

MATTHEW R. FOSTER, MD, MMM

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Accomplished, collaborative, experienced, humble, servant leader with a proven record of clinical leadership, operational experience, team building, leading transformational change and delivering high quality patient centered care in complex multi-site health systems.

Professional Experience

Interim Chief Medical Officer

March-May 2024

Johnson Health Center, Lynchburg, VA

The only federally qualified health center in Lynchburg, I will be serving a temporary 90 day role to helping to stabilize and support the mission of this vital non-profit community health organization assuring access to health care for all.

Senior Vice President, Chief Physician Executive

June 2021- Nov 2023

Centra Health, Lynchburg, VA

Responsible for clinical integration, service line development and associated strategic execution; reporting directly to the CEO. Oversee the integration of coordinated care delivery and development of a novel physician led dyad service line structure. Ensure clinical excellence and organizational alignment to drive value for Centra Health, a 550+ bed independent health system based in Lynchburg, Virginia. The Centra Health System includes four hospitals, a long-term acute care hospital, a regional standalone emergency department, Centra Alan B. Pearson Regional Cancer Center, Centra College of Nursing, and Piedmont Community Health Plan, Inc.

In addition to leading system service line development, with over 1000 people reporting up to me, I had operational oversight and direct responsibility for six of nine service lines; Oncology, Orthopedics, The Heart and Vascular Institute (this includes cardiology, cardiothoracic and vascular surgery, bariatrics, endocrinology, and wound care), Neurosciences, Surgical Services and Anesthesia, and Acute Care Services, (including the Emergency Department, Specialty Medicine, Critical Care, Physical Medicine/Acute Rehab and Hospitalists). Accomplishments include:

- Leading efforts to maximize operating room efficiency and enhance surgical services quality; improved physician and nursing engagement; re-designed the peri-operative services governance structure and gained Board of Directors support for future operating room expansion and peri-operative services strategic plan.
- Leading design and development of a hybrid operating room for vascular procedures.
- Leading negotiation and successful execution of physician employment agreements for Anesthesia, General and Vascular Surgery, Neurosurgery and Cardiology, as well as new Orthopedics and Hospitalist PSAs; net savings over 4.5 million.
- Expanding robotic surgical services by adding two new surgical robots.
- Leading Centra's work to be certified as a thrombectomy-capable stroke center by The Joint Commission.
- Opening the first Emergency Psychiatric Assessment, Treatment and Healing (EmPath) unit in Virginia.
- Developing and operationalized tele-triage in the emergency department of Lynchburg General Hospital.
- Restructuring Emergency Services, the hospitalist group and critical care to form the Acute Care Service Line, led by the CMO who reported up to me.
- Leading the design and development of a 125,000 sq ft medical office building and ambulatory surgery center.
- Leading Service Line Strategic Development fostering system aligned service line strategic planning.
- Reorganizing the physician enterprise into nine service lines based on a dyad leadership model.
- Leading Centra Health's provider workforce assessment.

- Using lean design principles, helping lead design of a new Emergency Department at Centra’s main campus.
- Negotiating a master clinical affiliation agreement between Centra Health and The University of Virginia.
- Helping to restructure and stabilize the Centra Medical Group (CMG); an integrated network comprised of 530+ physicians and advanced practice providers; CMG earned recognition from the American Medical Association as a Joy in Medicine™. One of only 72 health systems nationwide to be given this distinction.
- CMS Five star rating for Lynchburg General and Virginia Baptist Hospital (2023).
- Helping lead Centra from a Leapfrog “D” to Leapfrog “A” (two hospitals) and Leapfrog “B” two hospitals in 2023.

Medical Director, Cancer Service Line

Nov 2017- May 2021

Alan B. Pearson Regional Cancer Center

Centra Health, Lynchburg, VA

Led Centra’s multidisciplinary cancer program. Wrote the initial draft of the service line charter and helped develop and implement the oncology service line, integrating both employed and independent providers. Worked closely with my administrative dyad partner, collaborating on all major strategic and operational decisions affecting the cancer center and cancer service line and together led successful negotiations of the medical oncology professional services agreement. This collaboration served as the model for future service line dyad leadership structures. Accomplishments include:

- Leveraged Centra’s 340b status to explore biosimilars for cancer treatment leading to savings in excess of one million dollars in the first year alone.
- Fostered the development of community based clinical trials in collaboration with Virginia Commonwealth University and The University of Virginia.
- Led the Cancer Center team and physicians through the COVID-19 pandemic; ensuring uninterrupted continuity of cancer diagnosis and treatment.
- Opened the first COVID-19 vaccine clinic for cancer patients in the Cancer Center at Centra Health.
- Created a new rapid outpatient blood draw station for cancer patients which due to the positive improvement in patient experience continued even after the end of the pandemic.

Associate Medical Director Alan B. Pearson Regional Cancer Center

Centra Health, Lynchburg, VA

2009-2017

Led the cancer program through leadership transitions and worked closely with radiation oncology and medical oncology towards the development of a unified cancer service line.

Pathologist, Pathology Consultants of Central Virginia

July 2002-May 2021

Lynchburg, VA

Full partner and owner in this private practice group, with 7 pathologists and 37 employees. In addition to administrative responsibilities at Centra health, I worked full time providing anatomic and clinical pathology services for Centra Health, Inc. and the surrounding community.

Medical Director, Hematology Laboratory

2005-2011

Centra Health, Lynchburg, VA

Lynchburg General Hospital & Virginia Baptist Hospital

Successful projects include validation and update of pediatric hematology reference ranges, evaluation, purchase and validation of new high throughput automated hematology analyzers and the implementation of auto verification.

Enterprise Health Care Leadership

Member, Centra Health Board of Directors

2019-2021

The Centra Health Board of Directors, is the governing body for Centra Health, a four-hospital system based in Lynchburg Virginia.

Member, Centra Health Finance Committee

2018-2021

Subcommittee of the Board of Directors with fiduciary responsibility for Centra Health, Inc.

Chairman, Centra Clinical Council

2021

Charged with ensuring quality and safety for Centra Health, this Sub Committee of the Board of Directors holds senior management accountable for quality outcomes, reviews all serious safety events and governs medical staff credentialing.

Member, Centra Clinical Council

2014-2016, 2019-2023

Served as a physician representative when this council first started and then as a member of the board of directors, later serving as chair and then as a member of senior management.

Co-Chair, iCARE Revenue Cycle Committee

2019-2020

Charged with reviewing Revenue Cycle and opportunities for financial improvement after the introduction of a new EMR (Cerner).

Chairman, Cancer Committee

2005-2021

Centra Health, Lynchburg, VA

I led the effort to transform a program which was close to losing accreditation in 2005 to one which was awarded the outstanding achievement award by the Commission on Cancer.

- Designed, developed, and drafted the initial guiding documents for the Centra Cancer Patient Support Fund which now has over \$1 million dollars dedicated to helping cancer patients in Central Virginia.
- Developed and led the integration and growth of multidisciplinary care at Centra evolving from separate independent practices and sites of service to a comprehensive multidisciplinary community cancer center.
- Worked collaboratively across disciplines of care to increase participation in, and the numbers of, site-specific tumor boards offered at Centra requiring coordination and management across specialties and divisions.
- Assured compliance with standards set by the American College of Surgeons, Commission on Cancer and oversee accreditation by the National Accreditation Program for Breast Centers.
- Improved the quality of cancer registry data and streamlined the process for cancer staging, receiving commendation for no error rates on data submission to the National Cancer Data Bank.

Executive Committee, Alan B. Pearson Cancer Center

2009-2023

What began as a way to bring radiation oncology and medical oncology together evolved into a robust cancer leadership team overseeing strategy, operations and quality initiatives for the Cancer Service Line.

Cancer Patient Support Fund

2007-2023

I led the effort to establish this fund in 2007 which continues to provide immediate help to cancer patients at the time of their clinic visit, helping to ease the burden for patients facing a cancer diagnosis. This fund also supports efforts which enhance the patient experience at the cancer center and enables community and staff education. This fund enjoys broad community support and to date organizations and people in our community have donated over 1 million dollars to support the fund's mission.

Member, Surgery Center of Lynchburg Board of Directors

2022- 2023

The only ambulatory surgery center in Lynchburg it has operated as a 50/50 joint venture between physician owners and Centra health since 1999.

Medical Specialty Leadership

Federal and State Affairs Committee

College of American Pathologists

Chair

2023-present

Vice Chair

2019-2022

Chair, Federal Affairs Subcommittee

2019-2022

Member

2015-2018

This national leadership committee is charged with identifying federal and state legislative and regulatory issues that impact pathology, including advocacy strategies that advance the public policy interests of pathologists; and to improve the effectiveness of the CAP's federal and state advocacy efforts, including implementation of advocacy training programs and recruitment of pathologists for grassroots efforts. I am comfortable speaking with legislators and their staff, having made many trips to Washington, DC in my role as a health care advocate.

President, Virginia Society for Pathologists

2017-2019

Transformed society management by engaging a professional association management firm. VSP piloted this approach which other state societies have subsequently adopted. I led state legislative advocacy and championed efforts with Anthem BC/BS regarding valuation of pathology and laboratory services. Planned and led the society annual meeting. Achieved and maintained a sustainable organization with positive net revenue.

Member, Council on Government and Professional Affairs

2020-present

College of American Pathologists

This national governing body is charged with identifying current and emerging issues in the legislative, regulatory and private sector arenas that could impact the practice of pathology; develops policies and strategies to positively influence these issues to benefit patients and pathologists; and implements these policies and strategies by educating members, conducting advocacy programs and maintaining liaison with health-related organizations.

Co-Chair, Council of Scientific Affairs

2022-2023

Conception Guidance Document Project Team

College of American Pathologists

Led the development of guiding principles and policies for the College of American Pathologists regarding products of conception in the wake of the supreme court's Dobbs decision.

<https://www.cap.org/member-resources/articles/products-of-conception-guidance>

Professionalism and Ethics Project Team

Nov 2021-Feb 2022

College of American Pathologists

Part of the initial working group that resulted in the CAP creating a standing committee charged with providing advice, counseling, and education on ethics and professionalism issues to the Board of Governors, Councils, Committees, and to CAP members to help identify and clarify ethical and professionalism issues that impact pathology and pathologists and to assist in providing education on ethics and professionalism topics for residents and practicing pathologists in all areas of anatomic and clinical pathology.

Artificial Intelligence, Government and Regulatory Affairs Project Team

College of American Pathologists

Aug 2023-present

Advisory Support for the Artificial Intelligence (AI) Committee which serves as a focal point for Artificial Intelligence and Machine Learning (AI and ML) related inquiries and activities for the CAP from internal and external sources and to serve as a coordinating and triaging body for internal AI and ML cross-council priorities.

Policy Roundtable Subcommittee

Jan 2023-present

College of American Pathologists

Composed of committee chairs and leadership that reviews and recommends revisions of official CAP positions on related healthcare policy

State Pathology Society Project Team

Mar 2018-Oct 2023

College of American Pathologists

A working group charged with organizing and supporting existing and emerging state pathology societies. Developed and supported virtual society meetings during the COVID global pandemic ensuring sustainability and continuity of annual meetings.

Diffuse Gliomas Working Group Advisory Panel

2017-2020

College of American Pathologists

This panel was convened to develop the first clinical practice guidance for diffuse glioma molecular testing. I was a member of a group who helped develop, review and comment on the final recommendations; working with experts from the American Society of Clinical Oncology, the Society for Neuro-Oncology, the American Association of Neuropathologists and the Association for Molecular Pathology.

American Cancer Society

June 2011

Southeast Regional Cancer Center Directors Meeting

As an early champion of cancer survivorship programs. I presented the Centra experience at the American Cancer Society Southeast Regional Cancer Center Directors meeting and the West Virginia Society for Oncology annual meeting. Hosted oncology leaders from West Virginia who toured our cancer center on two separate occasions.

Education

Masters in Medical Management (M.M.M.) Carnegie Mellon University, Pittsburg, PA	2018-2020
Cytopathology Fellowship Medical College of Virginia, Richmond, VA	2001-2002
Surgical Pathology Fellowship Vanderbilt University, Nashville, TN	2000-2001
Residency: Anatomic & Clinical Pathology Vanderbilt University, Nashville, TN	1996-2000
Medical Doctor (M.D.) University of North Carolina at Chapel Hill, Chapel Hill, NC	1992-1996
Bachelor of Arts, History (B.A.) Davidson College, Davidson, NC	1988-1992
Negotiation Essentials Online The Program on Negotiation at Harvard Law School	Nov 2023

Board Certifications and Licensure

Anatomic and Clinical Pathology	Certification: September 21, 2001
Cytopathology	Certification: November 12, 2002
Virginia Medical License	#0101232172

Speaking Engagements

Negotiation 101: Cutting Deals Not Freezes, From Specimens to Solutions

An introduction to negotiation. I created, designed and taught this course for pathologists at the College of American Pathologists Annual Meeting. Chicago, October 2023.

Economic Outlook of Health Care and Pathology Advocacy

Grand Rounds, University of Virginia Department of Pathology. February 2023.

University of Virginia's Pathology Resident Teaching Conference

Frequent invited speaker, including introduction to negotiation; view from the c-suite; private practice pathology. Recurring: 2023, 2022 and previous.

Building a State Pathology Society and the Importance of Advocacy

College of American Pathologists Annual Meeting. Chicago, October 2018.

Cancer Survivorship: The Lynchburg Experience, Hurdles faced and Lessons Learned

American Cancer Society Regional Cancer Center Directors Retreat, University of Maryland. June 2011.

Cancer Survivorship: A Community Cancer Center's Experience

West Virginia Oncology Society, West Virginia University. October 2011.

Publications

Volk, E, Auerbach A, Foster MR, Parkash V. "Products of Conception Guidance". College of American Pathologists website publication. Aug 30, 2023.

Foster, MR. "A pathologist's observations about in-office AP labs". CAP Today, Sept 2013, page 52.

Foster MR, Harris L, Biesemier KW. Large format histology may aid in the detection of unsuspected pathologic findings of potential clinical significance: a prospective multiyear single institution study. Int J Breast Cancer. 2012.

Foster MR, Johnson JE, Olson SJ, Allred DC. Immunohistochemical analysis of nuclear versus cytoplasmic staining of WT1 in malignant mesotheliomas and primary pulmonary adenocarcinomas. Arch Pathol Lab Med. 2001;125(10):1316-1320.

Burstain JM, Brecher ME, Workman K, Foster M, Faber GH, Mair D. Rapid identification of bacterially contaminated platelets using reagent strips: glucose and pH analysis as markers of bacterial metabolism. Transfusion. 1997;37(3):255-258.

Professional Areas of Interest

Delivery of comprehensive cancer care in a community setting
Legislative and advocacy issues in Healthcare
Health care quality and safety
Strategic planning
Negotiation
Operations management
Physician engagement and leadership development
Breast pathology
FNA and Cytopathology

Community Leadership

First Presbyterian Church, Lynchburg, VA.

Elder and Deacon

Chair, Christian Education Committee

Chair, Building committee

Member, Associate Pastor Nominating Committee

Adult Sunday School teacher

United Way of Central Virginia, Community Ambassador 2023

Eagle Scout

Professional Organizations

American Association of Physician Leadership

College of American Pathologists

Medical Society of Virginia

Virginia Society for Pathology