and leadership coaching to physician executives and medical directors. Filling in the gaps that traditional leadership programs lack including the practical application of business theory and change management.

Senior Vice President, MS 2 (Medical Strategies and Medical Systems, LLC) 2013 to present

MS 2 is a healthcare consulting firm specializing in improving patient flow and change management strategy for hospital clients. Founded and run by physician consultants, MS2 helps clients eliminate emergency department overcrowding, shorten hospital length of stay through streamlining the admission and discharge process, and reduce hospital readmissions and unnecessary emergency department utilization. As senior VP, responsibilities include business strategy, new business development, and providing consulting services to clients.

Medical Director, Envision, Inc. and Chairman, Department of Emergency Medicine, St. Agnes Hospital, Baltimore, Maryland 2007 to 2013

St. Agnes Hospital, with the fourth busiest emergency department in the state, treating approximately 85,000 patients annually.

- **Led Lean Reengineering Teams**

- Patient Care Teams- Physicians and nurses working in geographic pods improving teamwork and communication

- Rapid Evaluation Unit – Utilizing advance practice providers in triage reducing ED overcrowding

- Triage Bypass/Direct to Bed – Redesign of front-end patient flow reducing time from arrival to provider and number of patients leaving prior to treatment

- Door to Balloon Team for Acute MI- In collaborated with Cardiology, improved median door to balloon time for acute myocardial infarction from 113 to 53 min.

- Increased ED patient volumes from 80,000 to 85,000 visits annually and increased ED hospital admissions by 14% resulting in a net increase in revenue of approximately \$15 M
- Reduced ambulance diversion from over 2200 hours annually to 398.
- Led High Utilizers Task Force to reduce ED visits and hospital readmissions by high use patients.
- Assisted with the development of a four hospital partnership to supply local EMS with EKG transmission capabilities
- Implemented complete electronic medical record including patient tracking, discharge instructions, computerized physician order entry, and on-line documentation
- Responsibilities include overall quality assurance and improvement, compliance with federal, state, joint commission requirements, personnel management for 45 physicians and 25 mid-level providers

**Assistant Professor, Department of Emergency Medicine,
University of Maryland School of Medicine and Independent Consultant** **2004 to 2007**

- Specializing in ED overcrowding and seeking innovative solutions to patient throughput and capacity maximization
- Presented to the National Association of Community Health Centers on *Retail Based Health Clinics as a Disruptive Innovation*
- Presented at the Urgent Matters 2005 Regional Conference: Perfecting Patient Flow, Proven Solutions to ED Crowding, Patient Care Teams, Poster Presentation, Atlanta Oct. 13-14, 2005, and Las Vegas Oct. 27-28, 2005
- Implemented Triage Bypass and team based care at client hospital emergency department, reducing door to physician time from 72 minutes to 17 minutes.

PhyAmerica Physician Services, Durham, North Carolina, **1994-2003**
Medical Director for the Upper Chesapeake contracts which included two emergency departments, two intensive care units, and one pediatric hospitalist service. In addition, served as Chairman of Emergency Medicine for Upper Chesapeake Health, Bel Air, Maryland.

- Involved with the design and development of a new hospital emergency department in 2000
- Developed the pediatric hospitalist program from the ground up
- Designed and implemented Urgent Care units in two emergency departments
- Designed and implemented Chest Pain Units in two emergency departments
- Combined ED volume grew from 42,000 visits annually to 85,000

EDUCATION AND TRAINING

Johns Hopkins Carey Business School, Baltimore, Maryland	MBA, December 2011
Lean Sigma Prescription for Healthcare Certification Center for Innovation in Quality Healthcare, Johns Hopkins Medicine	September 2010
Lean Healthcare Certification, University of Michigan School of Engineering	June 2007
Emergency Medicine Residency Program, Butterworth Hospital, Grand Rapids, Michigan	June 1986
Rutgers-Robert Wood Johnson Medical School, Piscataway, New Jersey,	M.D., May 1983
Tufts University, Medford, Massachusetts, B.S., <i>Summa Cum Laude</i> , <i>Phi Beta Kappa</i> ,	May 1979

Professional Organizations

Maryland Chapter, American College of Emergency Medicine
President, 2009-2011; Board of Directors 1999 to 2013

Fellow, American College of Emergency Medicine
Member of Practice Management and Health Policy Committee, 2011 to present

Fellow, American Academy of Emergency Medicine
Chair, Operations Management Committee, 2016 to 2018
Course Director and Faculty, ED Management Solutions Conference,
Austin, Texas, Sept. 6-7, 2018

American Association for Physician Leadership
American College of Healthcare Executives

PRESENTATIONS

- “The ESI 3 ED: Addressing the changing emergency department population,” American Academy of Emergency Medicine Scientific Assembly, Las Vegas, Nevada, March 12, 2019
- “Let It Flow: Eliminating Bottlenecks in the Emergency Department”, ED Management Solutions Conference, American Academy of Emergency Medicine, Austin, Texas, September 6-7, 2018
- “All You Need to Know About Lean”, ED Management Solutions Conference, American Academy of Emergency Medicine, Austin, Texas, September 6-7, 2018
- “Do You Have the Right Intake System”, ED Management Solutions Conference, American Academy of Emergency Medicine, Austin, Texas, September 6-7, 2018
- “Making it Happen! Change Management”, ED Management Solutions Conference, American Academy of Emergency Medicine, Austin, Texas, September 6-7, 2018

- “Let It Flow: Eliminating Bottlenecks in the Emergency Department”, American Academy of Emergency Medicine Scientific Assembly, San Diego, California, April 11, 2018
- “Let It Flow: Eliminating Bottlenecks in the Emergency Department”, Windsor Regional Hospital Grand Rounds, Windsor, Ontario, Canada, February 20, 2018
- “Getting the Results You Want”, New Jersey Chapter, American College of Healthcare Executives, Atlantic City, New Jersey, September 13, 2017
- “Do You Have the Right Intake System”, American Academy of Emergency Medicine Scientific Assembly, Orlando, Florida, March 19, 2017
- “Getting People to Change: A Change Management Checklist”, American Academy of Emergency Medicine Scientific Assembly, Orlando, Florida, March 19, 2017
- “ED Patient Flow Models”, New Jersey Chapter, American College of Healthcare Executives, Atlantic City, New Jersey, September 21, 2016
- “Myths and Barriers to ED Patient Flow”, New Jersey Chapter, American College of Healthcare Executives, Atlantic City, New Jersey, September 30, 2015
- “Turning Function into Form: The ESI 3 ED,” The Center for Healthcare Design, San Francisco, California, June 18, 2015
- “Why Lean Won’t Fix Healthcare and What You Need for Transformational Change,” EmCare 28th Annual Leadership Conference, Orlando, Florida, March 31, 2015
- “Myths and Barriers to Optimizing ED Patient Flow,” Urgent Matters Webinar, George Washington School of Medicine and Health Sciences, Part I- Jan 13, 2015, Part II- March 17, 2015
- “Operational Excellence: Translating What We Have Learned,” American Academy of Emergency Medicine Scientific Assembly, Focus Group Session, Austin, Texas, March 1, 2015
- “Direct to Bed and Other Myths: Barrier to Patient Flow,” EmCare 27th Annual Leadership Conference, Las Vegas, Nevada, April 24, 2014

PUBLICATIONS

1. Twanmoh JR. Measuring the Opportunity Loss of Time Spent Boarding Admitted Patients in the Emergency Department: A Multihospital Analysis. J. Healthcare Management. 2009;54(2):117-124.
2. Twanmoh JR. Low patient satisfaction scores: the five stages of response. Physician Executive. 2006;32(5):28-31. Epub 2006/09/30.
3. Twanmoh JR, Cunningham GP. When overcrowding paralyzes an emergency department. Manag Care. 2006;15(6):54-9. Epub 2006/07/15.
4. Twanmoh JR. Triage Bypass to Improve Door-to-Bed Times. Urgent Matters E-Newsletter. 2005;(2)5.

References and full curriculum vitae available upon request