



Westwind Advisors LLC

C. Barry Dykes Professional Biography



C. Barry Dykes is a highly skilled health care executive with more than 40 years of successful leadership experience. He has served as a CEO for more than 25 of those years in a variety of health systems and other organizations. He presently provides consulting services (primarily to health care clients) and teaches management and economics courses at Coastal Carolina University. His career has spanned five states, all with very competitive and well-developed health care markets, including Pennsylvania, New Jersey, Massachusetts, Delaware and California. His experience includes major teaching hospitals, faith-based hospitals, nonprofit, independent, investor-owned and system-owned organizations. Most of his assignments have required significant financial, cultural and quality turnarounds.

Dykes' expertise includes strategy development, business growth, customer relations, operational excellence and leadership development. He has served as the CEO of both a newly acquired hospital and as the CEO of a hospital being divested. He has, in conjunction with physician and board leadership, developed and implemented successful strategic and business plans in each of the markets in which he has served. The implementation of these plans has not only resulted in substantial quality, cultural and service improvements but also in rapid growth for those organizations, including annual revenue growth of up to 15 percent (and up to 100 percent in key product lines), recruitment of numerous physicians and the implementation of many new services. Dykes provided strategic consulting assistance to a variety of business clients including hospitals, Visiting Nurse Associations (VNA's), health care investment groups, physician practices, entrepreneurs, law firms and others.

Dykes has a track record of working collaboratively to achieve win-win outcomes. This includes collaborating with large hospital-employed physician groups, independent groups and individual practitioners. Outcomes have included such initiatives as restructuring processes, development of joint ventures, development of physician support services, improved managed care contracting, practice development, aggressive physician recruitment and the development of new programs.

Hospitals he led have achieved significant improvements in lengths of stay, quality outcomes and financial performance. Dykes has achieved core measure results in the top quartile of all hospitals. Hospitals under his leadership have also received recognition as Top 50 Cardiac Hospitals, Top 100 ICU's, Top 100 for Orthopedics, and Cardiac Centers of Excellence for both quality and efficiency.

Operational excellence has been one of the hallmarks of Dykes' career. By recruiting and developing top-notch leadership and focusing on achieving outstanding customer service and financial results, his teams have been able to deliver superb operational results. These have



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included patient satisfaction scores in the top 10 percent of the national Studer database, physician satisfaction gains of over 10 percent, reductions of 30 percent or more in the processing times, improved patient scheduling, rapid results reporting and the like. Employee turnover was substantially reduced by up to 68 percent and RN vacancy rates to as low as 2.5 percent. These improvements, combined with aggressive renegotiation of managed care reimbursements and other initiatives, have resulted in financial turnarounds exceeding \$30 million per year.

Dykes received his bachelor's degree and MBA from Temple University in Philadelphia. He is board certified as a Lifetime Fellow in the American College of Healthcare Executives (ACHE) and served on many community boards including the United Way, the Chamber of Commerce and the American Heart Association. He has a visionary, collaborative and results-oriented style. He built multiple high-performing leadership teams and has been successful in earning the respect and support of the board, physicians, management and the communities in which he has served. He is married to Diane and has three daughters, one of whom lives in New York and the others in Pennsylvania. He resides in the Myrtle Beach and is currently president of Westwind Advisors LLC.

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