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SUMMARY

Known as a "Performance Transformation Executive". Leads with healthcare expertise, colleagues, and stakeholders to deliver on expectations set by Board and CEO to consistently achieve top decile performance by:

- **Systematizing w/specialty niches (Performance)**
 - Minimizing barriers to desired System value
 - Simplifying and Clarifying Levels of Authority
 - Creating sustainable Management Operating Systems
- **Maximizing Growth, Efficiency and Quality (Partnerships)**
 - First pursuing internal and external collaboratives
 - Leading Portfolio Analysis
 - Integrating M&A activities to achieve "win-wins"
- **Creating Coaching Cultures (People)**
 - Aligning perspectives: purpose, power, and pace
 - Leading leaders with transparent advisor's mindset
 - Preparing leaders to carry on independently
- **Delivering on Community/Consumer Missions (Publics)**
 - Creating mission-based portfolios and partnerships
 - Collaborating and Partnering
 - Tying cost-reductions to reduced prices/community needs

ENTREPRENEURIAL EXPERIENCE

LOUD MINDS || May 2020 – Current

CEO/Founder – Acts as a Performance Transformation Executive in all roles, from Entrepreneur to Coach to Contract Executive

Created multidimensional company to impact healthcare.

- CITY OF HOPE, Duarte, California || Jan – April '22 **contracted Transition Lead:** Successfully served as the executive lead of City of Hope's acquisition of Cancer Treatment Centers of America. In this role was the conduit among the internal teams, PwC, Deloitte, and other engaged experts to close the deal in less than 30 days, create a draft integration roadmap, and advise on best practice cultures for the combined organization moving forward.
- FMG LEADING, San Diego, California || August '22 – Present **contracted Director and Executive Coach**
- COREWELL HEALTH EAST (CHE), Detroit, Michigan || April – Dec '23 **contracted Performance Excellence Consultant and Executive Coach to President/C-Suite Executive Leadership Team:** Successfully served as an embedded Executive to capitalize on Executive Team expertise to complete high-priority proposals w/options and achieve necessary change management implementation quickly and effectively. Examples include Executive Team restructuring; CHE Portfolio Analysis; Portfolio Restructuring Plan to focus, consolidate and Systematize; Operating Platform /Infrastructure plans, and Executive Team coaching to implement the "CH Operational Alignment" operating model. Achieved expense reductions of \$100M+ WHILE architecting future-state Executive/Leadership Team structures, CHE Programs/Services, RAPID Decision-Making, and Operational Alignment. The Executive Team is now well-positioned to achieve success on its CY 2024 balanced scorecard.

EXECUTIVE EXPERIENCE

SPECTRUM HEALTH (now Corewell Health), Grand Rapids, Michigan || '15 - 20

SH Chief Care Transformation Officer/President SHHG/President SHGR Hospitals, April '19 - May '20; **President SHHG and President SH GR Hospitals**, July '17 – July '19; **SVP/Chief Operating Officer, SH Hospital Group (SHHG)**, August '15 - July '17

Responsible for SHHG operations among SH Butterworth/Blodgett GR Hospitals and Helen DeVos Children's Hospital, the Continuing Care division, all SH West-Michigan Regional hospitals, and Clinical Service Lines, a \$3 Billion division. Entities are clinical training sites for MSU College of Human Medicine with 20+ residencies/ fellowships.

2019/20 Performance Highlights:

- Set goal to achieve \$50M of expense reductions within a six-month period (July – Dec '19). Grew operating margin of hospital group from \$147.8M (5.1%) in '18 to \$211.8M (6.9%) in '19, compared to plan of \$191.5M (6.4%).
- Reduced prices on hospital based "shoppable services" for health plans, creating good-will with employers and consumers.
- Healthgrades America's 50 Best Hospitals Award (4th consecutive year), and America's 100 Best Hospitals for Coronary Interventions, Cardiac Care and Cardiac Surgery distinction awards, the only MI hospital to do so that year.
- Three-peated MAGNET designation for the Grand Rapids hospitals (adult and children).
- Awarded the Watson Health 100 Top Hospitals, Butterworth Hospital, the tenth year to receive award.
- **SHHG produced best-ever outcomes in both finance and quality which established platform for COVID-19 success, set strong foundation for top performance on-going, and set the stage for several strategic partnerships moving forward.**

Performance

- Led SHHG governance restructuring effectively reducing from 11 to 1 SHHG fiduciary Board of Directors.
- Led Systemness strategy achieving high reliability goals and a \$2.5 M net reduction in leadership salaries/wages/benefits.
- Oversaw all SHHG EHR/EPIC go-lives (GR/Nov '17, Regional/Continuing Care Divisions/May '18). Revenue capture improved ~20% while improving workforce engagement. Achieved EPIC best practice implementation.
- Led bed utilization projects to create alternatives to increasing ICU beds/capital. Phase one re-distributed and optimized current assets by reducing GR adult hospitals ALOS to less than Milliman "well-managed" level (FY18-19). In Phase Two, led Master

Facility Plan embedding progressive concepts: micro-hospitals; minimization of non-revenue space per heatmaps; optimized IP telemedicine; coordinated sites for Priority Health members; and prospective JV opportunities.

- Led Continuing Care Executive through transformation process shifting from decades-long bottom tier quality ratings/underperforming financials to projected turnaround. Obtained approval of \$150 M capital investment to proceed in '20.

Partnerships

- Created a virtual "Surgery Management Company" to operate the GR ORs via a "pseudo for-profit board". Incentivized physicians via internal "gainsharing program" to maximize productivity, efficiency, and quality leading to the creation of a robotics investment strategy. In '22 the Helmsley Charitable Trust announced \$8.8 M grant to SH to further improve rural healthcare via robotics strategy.
- Led partnership discussions with Mary Free Bed leading to the '21 announcement of SH Helen DeVos Children's Hospital/Mary Free Bed Rehabilitation Hospital acute pediatric inpatient rehabilitation unit.
- Led partnership discussions with Pine Rest Christian Mental Health Services. In '22 Pine Rest announced a \$62 Million Pediatric Behavioral Health Center of Excellence, in collaboration with SH Helen DeVos Children's Hospital.

Publics

- Normalized SH Behavioral Health (BH) services while building partnerships to formalize a BH division and community collaborative to meet our CHNA priorities. Implemented an EMPATH unit at Butterworth Hospital and led the hospital Care Management team to enact appropriate ED behavioral health transfers to appropriate partners.
- Built a system Care Management division from formerly discreet and splintered care management teams among hospitals, physician groups, and outpatient services with an Executive Leader, funding, and solid plan. Minimized inappropriate admissions while maximizing in person and tele/OP/home based primary care, and palliative care. Readmission rates reduced from 20%+ to ~ 7%. Detailed results and follow up innovations presented as case studies to various professional societies and highlighted in *"Reducing Readmission Risk Through Whole Person Design"*, *catalyst.nejm.org*, Dec 21, 2022.
- Led Care Management and Healthier Communities Executives to collectively focus on:
 - Opioid use in the ED - SH reduced opioid related deaths in Kent County by 38% in YR 1 and another 15% in YR 2. When calculating the reduction from the start of '18, achieved an overall 52% reduction.
 - Joining Healthcare Anchor Network to target the problem of lifespan variation by zip code.
 - Achieving consensus and funding for a shared IT platform with external community agencies with goal to track and share real-time social determinants of health data and case studies to have real impact on community health.

People

- Created a Management Operating System including Workforce Planning Process, Daily Cascading Safety Huddles, and a Community/Consumer Oriented culture – all critical components of success throughout COVID-19.
- Executive Sponsor of the SH Women's Inclusion Resource Group. Actively sought out internal and external women's perspectives as ultimate healthcare decision-makers and on gender-based medicine concepts, resulting in start-ups in '20 of a Mid-Life Women's Fellowship and an OP Women's Center with \$10 M of initial donor seed funding.

ASCENSION ST. VINCENT EVANSVILLE (f/k/a ST. MARY'S HEALTH), Evansville, Indiana || '04–15

EVP, Chief Operating Officer and President, St. Mary's Medical Center, July '12 – August '15; **SVP, Strategic Development and Regional Operations**, November '04 – June '12

Operationally, served as Chief Operating Officer of St. Mary's Health while simultaneously serving as President of St. Mary's Medical Center. Strategically, served in a key senior executive integration role between St. Mary's Evansville and St. Vincent Indianapolis.

Performance Highlights:

- Ee Sat 3.77 to 4.25 ('06 - '09) ■ MD Sat 5th %ile to 92nd%ile ('06 -12) ■ Quality Nursing 66th %ile to 94th %ile ('05 - 12)
- Market Share 33.3% to 39.4% ('06 - 14) ■ Improved discharges from 15,096 to 19,301 ('06 -14)
- Op Margin -1.26% to +12.41% ('06-14) ■ PCP Base from 13 to 65+ ('13-14) ■ OP NPS 61.3 % to 83.4 % ('07-15)

Performance

- Created a Clinically Integrated PHO and restructured the SMMG to coordinate operations. In '13 the PHO became an approved CMS MSP provider and reduced M/C readmissions for CHF, AMI, CAP, Hip/Knee, COPD from 12.71% to 9.35% from '13-14.
- Led development of St. Mary's Epworth Crossing OP facility with Toyota to minimize wait times/length of stay utilizing LEAN. Urgent Care visits experienced a 44% increase from '13-15 with a 65% reduction in time for a full visit.
- Systematized SM Warrick Hospital by facilitating the AH ethical discernment process with Board of Directors and key stakeholders: Received approval to start freestanding Urgent Care to capture cases/serve as future replacement facility for the CAH.
- Co-Executive Sponsor of CPOE conversion (McKesson to St. Vincent Indianapolis' Eclipsys platform), creating a common EHR for statewide ministries. Robust planning led to successful "go-lives" in less than a year. Validated HIMMS Level 6 in '13.

Partnerships

- Transformed ventures to maximize performance: St. Mary's Medical Center Surgery Management Company, Surgicare Co-Management of hospital-based OP Surgery, Peripheral Vascular Lab Co-Management, Acute Dialysis Co-Management, Radiation Oncology Company of Southern Indiana (ROCSI), and facilitated sale of Dialysis Affiliates to DaVita.
- Led the process to assess the best-possible future of wholly owned LTACH with physicians and leadership by facilitating the Ascension Health Ethics Discernment process and culminating in approval by SHMS and AH boards to divest.

ASCENSION ST. VINCENT HEALTH (f/k/a ST. VINCENT HEALTH), Indianapolis, Indiana || '98 – 04

- **St. Vincent Health Strategic Projects Director**, '04. Led planning for multi-million-dollar SV Lafayette Hospital including JV surgery center with Arnett, hospital design documents, capital/ops budgets, and hospital/surgery center construction schedules.
- **Interim Administrator, St. Vincent Women's Hospital**, '03-04. Implemented merger of acquired HCA Women's Hospital. Negotiated admin and clinical leadership agreement between physicians and St. Vincent Health executives.
- **Director, Planning and Business Development**, '01-03. Led planning and BD activities for the 40-county regional system. Led business planning for acquisition of Saint John's Health System. Guided comprehensive master facility planning process, competitive threat analysis for Indianapolis market and all medical staff development plans. Supported St. Vincent Health executive team when acquiring Women's Hospital of Indianapolis from HCA.
- **Senior Consultant, Network Development**, '98-01. Analyzed regional markets and identified opportunities for system integration across 40 counties. Drove system infrastructure development as grew from 4 to 20+ affiliated hospitals.

BAYLEY DEVELOPMENT CORPORATION/ST. MARY'S MEDICAL CENTER, Evansville, Indiana || '96 – 98

- **Director of Operations**. Ensured efficient and effective operations of MSO for independent and employed physician practices. Created SOP's and brand for practices. Consistently beat bottom-line budget targets for both NFP and for-profit divisions.

DAUGHTERS OF CHARITY NATIONAL HEALTH SYSTEM-EAST CENTRAL, Evansville, Indiana || '94 – 96

- **Administrative Fellow/Executive Project Coordinator, St. Mary's Medical Center**. Selected as administrative fellow for EC region, spanning Michigan to Florida. Aided strategic plans, medical staff development plans, and executive retreats to create system culture.

ST. MARY'S MEDICAL CENTER, Evansville, Indiana || '90 – 93

- **Summer Administrative Internships**. Annual intern to support executive team. Supported annual budgeting. Completed various operations and trend-unit analyses. Led United Way Annual Day of Caring and Joint Commission readiness assessment. Oversaw role summary standardization per Americans with Disabilities Act. Hired support for owned start-up childcare center.

EDUCATION

UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan, **Master of Health Services Administration (MHSA)** || 1994
INDIANA UNIVERSITY, Bloomington, Indiana, **B.S., Public Health** || 1992

OTHER HIGHLIGHTS

COACHING CERTIFICATIONS

Coach Certification, The Hudson Institute of Coaching, '20; Gallup CliftonStrengths Certification, '20; Leadership Circle Profile Certification, '20; Professional Certified Coach (PCC) International Coaching Federation, '21; Breakthrough Coach Enhanced Practitioner, (WBECS)/Marcia Reynolds, MCC, '21; Coach Supervisor Diploma, Coach Supervision Academy, '21; Time to Think Facilitator '22; Health and Well-being Coach Certification (CHWC), Wellcoaches, '22; Diploma in Cultivating and Choreographing Creativity, an EMCC Global Quality Award Bespoke Programme, Accredited Practitioner, conferred '23

BOARDS/AWARDS

Heart of West Michigan United Way, Board Member '17, V- Chair '21, Chair '23; Junior Achievement of the Michigan Great Lakes, Board Member '16-21; MHHA Service Corporation, Board Member '18-20; YWCA of Evansville, Board Member '05-15, Strategic Planning Chair '06, and President-Elect '15; "Forty Under Forty": Indianapolis Business Journal, Spring '03; "Who's Who Behind the Scenes in Healthcare": Indianapolis Business Journal, Fall '03