

PROFESSIONAL EXPERIENCE

MORGAN HEALTHCARE CONSULTING, LLC, Atlanta, GA

Founding Partner (1998 - 2009; 2014 - present)

Senior Vice President (1997 - 1998)

PROFILE: Principal practice area is strategy, innovation, and business development for health care. Focus is on implementing actions that produce results. Accounts include acute and critical access hospitals, blood centers, physicians and physician groups, and medically-related organizations.

ACHIEVEMENTS: Led clients to develop and implement innumerable strategic plans, market development plans, service line plans, and medical staff development plans; deployed [strategic] "Plan on A Page" as tool for more effective communication and implementation of strategic and operating plans; helped physician group measure potential for new service and implement program; assisted client with planning and implementation of \$100 million-dollar campus renovation and replacement; developed client's (KPMG) national study of consumerism in healthcare; assisted international specialty chemical company in market planning and product deployment.

EMORY UNIVERSITY, Atlanta, GA

ROLLINS SCHOOL OF PUBLIC HEALTH: Visiting Instructor (2000-2002) and Assistant Professor (adjunct), (2002 - present) Faculty for Master of Public Health, MBA, and Career MPH degrees. On-line and in-class delivery. Courses delivered: Healthcare Strategy (capstone course); Introduction to Healthcare Management; Operations Management; Healthcare Marketing. Also served Emory University School of Medicine Transfusion Medicine Program.

HEMEXCEL RESOURCES, LLC, Atlanta, GA

Executive Vice President & General Manager (2014 - 2016)

PROFILE: HemeXcel Resources, LLC is a coast-to-coast alliance owned by five major blood systems. Formed in 2014, its purpose is to serve large, national, and regional accounts (e.g. IDNs, health systems, and GPOs) that have utilization demands or geographic footprints beyond the capability of the nearest HemeXcel Member.

ACHIEVEMENTS:

- ♦ Organized company from "Newco" status to in-market group sales organization competing in national markets
- ♦ Delivered two inaugural contracts

BLANCHARD VALLEY HEALTH SYSTEM (BVHS), Findlay, OH

President & Chief Operating Officer, Hospitals and Clinics, (2009 - 2014)

PROFILE: BVHS provides physician, acute, retirement, SNF, hospice, and home care services in two operating divisions: "Continuing Care Services" and "Hospitals and Clinics (H&C)" The President and COO H&C is responsible for approximately 400,000 annual patient encounters delivered through two acute care hospitals and owned medical practices: Blanchard Valley Hospital, Findlay (152-beds, ~\$190 million annual net operating revenue of which about 45% is inpatient); Bluffton Hospital, Bluffton (Critical Access, ~\$24 million annual net operating revenue of which about 75% is outpatient) and; Blanchard Valley Medical Practices (~ 40 providers with ~\$25 million annual net operating revenue) which is the employed-provider practice in a community that is predominantly private practice. Blanchard Valley Hospital is or has been: #1 in Orthopedics in Ohio and earned its fourth consecutive designation for Top US Patient Safety (95th percentile) (HealthGrades); Top 100 Hospital in 2011; Top 50 Hospital for Cardiovascular Care. Bluffton Hospital earned the Press Ganey Summit Award for service excellence four consecutive years. ~100 active medical staff in private practice and employed models.

ACHIEVEMENTS:

- ♦ Designated a Truven “Top 100 Hospital” twice for operating performance during tenure
- ♦ Met or exceeded EBIDA targets (15% of net revenue) in four consecutive years
- ♦ Met all four corporate goals (service excellence, EBIDA, meaningful use, associate safety) in 2012
- ♦ Improved operating processes and productivity in employed physician practices
- ♦ Led collaboration of approximately 10 community agencies to conduct Community Health Needs Assessment, engaging stakeholder partners in process, outcome, and cost
- ♦ Implemented Performance Improvement to apply DMAIC, Six Sigma, and Lean methods:
 - Implemented Management for Daily Improvement at Unit and Hospital levels, including Leading Indicators, Kaizen events, and standard work
 - Changed processes to reach virtual 100% in CORE measures for CHF and pneumonia
 - Altered nursing care model
 - Improved accuracy of laboratory specimen handling
 - Improved charge capture by \$1.2/year million on single item
 - Eliminated over \$1 million in unbudgeted contract labor
 - Initiated wage garnishment and patient loan program valued at over \$700,000
 - Addressed patient status determination, flow, and discharge
- ♦ Implemented key steps to improve employee engagement, transparency and alignment:
 - Introduced the “Plan on a Page”: a single-page presentation of our strategic plan and target metrics made available to all associates and physicians
 - Implemented Management for Daily Improvement
 - Implemented periodic “Town Huddles” open to all associates, physicians, and volunteers
 - Reduced OSHA-reportable injuries to rate of 2.7
- ♦ Upon retirement of Chief Nurse Executive, led recruitment of successor to modernize nursing, who:
 - Created Nursing Congress within 3 months
 - Improved patient satisfaction on nursing floors
 - Developed Nursing dashboard
- ♦ Implemented position control system in the absence of any effective labor management system
- ♦ Aided in recruiting 90 providers in ~5 years, 60 of whom were physicians
- ♦ During economic decline of 2009 vs. 2008 ADC fell 15%, admissions 14%, and IP revenue 10%.
 - Exceeded EBIDA target by \$2.9 million (>10%)
 - Implemented voluntary separation program that attracted 33 associates
 - Reduced total headcount by approximately 190 with only four involuntary separations, all of which were management
- ♦ Doubled EBIDA. In 36 months, added \$32 million to cumulative EBIDA relative to prior run rate
- ♦ Replaced emergency department physician group, improving quality and service
- ♦ Profitably navigated shift from ~55% inpatient revenue to ~45% inpatient revenue
- ♦ Revised the annual planning cycle to increase middle-management input
- ♦ Eliminated \$50,000 annual budgeted expense for outdate of biologic product
- ♦ Supported laboratory effort to earn ISO accreditation; was earned and subsequently renewed
- ♦ Stopped expansion project that was budgeted to have negative \$4.5 million NPV
- ♦ Implemented Care Navigation to reduce readmissions

- ♦ Restructured Marketing Communication Department:
 - ♦ Adopted Health Grades in early 2009 to differentiate hospital. Now ranked among Top 5% in US for overall orthopedic services and #1 in Ohio; #6 in Ohio for spine surgery
 - ♦ Developed and implemented hospital positioning statement and overhauled graphics platform to build consistent and uniform brand identity
 - ♦ Selected professional advertising and marketing firm
 - ♦ Implemented annual marketing communication plan
 - ♦ Overhauled media mix to include increased TV, web, and social media presence

NORTHSIDE HOSPITAL, Atlanta, GA

(At the time, 1,300 physicians, 455 beds, \$250 million net revenue, largest single-site community OB service in US)

Senior Vice President (1996-1997)

Vice President (1989-1996)

PROFILE: Reporting to CEO, responsible for developing the strategic plan and directing: off-campus outpatient (lab, x-ray, pharmacy and surgery), Internal Medicine Service (hospitalists), Management Engineering, Medical Staff Office, Physician Liaison Services, Medical Office Buildings, Planning, Marketing Communications. Executive Officer to board Planning Committee, Internal Medicine Department, Medical Staff Primary Care Committee and MSO board.

ACHIEVEMENTS:

- ♦ Created a global fee, single-price maternity product with obstetricians, anesthesiologists and other medical staff. Over 120 physician participants. No known like product in U. S.
- ♦ Developed, implemented, and supervised one of the nation's first hospitalist programs. Five board certified, hospital-based, employed internists provided 24/365 coverage of in-patients from ED and referred from private internists. Increased referring physician and HMO satisfaction. Reduced ALOS, improved quality and margins
- ♦ Conceived, planned and managed off-campus 100,000 square foot medical mall with freestanding outpatient surgery, lab, radiology and pharmacy and 50 physician tenants. Building 100% leased. Margins 167% of plan in first full year of operation. Successfully entered key region
- ♦ Re-engineered all operations for 40,000 visit/year Emergency Department (ED), including: nurse cross-training; skill mix change; patient & materials flow; computer systems and documentation. Reduced red tape and improved inter-departmental cooperation
- ♦ Designed and built \$8 million replacement ED facility based upon redesigned operations, completed on time and on budget. Decreased mean throughput time by 20% and increased patient satisfaction in peer group from last place to benchmark. Featured in World Architecture magazine
- ♦ Increased physician private success. Recruited and launched private and primary care physicians; expanded practices to multiple locations; enlarged solos to groups; provided practice-specific methods to reduce overhead and improve: patient satisfaction; physician productivity; practice profitability
- ♦ Solved operational problems and capacity limitations of then 8,200-delivery-per-year obstetrical service: Volume increased to 9,000 and later to 12,000+. Developed CON and programming for \$35 million addition of LDRs, SCN, and outpatient

FRANCISCAN HEALTH SYSTEM OF CINCINNATI, Cincinnati, OH 1980-1989
(500 physicians, 1,057 beds, 3 hospitals, 2 retirement facilities, \$150 million net revenue.)

Executive Assistant to President

Director, Corporate Development

Vice President

Senior Vice President and subsidiary COO

Corporate Vice President

PROFILE: This organization was early in a merger in 1980. It built a replacement hospital, vacated the two former facilities, diversified, and merged again with a sister hospital. Directed five mergers/acquisitions, changing two competing hospitals into diversified local system offering acute hospital, specialty hospital, assisted living, retirement, SNF and outpatient surgery.

ACHIEVEMENTS:

- Performed extensive operations integration during merger of acute care hospitals
- Identified and recruited physicians who later established city's largest family practice group-without-walls
- Consolidated, centralized and restructured corporate marketing and planning division; reduced FTEs
- Developed seniors membership plan for hospital with 60% Medicare that attracted 9,000 members in 180 days with an extraordinary 9% conversion rate
- Introduced geodemography to healthcare, which increased marketing efficiency
- Played central role in developing successful 150,000 member multi-provider, city-wide HMO\PPO joint venture

OTHER PROFESSIONAL EXPERIENCE

Press Galvin Advertising

American Cancer Society

Humana, Inc.

Co-owner, Sylvan Learning Center

EDUCATION

Master of Business Administration, Finance and Marketing, *summa cum laude*, University of Cincinnati (AACSB accredited), 1980. Val E. Boeh Outstanding Graduate Student in Finance.

Bachelor of Business Administration, Business Economics, *summa cum laude*, Ohio University (AACSB accredited), 1976.

Elected to Phi Kappa Phi and Beta Gamma Sigma.

HONORS AND RECOGNITIONS

Who's Who in America

Who's Who in Healthcare and Medicine

Who's Who in Atlanta Healthcare

Teaching and Mentoring Community Award, Rollins School of Public Health, Emory University

ACTIVITIES, SERVICE, AFFILIATIONS & MEMBERSHIPS

Hamilton County Hospital Commission, 2020 - present

Vice-chairman, Ohio General Assembly Task Force on The Future of Public Health, 2012

Board of Directors, United Way of Hancock County, 2011 - 2014

Board of Directors, Black Swamp Area Council, 2011 - 2014
 Board of Directors, Metropolitan Atlanta YMCA, 1997 - 2004; 2001 and 2002 Annual Campaign Chairman
 Board of Directors, Lutheran Camp Association, Arcadia, Michigan, 2000 - 2003
 City of Dunwoody, Construction Board of Adjustments and Appeals, 2016 -2019
 Findlay Economic Development Council, 2012 - 2014
 Fellow, American College of Healthcare Executives, 1990 - present (recertified in 2000 and 2008)
 Member, Regent's Advisory Council, Piedmont Plateau, Georgia, 2007 - 2008
 Faculty Advisor, Health Education Network (ACHE Student Chapter), Rollins School of Public Health
 Georgia Association of Healthcare Executives
 Rotary International, 2009 - 2014
 American Association of Blood Banks, past member
 Association of University Programs in Health Administration, past member
 ACHE Advancement Examination Tutorial, Georgia Association of Healthcare Executives, 2004-2009
 Editorial Board, *Frontiers of Health Services Management*, 2001-2003
 St. Jude the Apostle School, Board of Parish Education

SELECTED PUBLICATIONS

- ▲ “\$lammed by ObamaCare,” *The Wall Street Journal*, March 8, 2016
- ▲ “No Vacancy: An Analysis of Hospital Bed Supply and Demand in Atlanta,” (with R Cochran, K Lederman and K Brown), *Morgan Healthcare Consulting Whitepaper*, January 2008 (2nd edition)
- ▲ “9 Things AHA's 'Pricing Transparency' Implies For You,” HealthLeaders.com, July 25, 2006
- ▲ “Of Boiled Frogs and Health Savings Accounts,” HealthLeaders.com, February 9, 2005
- ▲ “No Vacancy: An Analysis of Hospital Bed Supply and Demand in Atlanta,” (with R Cochran, K Lederman and K Brown), *Morgan Healthcare Consulting Whitepaper*, June 2004
- ▲ “Why Strategies Fail,” *Health Forum Journal*, Mar/Apr 2001
- ▲ “Defined Contribution Health Plans as the Next Payment Trend,” *Health Forum Journal*, Nov/Dec 2000
- ▲ “The Great Destabilization” *Health Forum Journal*, July/August 2000
- ▲ “The Hospital As Airport: A New Model for Health Care,” *Health Forum Journal*, March/April 1999

SELECTED PROFESSIONAL PRESENTATIONS

- ▲ Healthcare Roundtable, Marketing and Planning Officers: *Patient Satisfaction and Patient Dissatisfaction: Rediscovering Purpose*, San Antonio, Texas, October 2007
- ▲ American College of Healthcare Executives, Congress on Administration, Chicago: *Advanced Topics in Strategy: Seven Strategic Conundrums Facing Healthcare*, March 2006
- ▲ American College of Healthcare Executives, Congress on Administration, Chicago: *Measuring Market Effectiveness: The Market Share Pyramid*, March 2004
- ▲ American Association of Blood Banks Annual Meeting, Orlando, Florida: “Increase In Cost Inefficiency Of Autologous vs. Allogeneic Blood Given Decrease in Residual Risk of Infectious Diseases: A New Model,” (with VA Kelley, Emory University School of Medicine, VL Phillips, Rollins School of Public Health, Emory University, CD Hillyer, Emory University School of Medicine). Oral Abstract Presentation, October 2002

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- ^ Sisters of Mercy Health System, Mercy Leadership Conference 2002, Litchfield Park, Arizona: *Patients with Dollars-- A Blueprint for Change: Empowered Choice in Healthcare...and How to Prepare*, April 2002
 - ^ Estes Park Institute: Defined Contribution Health Plans
 - o Palm Springs, California, April 2002
 - o Hilton Head, South Carolina, April 2001
 - o Monterey, California, October 2001
 - ^ Alliance for Healthcare Strategy and Marketing, Annual Conference, San Diego: *Wildcards--Events That Could Reshape Healthcare*, March 2001
 - ^ American College of Healthcare Executives, Congress on Administration, Chicago: *Defined Contribution Health Plans--What They Are and What They Mean*, March 2001
 - ^ Alliance for Healthcare Strategy and Marketing, Annual Conference, Orlando: *After Capitation: What Comes Next?* March 2000
 - ^ American College of Healthcare Executives, Congress on Administration, Chicago: *Strategic Clinical Outsourcing; How and Why to Do It*, March 2000
 - ^ Georgia Hospital Association, Annual Statewide Summer Conference, Amelia Island, Florida: *How Are Airports and Hospitals Alike? Empowering CEOs to Respond to the Marketplace*, July 1999
 - ^ Alliance for Healthcare Strategy and Marketing, Cincinnati Chapter, Cincinnati, Ohio: *The Hospital as Airport*, February 1999
 - ^ National Managed Care Leadership Conference, Washington, DC: *How to Succeed and Maintain Market Share Without Buying Physician Practices*, 1997

PSYCHOSOCIAL

Harrison Assessment: 92% executive suitability. >8: takes initiative; analytical; finance business; wants challenge; wants to lead; authoritative; enthusiastic; planning; organized; pressure-tolerant; self-improving; writing/language; experimenting.

Myers-Briggs: INTJ

Bell Leadership Institute: Producer