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**PROFESSIONAL EXPERTISE**

**Executive Leader with expertise in Operations, Transformation, and Innovation**

* Versatile CEO with regional and market-level responsibilities in academic, community hospitals, and post-acute healthcare.
* Implemented cost efficiencies, revised strategies, and grew service lines.
* Demonstrated experience in M&A, growth, and business development expertise.
* Successful history of working with Board of Directors and private equity investors for exponential performance.
* Proven ability to build and maintain positive business relationships and create organizational cultures of change for sustainability.
* Transformation-driven thought leader and published author.
* Board operations and strategic planning experience.

### EXECUTIVE EXPERIENCE

**Burklow Healthcare, LLC** –*Glenmoore, Pennsylvania* 2020 - Present

***Chief Executive Officer***

The website is located at www.burklowhealthcare.com.

**Major Projects include:**

**Pipeline Health** *– El Segundo, California* 2023 - Present

***Chief Transformation Officer/ Interim CEO for CHHP and ELADH hospitals in Los Angeles, CA***

Based on the success from Quorum Health, recruited by Pipeline’s CEO to serve as a Transformation Officer with the initial focus on improving White Rock Medical Center’s performance in Dallas, TX:

* Thorough service line reviews changed their focus from OB, wound care, and vascular to orthopedics and bariatrics, where increased market share and margins improved.
* Improved EBITDA by $1.5M per month within 4 months.
* Eliminated $400k / month of physician losses.
* Reduced monthly managed care denials by 150%.
* Implemented a 70 FTE RIF to improve efficiencies.

Promoted to Interim CEO in December over CHHP and ELADH hospitals:

* Consolidated management by incorporating shared department managers between facilities.
* Recruited new GI service, resulting in increased admissions.
* Improved EBITDA YTD by $4.5 M over the prior year through May 2024.
* Reduced 40 FTEs by attrition and flexing.
* Reduced contract labor by 40% resulting in $350K per month savings.

**Quorum Health** –*Brentwood, Tennessee*

***Transformation Officer/ Consultant***

Recruited by Hedge Fund Officers to start up a transformation group with the purpose of turning around 8 hospitals within their portfolio:

* Served as the regional executive leader responsible for strategy and operations across 4 hospitals.
* Developed and executed roadmaps for 4 underperforming hospitals that led to EBITDA growth by $8M.
* Interacted with the investors and board of directors to drive corporate strategic plans and financial decisions.
* Tactics included community relationships, partnerships with universities, digital solutions, surgical volume growth, service line assessments, leadership development, net revenue enhancements, operation efficiencies, and recruitment to reduce contract labor.
* The initial 6-month engagement was extended to 9 months.

**• Summit BHC** –*Franklin, Tennessee*

 Recruited to fill a struggling new free-standing SUD facility as interim CEO. Reduced
 their AMA rate by 30% and recruited new counseling staff. Received a second assignment and was
 tasked to rebuild their Veteran program referrals, which had declined by 60%. A 9-month assignment.

**• EntelMed** – *Irvine, CA*

Launched a telehealth business for an investment group as a consultant. EntelMed
 focused on treating seniors in assisted living facilities and improving their health using remote
 monitoring capabilities. Formed the business, obtained contracts, Medicare licensure, recruited
 physicians, and implemented technology platforms. CEO in 2020 and 2021 – 9 months.

**Prime Healthcare Management, Inc.** – *Ontario, California* 2015–2019

***Regional CEO Northeast, Division II, Denville, NJ***

Hired to transition newly acquired hospitals to form a NJ region with shared services and develop a common culture. This region had 7 hospitals with a combined $720M in annual net revenue, 66,000 adjusted admissions, 430 ADC, 163,000 ER visits, and 4 teaching programs with 125 residents and fellows. At the time of acquisition, these hospitals were collectively losing ($32M) in 2016 and, by 2019, were making $88M EBITDA for a 12% margin.

* Implemented a Cardiac Surgery growth plan, new Cath labs and consolidation of two competing programs which generated a 20 percent growth in surgeries.
* Revitalized EMS services in Morris County, NJ, which included 15 new ambulances yielding 800 additional annual admissions, representing $11M in incremental net revenues.
* Established a Joint venture with Suburban Community Hospital’s Cancer program with Fox Chase Cancer Center/ Temple Health.
* Re-negotiated managed care contracts generating $15M annual net revenue.
* Outpatient Net Revenues grew by $28M in Oncology, GI, and Urgent Care visits.
* Hospital based physician subsidies decreased by $9M annually and Medical Group losses reduced by $8M annually through establishing partnerships and successful contractual agreements.
* Leapfrog safety scores improved dramatically throughout tenure to A’s.
* CMS 5-star ratings at 2 NJ hospitals in 2019.

**Community Health Systems***–**Franklin, Tennessee*  2009-2015

***Chief Executive Officer – Brandywine Hospital, Coatesville, PA***

Recruited to lead Brandywine Hospital, a 168-bed for-profit hospital with $130M in annual net revenue, 64 psychiatric beds, an open-heart program, and 29,000 ER Visits. The hospital employed 28 physicians in 4 clinics and owned a free-standing surgery center.

* Recruited 26 new physicians during tenure and acquired the hospital’s 7-person Cardiology practice.
* Press Ganey physician attitude survey improved by 80% over the last 3 surveys. Top Box (very satisfied) with hospital and administration ranked nationally at the 75th percentile level.
* Gained capital funding to expand Cath lab and recruited two new Interventional Cardiologists generating incremental $6M annual net revenue.
* Developed a 20-bed eating disorders program - $4M annual net revenue.
* Grew psychiatric ADC from 7 to 54 patients during tenure.
* Contracted with Temple University for CT Surgery service and grew volumes by 20%.
* Obtained 5 Joint Commission “Gold Seals” in AMI, Stroke, Knee, Hip, and Wound Care.
* Obtained the Joint Commission Top Performer on Key Quality Measures 2012 & 2013.
* Independence Blue Cross Spine Surgery Center of Excellence status achieved.

**Merit Health Systems, LLC***–**Louisville, Kentucky*  2007–2009

***Vice President of Operations***

Regional operations leader to drive census and expense reductions in TX and NJ. Merit collectively had $250M in annual net revenue and 2,000 employees.

* Implemented strategies for improving census by 5%, increased hospital patient CMI and LOS
* Served as Interim CEO on two occasions.

**LifeCare Management Services, Inc.***–**Plano, Texas*  2005- 2007

***Chief Operating Officer***

Inaugural COO of a PE-backed acquisition. LifeCare Management Services was the nation’s third-largest Long Term Acute Care Hospital Company, operating 19 hospitals in 9 states, with 895 beds and $350M in annual net revenue.Developed and implemented a national wound care program generating $18M in new net revenues, which offset the net revenue erosion from LTAC DRG implementation. The wound care program utilized care map protocols developed at the University of Wisconsin, which systemically improved wound debridement outcomes.

**Deaconess Associations Inc.** – *Cincinnati, Ohio*  2003-2005

***Chief Executive Officer & Chief Financial Officer***

DAI was a $280M net revenue non-profit healthcare holding company that owned 224-bed Deaconess Hospital, 28 nursing homes, and a multi-state diversified for-profit home care corporation.Recruited to replace the retiring CEO of 17 years. Operating performance had consistently been below expectations at both the hospital and nursing home divisions since 1999. Improved both divisions to positive operating margins. Annual net operating income improved by $7M during tenure by increased managed care contracts and interest swap agreements.

**MDS Laboratories** – *Brentwood, Tennessee*  2000-2003

***President***

Recruited to turnaround a national reference lab platform owned by MDS in Toronto, Canada. The labs consisted of 4 regional labs and 29 outsourced hospital-based labs totaling $150M in annual net revenues. Grew the business by 20% and sold it for a $29M gain.

**Kindred Healthcare** – *Louisville, Kentucky* 1996-1999

***Regional Vice President***

Recruited to create a Northeast Region in Boston, MA that included 8 hospitals, 64 nursing centers with 10,000 employees and $350M in annual net revenues. Opened 4 new LTACH hospitals and acquired a new acute care hospital during tenure. Was an officer with Vencor before the company reorganized as Kindred. Was 1 of 2 regions that consistently met its EBITDA targets.

**OrNda/ Summit Health LTD** – *Nashville, Tennessee* 1984-1995

***Regional Chief Executive Officer***

Regional CEO overseeing 4 hospitals in South Florida, with $500M in annual net revenues. Received several awards as “CEO of the Year” on 4 separate occasions. I was made an officer in OrNda and Summit Health, both public corporations traded on NASDAQ. An 11-year career with many various promotions.

### EDUCATION

MBA, Beta Gamma Sigma, 3.96 GPA

*Bellarmine University, Louisville, Kentucky*

Bachelor of Science Degree, Finance

*University of Louisville, Louisville, Kentucky*

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###### AWARDS & LEADERSHIP

Hospital Association of Pennsylvania, SEPA Advisory Board 2018

Delaware Valley Healthcare Council - Board member 2013 - 2015

Bellarmine University, Rubel School of Business - Advisory Board 2008 - 2014

Community Health System’s CEO Excellence Award 2010 and 2012, given to the top 10% of performers.

Bellarmine’s Rubel School of Business, Beta Gamma Sigma International Honor Society 2008

Summit Health Ltd. “CEO of the Year” awards 1990, 1991, 1992 and 1993

University of Louisville Business School’s “Most Outstanding Senior” award Alumni Association