

## EXECUTIVE SUMMARY

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System Executive and Service Line Administrator offering 16 years' experience creating and implementing powerful strategic initiatives for clinical services growth. Currently serve as Executive Vice President, Chief Strategy & Growth Officer at Health First, Inc. Former Hospital President for a 126-bed acute care facility and Orthopedic Service Line Executive across multiple campuses. Significant emerging clinical program development experience. Facilitator of successful physician and hospital joint ventures.

Creative and successful leader, communicator, consensus builder able to work effectively within matrix structures. Deftly navigate interface between hospitals and medical group practices for collaboration. Former U.S. Army Ranger who elevates teamwork as a key management tool. Achieve SUSTAINABLE business results by focusing intently on 1) strategic planning for measured, step-by-step acquisition of new resources and 2) thorough execution to ensure successful "digestion" of new physicians and services. MBA. Core strengths include:

- Clinical Program Development
- Service Line Development
- Clinical Services Quality
- Patient Satisfaction
- Patient & Employee Safety
- Physician Relations & Recruitment
- Physician Joint Venture Development
- Facilities Planning
- Technology Implementation
- Supply Management & Negotiation

## PROFESSIONAL EXPERIENCE

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### HEALTH FIRST, INC., Rockledge, FL

February 2012 – Present

*Health First, Inc. consists of four not-for-profit hospitals in Brevard County on Florida's Space Coast. Other services include outpatient centers; the county's only trauma center, homecare, hospice, private duty; specialized programs for cancer, diabetes, heart, stroke, and rehabilitative services; central Brevard's largest medical group; three fitness centers; and Medicare Advantage, commercial POS, and commercial HMO health plans. Working together in a seamless system, Health First is devoted to integrating quality healthcare services with state-of-the-art technology.*

*Executive Vice President, Chief Strategy & Growth Officer – Health First, Inc.*

Leads the System Executive Leadership team in the development of the strategic plan for Health First and for each entity within the organization. Responsible for service line development and the outpatient and wellness division. Develop and implement growth plans and strategies in all areas of responsibility to grow market share and increase revenues and operating income. Develop systems and processes for clinical services including Heart, Ortho, Neuro, and Spine. Responsible for achieving all relevant service line goals with respect to growth/volume, quality physician engagement and aligned physician volume growth.

### SSM HEALTHCARE, St. Louis, MO

February 2009 – January 2012

*Nation's first Malcolm Baldrige National Quality Award healthcare recipient – SSM Healthcare is one of the nation's largest Catholic healthcare systems, with 17 facilities located across four states. SSM Healthcare is recognized nationally for quality, safety, and innovation as a provider of exceptional healthcare services. SSM Healthcare St. Louis is a coordinated, distributed, network of facilities providing healthcare services via five adult, one pediatric, and one behavioral health facility.*

*President – SSM St. Joseph Hospital West*

*Network Executive – SSM Orthopedics – St. Louis*

President of a 126 bed acute care facility and service line executive for orthopedics across five St. Louis adult hospitals. Responsible for facility quality metrics, patient satisfaction, patient & employee safety, employee engagement, physician engagement, and fulfillment of growth & financial goals. Lead a team of facility and service line directors for implementation of the organization's business plan. Participate in annual facility and service line strategic planning, budgeting, and capital submission activities. Engage with the community as a partner for the betterment of the local area and as a community resource.

#### *Hospital Accomplishments*

- Exceptional Financial Performance – increase in facility annual operating margin from \$3.5 million in 2009 to \$12 million in 2011.
- Exceptional Commitment – raised employee engagement from the 28<sup>th</sup> percentile in 2009, to the 92<sup>nd</sup> percentile in 2011.
- Exceptional Patient Care – increased satisfaction scores over prior year for inpatient, outpatient, emergency, and surgical services.
- Exceptional Patient Care – improvement of all clinical core measures for the facility from prior year, with all scores exceeding 96%.

- Exceptional Patient Safety – decrease of hospital acquired conditions, medication errors, and patients' falls from previous year.
- Healthcare Information and Management Systems Society (HIMSS) 2009 award recipient as a Top U.S. hospital for electronic health records management. Hospital West was one of only 42 hospitals nationally to receive the award.
- Participant with SSM Healthcare St. Louis as a "Best Place to Work" for 2010 and 2011 by the St. Louis Business Journal.

### **Professional Experience Continued**

#### *Service Line Accomplishments*

- Led the recruitment and employment of 14 orthopedic surgeons across three facilities, increasing annual margins by \$3 million.
- Renegotiated orthopedic trauma, and hip & knee joint implant contracts in conjunction with physicians by reducing the number of contracted vendors, which produces an annual \$2.8 million savings across SSM Healthcare St. Louis.
- Creation of a 10 physician, multi-campus, Orthopedic Technology & Assessment Committee for supply and innovation leadership.
- Facilitated the development of the Joint Replacement Center at DePaul Health Center brand and marketing strategy.
- SSM Joint Replacement Center at DePaul Health Center - Only Missouri Hospital to achieve Joint Commission Disease Specific Care Certification for Hip and Knee Replacement - Achieved October 2009, and Re-Certified in 2011.
- Directed significant orthopedic physician alignment across five campuses via medical directorships & co-management agreements.

#### **HCA WEST FLORIDA DIVISION, Tampa Bay, FL**

**March 2006 – February 2009**

*Nation's largest hospital organization – The West Florida Division of HCA represents 16 adult acute care facilities located in Western / Central Florida region, with cardiovascular services contributing \$90+ million in annual operating margin. Services are provided predominately through eight full service adult cardiovascular centers, which perform annually greater than 3,000 cardiac surgeries, 10,000 percutaneous coronary interventions, and 50,000 catheter procedures.*

#### *Corporate Vice President – Cardiovascular Services*

Senior Division Executive for cardiovascular services leading the strategic planning, resource allocation, and execution of the organization's most profitable product line. Initiatives included: physician alignment, new clinical program implementation, quality improvement, service line organizational structures, joint ventures, operations efficiency, campus development, equipment purchases, managed care relations, national cardiovascular registries, national cardiovascular accreditations, and sales & marketing plans. Led a team of 16 cardiovascular hospital and network Directors / Vice-Presidents across the Western / Central Florida region.

#### *Strategic Clinical Program Development*

- Responsible for the System's cardiovascular strategic planning process involving 16 facilities and various ancillary affiliates.
- Implementation of cardiology, peripheral vascular, atrial fibrillation, valve repair, and heart failure programs at various locations.
- Created regional clinical Center of Excellences for specific procedures – with coordinated referrals from sibling facilities.
- Collaborated with physicians and hospital administrations in the design, creation, and execution of clinical strategic plans.

#### *Physician Recruitment & Joint Ventures*

- Employed interventional cardiologists and electrophysiologist for specific transcatheter valve and complex ablation programs.
- Developed and implemented three outpatient block lease catherization labs for cardiologists and vascular surgeon partnering.

#### *Technology & Equipment*

- Implementation of four 64 slice CT imaging units at regional facilities as a cardiovascular product line initiative.
- Led installation for integrated digital catherization, echo, and EP lab environments for six facilities within the System.
- Created a common cardiovascular clinical quality information system across eight individual facilities with a System dashboard.

#### **ORTHOCAROLINA, PA, Charlotte, NC**

**March 2005 – March 2006**

*January 2005 merger between two of the Nation's premier orthopedic physician practices, creating the second largest Orthopedic Group Practice in the United States. The multi-specialty practice provides orthopedic, physiatrist, and occupational medicine physician services. Organization provides services through 16 offices in the greater Charlotte, NC region, and includes academic integration with nationally recognized health system. In addition to orthopedics, patient care services include – physical therapy, MRI, radiology, and retail DME.*

*Chief Operating Officer*

Operations Executive for an 85+ provider private musculoskeletal group practice. Led 400+ staff members through seven direct reports generating \$100+ million in annual revenue. Administered a \$65 million annual operations budget and \$10 million capital budget. Directed all corporate ancillary operations equaling 25% of total revenues. Scope of the operations included:

- 16 offices servicing 20,000+ patients per month for physician consultations
- Physical therapy operations servicing 11,000+ patient visits per month
- Centralized scheduling for 30,000+ patient appointments per month
- 23 radiology units processing 185,000+ annual images
- 3 MRI units processing 13,000+ annual images

*Organizational strategy*

- Administrative member of the eight physician Executive Committee, which was tasked with developing the organization's global strategic plan. Planning included market analysis of population growth, demographic changes, and creation of specific musculoskeletal centers and services to increase market share and provide overall revenue growth and profits.
- Coordinated facility planning strategic initiatives with physicians and health systems for operational implementation.

*Operations initiatives*

- Administrative chair for the 10 physician Operations Committee, responsible for the merging and advancement of the organization's operations to include the development and enhancement of existing clinical services.
- Development of sub-specialty centers for consolidated services, economies of scale, and strategic marketing initiatives.

**Professional Experience Continued****CARDIAC SURGICAL ASSOCIATES, LLP, Tampa Bay, FL****June 1998 – March 2005**

*Multi-specialty practice providing cardiac, vascular, and thoracic surgery to pediatric / adult patients and adult pulmonary / critical care services. Group performed 3,000 annual surgical procedures through six hospitals out of five offices, serving a market of 3.5 million people. Practice ranked in top 10% in nation for volume by a group with equally high ranking clinical outcomes.*

*Vice President, Administrator*

Chief administrator and equity partner of an 18-physician medical group. Responsible for all strategic planning, operations, and hospital relations of the practice. Managed 75 staff through five direct reports. Co-administered a \$10 million budget. Formulated and led business development initiatives. As practice's business partner, was accountable for the organization's full P&L of \$20+ million annual revenue.

- Developed and implemented a comprehensive diversification strategy that extended organizational reach to encompass nine new physician hires and three major initiatives: a perfusion subsidiary, a vascular surgery division, and an offshore insurance company.
- Increased revenue, cut costs, and increased profits despite an industry decline in insurance payments of 18% over four years.

**TRAUMA CARE & CUSTOMMED SOLUTIONS, Boulder, CO****June 1996 – June 1998***Chief Operating Officer*

Managed a healthcare network of musculoskeletal providers for the casualty industry. Directed accounting, operations, finance, human resources, and marketing functions. Contracted with local and national insurers for leasing of the physician network.

- Grew network to 1,800 credentialed providers with facilities across the state. Leveraged new "reciprocal benefits" contracts.
- Generated additional revenue by instituting cost-effective subsidiary services via non-traditional alternative medicine networks.
- Raised \$250,000 capital from outside sources to launch a software company, and transitioned both startups to a venture capitalist.

## EDUCATION, MILITARY EXPERIENCE, AFFILIATIONS & PRESENTATIONS

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University of South Florida, Tampa, FL  
**Master of Business Administration** 2001

Coastal Carolina University, Conway, SC  
**Bachelor of Science in Business Administration: Major in Accounting** 1996

U.S. Army Ranger School: Graduate of internationally recognized leadership development and training program 1991

U.S. Army, USA / Europe, Sergeant (P), Airborne Infantry 1989 – 1993

### **Boards, Committees and Professional Affiliations**

- Volunteers in Medicine – Lake Saint Louis, Board Member (2010 – Present)
- Lake Saint Louis Ambassadors, Board Member (2010 – Present)
- First Step Back Home, Wentzville, Board Member (2009 – Present)
- Tampa Bay Heart Foundation, Board Member (2003 – 2009)
- University of South Florida – College of Business, Social Responsibility & Corporate Reporting Board Member (2003 – 2005)
- HCA Northside Hospital & Heart Institute, Heart Council Board & Executive Committee (2002 – 2005)
- American College of Healthcare Executives, Member, (2002 – Present)

### **Professional Presentations**

Society of Thoracic Surgeons – 47<sup>th</sup> Annual Conference, San Diego, CA – *“Health System Alignment Stage III: Post Integration and Renegotiation”* (2011)

Medical Group Management Association – Cardiovascular Assembly, Chicago, IL – *“Health System Alignment – Life after the Deal”* (2010)

Society of Thoracic Surgeons – 44<sup>th</sup> Annual Conference, Ft. Lauderdale, FL – *“How to Make Your Hospital Your Friend not Foe: Mutual Goals for Growth and Business Development”* (2008)

Hospital & Physician Relations – An Executive Summit, Phoenix, AZ – *“The Transformation of Northside Hospital’s Cardiovascular Program to – The Tampa Bay Heart Institute”* (2007)

Society of Thoracic Surgeons – 43<sup>rd</sup> Annual Conference, San Diego, CA – *“Successful Cardiothoracic Practice Models; Partnering with Hospitals for Success”* (2007)

Florida Society of Thoracic & Cardiovascular Surgeons – 36<sup>th</sup> Annual Conference, Palm Beach, FL – *“Efficiencies in Coding, Billing and Collecting for Cardiac Surgery – A Cultural Approach”* (2003)