

## **PROFILE**

Results-driven healthcare executive who achieves world class results by developing strategies which improve collaboration with internal and external stakeholders resulting in improved clinical and service quality, increased business revenues, reduced unit costs, and expanded services. Track record of implementing successful strategies; collaborating with physicians, other providers, and payers; developing strong leadership teams; working effectively with community and political leaders; and delivering measurable results.

## **SELECTED KEY ACCOMPLISHMENTS**

### **Physician Relations**

- Transformed a hospital that was unfriendly to physicians and financially struggling to a collaborative physician culture resulting in recruitment of many new physicians and strong profitability.
- Developed collaborative ventures with physicians and other providers and assisted physicians in growing their practices
- Provided executive leadership to employed physician groups of various sizes and collaborated with outsourced providers in emergency medicine, radiology, anesthesia, hospitalist and other specialties.
- Achieved improvements in physician satisfaction exceeding 10% per year, served on the Board of a large physician group
- Physician recruitment – recruited numerous primary care physicians, specialists, and hospital-based physicians, as well as supported development of new residencies including emergency medicine, neurosurgery and podiatry

### **Strategy Development**

- Developed and implemented strategic plan for multiple independent VNA's to become a clinically integrated provider
- Developed and implemented strategic business plans for both not-for-profit and investor-owned enterprises in competitive markets including PA, NJ, MA, and CA. Enhanced emphasis on ambulatory services.
- Provided enterprise-wide executive leadership for major service lines including Ambulatory, Cardiology, Orthopedics, Home Care, Oncology, Women's/Children's, and Behavioral Health resulting in market share growth and decreased unit costs
- Established and implemented successful managed care strategies for inpatient and ambulatory services in several states resulting in year-over-year increases of up to 96%, including one of the largest Medicaid increases ever given in CA
- Led transformation of newly acquired hospital, provided contract management to a rural hospital, worked with other hospitals and 2 VNA's to create merged joint-venture entity, and developed new joint ventures and owned subsidiaries

### **Business Growth**

- Achieved inpatient admissions growth exceeding 15% annually and consistent market share increases
- Achieved ambulatory visit growth in major services lines including imaging, lab and cardiology of up to 100%
- Developed new programs and businesses including home health, DME, a neurosciences institute, a heart center, and an ASC
- Joint ventured imaging, physician billing, dialysis, and cancer programs achieving growth of 30-70%

### **Financial Leadership/Financial Turnarounds**

- EBITDA – achieved up to 15% EBITDA margin annually
- Financial Turnarounds – achieved a \$30MM turnaround in MA and a \$15MM turnaround in NJ
- Achieved productivity improvements exceeding 12%, reduced unit costs by over 17%, and enhanced revenue
- Led team in large multi-hospital system that achieved a reduction of accounts receivable of 56% equaling \$55MM

### **Operational Excellence**

#### **Quality**

- Medicare Length of Stay - Achieved significant reductions (.75 to 1.0 days) at several hospitals
- Core Measures/Quality Indicators - Facilitated significant improvement to achieve top quartile performance
- Developed hospitalist and intensivist programs and reorganized cardiac surgery program
- Recognized as a Top 50 Cardiac Hospital in U.S. News & World Reports, and Top 100 ICU and Orthopedics by Solucient
- Achieved JCAHO accreditations with commendation and United Healthcare Cardiac Center of Excellence

#### **Service**

- Patient satisfaction – achieved scores in the top 10% of the national Studer Group database
- Reduced by over 30% the turnaround times in the ED, streamlined OP services, and improved results reporting
- Developed partnerships with community based EMS squads to reduce emergency response times and improve capture rate
- Community - Established community based Teen Center, led in state Welfare to Work program, and served on United Way, Heart Assn, and Chamber of Commerce boards. Served as Event Chair for the Special Olympics. SCORE mentor.

#### **People**

- Reduced employee turnover from 20% to 6.5% and reduced RN vacancy rates to 2.5%
- Recruited and developed high performing leadership teams which included physician executives
- Improved employee satisfaction and successfully renegotiated several union agreements

**Other**

- Teaching Hospitals - Experienced with both community teaching hospitals and academic medical centers
- Board Relations – served on hospital boards, community boards and a physician practice board
- Health System Leadership– served in system roles in four not-for-profit systems including product line management, hospital operations, subsidiary management and system initiatives. Also contract managed a rural hospital.
- Physician practice leadership – provided executive leadership to several hospital employed physician groups

**PROFESSIONAL EXPERIENCE**

- 2009-** **WESTWIND ADVISORS LLC– President** – Provide consulting services to health care CEO’s and their Boards on health care reform issues including strategy development and implementation, market insights, negotiating assistance, operational improvement, revenue enhancement, managed care strategy and executive coaching. Provide services to clients ranging from large national ambulatory physicians group to regional home care organization. Collaborate with other national and local consultants to provide clients with needed services. Expert witness.
- 2012 –** **COASTAL CAROLINA UNIVERSITY– Adjunct Faculty** - Teach Health Care Financial Decision-Making (MBA), Strategic Management, Consumer Economics and other courses as needed. Guest speaker or mentor for other courses as requested by other faculty. Serve as an Executive-In-Residence for the Wall College of Business and an Ambassador for the Dyer Institute for Leadership & Public Policy.
- 2007-2008** **MOUNTAINSIDE HOSPITAL** –365-bed community teaching hospital owned by private-equity portfolio company **Chief Executive Officer** for newly acquired \$200 million acute care hospital. The hospital employs physicians in family practice, internal medicine and psychiatry. Services also include a comprehensive cancer center, a school of nursing, a freestanding family practice, and residency programs in internal medicine, family practice, and dentistry.
- 2001–2006** **TENET HEALTHCARE** – large publically-traded hospital system  
**Chief Executive Officer** for Desert Regional Medical Center (CA), one of Tenet’s largest facilities which generated \$320 million in annual revenue. This regional referral medical center consists of 394 beds and includes the only trauma center covering 700 square miles. It also includes a level 3 NICU, home health/hospice, a comprehensive cancer center, a large medical office building and a freestanding surgical center.  
**Chief Executive Officer** for Saint Vincent Hospital (MA), a \$225 million Catholic health system including two-location 348-bed teaching hospital, a large employed faculty practice, a rural hospital, and newly built integrated facility. Included joint venture ownership of the Fallon Clinic and collaborative programs with New England Medical Center. Residencies included medicine, surgery, emergency, radiology, cardiology, and obstetrics.
- 1998–2001** **JEFFERSON HEALTH SYSTEM – MAIN LINE**  
**Senior Vice President** for Main Line Health System, a four-hospital, not-for-profit system with over 800-beds. Had system-wide responsibility for ambulatory, cardiology, radiology, emergency, patient access, and medical records..  
**Chief Executive Officer** for Lankenau Hospital (PA), the largest cardiology provider in the region and a 300-bed major teaching hospital with over 100 residents and fellows which generates \$200 million from hospital operations.  
**Chief Executive Officer** for Paoli Hospital (PA), a 200-bed community hospital which generates \$90 million in hospital operations. Included Cancer Center affiliated with Fox Chase. President of the Paoli Hospital Foundation.
- 1992-1997** **KENNEDY MEMORIAL HOSPITALS-UNIVERSITY MEDICAL CENTER**  
**Vice President, Product and Business Development** for nine (9) system-wide product lines generating \$100 million, which were organized into “products” to facilitate strategic development. The three (3) Kennedy hospitals constituted over 600 beds and product lines included Ambulatory, Cardiology, Oncology, and Orthopedics.  
**Administrator/Chief Executive Officer** - Stratford Division (NJ), a 236-bed, \$80 million university medical center that was the core teaching affiliate of the UMDNJ – School of Osteopathic Medicine.

**Other Key Positions - Vice President, Consulting Services; Executive Vice President; Assistant Administrator/COO.**

**EDUCATION**

**Master of Business Administration**, Health Care Administration, Temple University, Philadelphia, PA  
**Bachelor of Business Administration**, Temple University, Philadelphia, PA, Summa Cum Laude

**AFFILIATIONS**

**Board Certified as a Fellow in Healthcare Management**, American College of Health Care Executives;  
**Board Experience** - United Way of the Coachella Valley; Greater Worcester Chamber of Commerce; Fallon Clinic; SNJ Perinatal Cooperative; American Heart Association (Division President); Event Chair, Special Olympics Massachusetts  
**Consultant** - Gerson Lehrman Group, Guidepoint Global, Reuters Insight Expert Network, AlphaSights