

TIM YOUNG

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Professional Summary

Executive with extensive experience in fostering crucial business relationships, developing innovative strategic plans and cultivating mutually beneficial partnerships. Visionary leader with strong motivational skills who empowers people to excel and enables organizations to enjoy outstanding business results. Drives sustained organizational success by way of vital expertise in strategic planning, disciplined business growth, exceptional record of execution, and superlative relationship management competencies.

Core Skills and Competencies

- Governance
- Strategic Planning, Strategic Partnerships, Ecosystem Development
- People Strategies, Relationship Management Skills, Team Optimization
- Financial Management, Capital Markets navigation, Budget compliance
- Leadership
- Critical Thinking, Complex Problem Solving
- Business Development, Innovative Growth, Diversification
- Customer service, Experience
- Workforce strategy, Engagement

Experience

CEO

01/2017 to Current

RelaPhi – Atlanta, GA

- Entrepreneurial leadership provided for "scale-up" company that provides modern business solutions related to business and workforce performance
- Constructed Software as a Service platform combined with professional services offering business to business subscription-based business model
- Developed go-to-market sales and development strategy that required rebranding the product suite which had never been taken to market at scale.
- Engaged marketing agency support to test market perceptions, placement, naming, and revised plan accordingly.

- Ensured intellectual property protection and filed claim for patent expansion throughout this transition.
- Led multi-million dollar capital development program for new company post-acquisition
- Developed and executed Business Plan for scaling strategy
- Initiated major pivot after one year which broadened target sales focus to senior leaders, no longer exclusively targeting the CEO buyer
- Created marketing and outreach plans, developed collateral materials, web site, and other channels to increase our market penetration

RESULTS:

- **Increased number of clients 200% in first year thru direct sales**
- **Personally responsible for 80+% of all new client sales in first 24 months of operations**
- **Maintained 90+% client retention thru acquisition transition**

CEO

01/1995 to 12/2016

Summit Medical Group (SMG)– Knoxville, TN

Chief Executive Officer of Tennessee's largest independent physician organization, Summit Medical Group (SMG), including three spin-off companies which were created as opportunities were identified.

- Responsible for the formation, development, and management of SMG, growing the group from its original 37 physicians (7 locations in 1 county) to over 230 physicians (1600 employees, 50+ locations, in 13 counties) providing approximately 65,000 outpatient monthly encounters and 28,000 monthly inpatient encounters.
Results: Grew the group revenues 550% in first 10 years. Grew group revenues 362% in second 10 years. Reduced corporate overhead expenses as a percent of revenue 18% during period of logarithmic growth while vastly expanding corporate support services.
- Initiated largest electronic prescribing program in the southeastern US with SMG electronically transmitting over 300,000 prescriptions per month as precursor to full scale electronic medical record (EMR) deployment. **Results: Obtained 100% Meaningful Use attestation with government which represented \$8M per year in incentive payments**
- Developed and recommended adoption of value-based care strategy enabling the group to gain rewards for savings it generated in population health management. **Results: added \$16M annually shared savings earned.**

- Directly responsible for the formation, development, and leadership of Summit Health Solutions (SHS) which was one of the nation's largest Accountable Care Organizations (ACO's) with approximately 40,000 Medicare Shared Savings Program participants. **Results: Used government financial support to provide the funding of infrastructure expansion necessary to assume sole responsibility for care management and care coordination for the entire region.**
- Sophisticated managed care comprehensive strategy for region recognized and preferred by partner healthplans placing SMG in nuclear position in terms of health system and healthplan leadership. **Results: Unprecedented influence and leverage conveyed to physician organization. Compelled the Board to "lead" the healthcare community by defining the future of healthcare marketplace for the entire region**
- Served as CEO for Summit Health Solutions' (SHS), which is a wholly owned subsidiary of SMG. Developed one of the nation's leading care management and care coordination programs as a part of the population management program supporting SHS.
- Directly conducted the strategic planning efforts for the organization for the past 15 years without use of outside consultants. Conducted environmental assessment (internal and external) and developed strategic objectives, tactical plans, and strategies. Implemented accordingly. **Results: SMG was recognized among the nation's "Superior Performers" as compared to its peers within the Medical Group Management Association for 15 years. SMG's performance has been above the 90%tile in all major categories, including financial performance, productivity, and customer satisfaction**
- Developed the state's first solely physician-owned Physician Hospital Organization (PHO), Summit Healthcare Network (SHN), for the purpose of obtaining and managing global risk healthplan contracts, assuming both full professional and institutional risk. Served as CEO of SHN and developed from scratch a vertically integrated health system thru contractual relationships with key business partners; again, the first primary care led effort in Tennessee. **Results: Added approximately \$8M in incremental annual revenues from network activities.**
- Managed complex relationships while creating "virtual network" with area provider hospitals, specialists, and ancillary services companies that were built on mutual benefit and trust. Developed all healthplan related operations processes to execute SHN strategy including utilization management, network management, claims management, member services, etc. **Results: Obtained global risk contracts and**

managed delegated risk arrangements thru area specialists, ancillary providers, and hospitals.

- Developed the largest independent hospitalist program in the southeast, covering multiple hospitals in the region delivering value-based services including reduction in inpatient length of stay, direct and indirect costs, and morbidity. Grew this service line to one of the largest independent hospitalist groups in the country and expanded its intensivist model by developing the nation's largest pulmonary physician group. **Results: Added \$28M annually in new revenues thru this program**
- Built extensive ancillary service business lines such as diagnostic imaging, clinical laboratory, physical therapy, sleep services, etc. contributing significantly to the organization's financial performance and scope of practice. **Results: Added \$36M annually in increased revenues**
- Developed Leadership Development program for the organization that included accountability and performance development for existing leaders and programs to identify, recruit, and train high-potential physician and executive leaders ensuring a capable pipeline of leaders for the future. **Results: Program was so well received that the Board revised it making it mandatory for all physicians as a crucial part of their onboarding process.**
- Developed Large Practice Executive Council (LPEC) which is an affinity group of the region's key large group practice executives for purposes of synergistic problem solving, common issues strategy formulation, and relationship building. **Results: Led group to establish collective position on key transparency efforts related to clinical data and quality improvement reporting by healthplans, raising quality standards for all. Leveraged NCQA quality recognition program with area healthplans and employers as part of pay for performance incentives. This was all part of transforming the organization's value proposition to one of quality, service, and outcomes-based performance.**
- Led a quality recognition initiative of voluntary accreditation by the National Committee of Quality Assurance (NCQA) **Results: First medical group in the state of Tennessee to obtain Level I Patient Centered Medical Home (PCMH) certification. Also, obtained NCQA certification for diabetes and heart/stroke care. Summit presently has more physicians NCQA certified than Mayo Clinic, Cleveland Clinic, and other such notable national leaders.**
- Extensive experience in strategic planning, recruitment, policy development, regulatory/legal oversight, budget development, financial reporting, third-party

reimbursement, Medicare, CPT coding, all applicable federal standards compliance, purchasing, inventory, problem solving and troubleshooting, and all aspects of personnel management. Strong financial and budget responsibilities. **Results: SMG docs were in 90+% earnings range in annual net income nationally for 18 years.**

Education

Master of Arts: Master of Public Health (MPH) Planning and Administration Dec 1992
University of Tennessee - Knoxville, TN

Bachelor of Arts: Medical Technology Dec 1989
University of Tennessee - Knoxville, TN

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- Speaker at national conferences and workshops on various healthcare and people strategy subjects
 - Certified community facilitator, working closely for the last 8 years with Knoxville City Council and Mayor to establish strategic direction and disciplined execution.
 - Worked closely with the Knox County School Board in a similar capacity.

NOTE: More comprehensive information about candidate and related professional contributions can be found by visiting Executive Portfolio at personal website: **www.timayoung.com**