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SUMMARY

Outcome driven senior executive with leadership and operational experience in both non-profit and proprietary hospitals. Demonstrated proficiency in creating revenue producing products and services, building physician relationships and jointly owned business ventures, improving clinical performance, implementing cost-effective solutions, generating significant profit margins and actively engaging in state and local community leadership initiatives.

PROFESSIONAL EXPERIENCE

D2 Solutions, Morgantown, WV (2018 - present)

D2 offers expertise and consulting services to healthcare entities looking for increased efficiency and reliability, improved customer experiences and creative solutions for physician alignment.

Mon Health System, Morgantown, WV (2006 - 2018)

The Health System is a \$400M+ net revenue independent health system that includes a 189-bed tertiary level hospital, a 70-bed community hospital, a 25-bed critical access hospital, more than 135 employed physicians and advanced practitioners, a 130- apartment retirement community, as well as a number of ancillary businesses and partnerships.

President and Chief Executive Officer (2011 - 2018)

Developed a leading integrated delivery system in north central West Virginia through acquisition of two hospitals, the formation of an MSO to employ the providers and innovatively partnering with the State's largest insurer to enhance provider payments based on clinical improvements and lower costs.

- Consistent EBITDA margins in the 13 to 15 percent range, and improved the System's bond rating from BBB to A- stable
- Recognized by Leapfrog as the only two acute care hospitals in north central WV with an A rating from 2016 through 2018
- Recognized by Press Ganey with the Guardian of Excellence Award in Patient Experience for 2017
- Only hospital in WV, and among the top 2 percent nationally, to receive both The Healthgrades Patient Safety Excellence Award and Outstanding Patient Experience Award
- Recognized three times by AARP as one of the Top 100 employers nationally for workers over the age 50
- First hospital in West Virginia to be designated Baby Friendly (2017) by WHO
- Recognized by the WV Wellness Council with the Governor Caperton Award for Excellence in Workplace Health in 2013
- Invested more than \$210M in facility expansion and renovation projects to modernize the facility and improve the experience of the patient
- Utilized a Tax Increment Financing District (TIF) to finance a new campus

- entrance and roadway improvements through \$80M in retail development
- Developed a 140,000 sq ft medical office complex on campus to modernize the system's brand, enable the growth of the physician practices and improve the patient experience
- Led a strategic planning initiative to evaluate long term partnerships resulting in alignment agreements with Highmark Blue Cross and Novant Health
- Developed an Ambulatory Surgery Center in a physician joint venture
- Developed an ACS Accredited Comprehensive Cancer Center
- Raised more than \$26 million in donor funds toward capital campaigns and clinical program development
- Created a 12-slot family medicine residency program in partnership with the West Virginia School of Osteopathic Medicine and Cornerstone Care (FQHC) under the Teaching Health Center federal grant program
- Acquired a 25-bed critical access hospital in 2014 and opened a new \$38.5M replacement facility in 2015
- Acquired a 70-bed community hospital in 2017 and obtained Board approval to develop a replacement facility plan
- Created a successful Management Services Organization (MSO) and purchased practices of 100+ members of the medical staff in multiple specialties. Reduced the operating subsidy per physician to \$65,000, or 31 percent improvement compared to benchmark
- Created a physician advisory council to the President to assist in priority setting, decision making and communications

Chief Operating Officer (2006 - 2010)

Managed the day-to-day operations of the medical center including patient care, medical staff functions and ancillary services.

- Administrative leader that guided the development of a new open-heart surgery program, including the addition of a hybrid operating room, that currently performs more than 400 cases annually
- Developed orthopedic surgery and endoscopy Centers of Excellence, to facilitate growth, improve quality and to enhance the patient experience

Provena Saint Joseph Hospital, Elgin, IL

A 251-bed acute care Catholic community hospital owned by Provena Health. Services include level II trauma, level II+ nursery, 34-bed CARF accredited rehab unit, and open-heart surgery among others in this advanced community hospital.

Chief Operating Officer (2004 - 2006)

Managed the day-to-day operations of the medical center, the ancillary services and the compliance function.

- Spearheaded the CON application for a \$97 million construction and renovation project to modernize the hospital facility
- Guided the development and operation of a free-standing emergency department in a competitive secondary market

- Achieved 4.2% profit margin on \$132 million net revenue
- Directed the development and implementation of an electrophysiology service
- Completed ICHA's pilot program for Senior Executives in Catholic Healthcare

RML Specialty Hospital, Hinsdale, IL

A 95-bed acute care specialty hospital operated as a limited partnership between Rush University Medical Center and Loyola University Medical Center.

Chief Operating Officer (1998 - 2004)

Managed the day-to-day operations of the specialty care hospital, ancillary services, medical staff and compliance functions.

- Achieved net operating margins consistently in excess of 7% for six consecutive years
- Administrative leader that guided the development of a 24-bed inpatient rehabilitation program with the Rehab Institute of Chicago
- Guided the organization in establishing core values and implemented Service Excellence training
- Guided the organization in establishing Compliance and Privacy practices

Physician Health Corporation, Oak Park, IL

A privately held, venture capital funded physician practice management company with focus on the integration of physician practices, managed care and ancillary services.

Senior Vice President (1997 - 1998)

Managed the non-urban oncology practices across four states with responsibility for due diligence, acquisition, daily operations and physician recruitment.

- Acquired radiation therapy company with 18 sites and merged with established medical oncology practices in those markets. Acquired three private medical oncology practices. Total acquisitions resulted in \$10M in annual management fee income

Transitional Hospital of Chicago, Chicago, IL

A 210-bed for-profit acute care specialty hospital owned by Transitional Hospitals Corporation, Inc. with two separate Chicago area campuses.

Chief Executive Officer (1993 - 1997)

Served as the start-up Chief Executive in the Chicago market and developed the organizations into the market leader for specialty care.

- Spearheaded the CON application to establish two separate hospital campuses with 107 and 103 beds respectively and managed the \$23.5M in renovations
- Successfully penetrated a competitive market, resulting in FY 1997 results of \$82 million in gross revenue and \$4.3 million profit
- Established teaching affiliations with the University of Chicago and the University of Illinois that included on-site medical direction of the intensive

care units, on-site research activity, pulmonary/critical care fellow clinical rotations, a plastic surgery based wound care program, a sleep laboratory and 24-hour in-house physician coverage

- Recruited a medical staff totaling 250 specialist physicians
- Established a podiatry residency program with Scholl's College

Alexander Community Hospital, Taylorsville, NC

A 62-bed acute care rural hospital managed by Quorum Health Resources.

Chief Executive Officer (1992 - 1993)

Served as the first Chief Executive under the new management agreement. Transitioned the organization through the new management structure.

- Improved \$1M loss to break even within the first year
- Revenue enhancements included establishing hospital owned internal medicine and pediatric practices, recruiting part-time cardiology and urology practices, and adding CT scanning and nuclear medicine diagnostic services

Harris Hospital, Newport, AR

A 132-bed for-profit acute care hospital with large home health operations owned and operated by Hallmark Healthcare.

Executive Director (1991 - 1992)

Chief Executive responsible for the market operations.

- Achieved FY 1991 results of \$5.1M profit on \$60M gross revenue
- Developed a PPS Exempt inpatient geropsychiatric program

Randolph County Medical Center, Pocahontas, AR

A 50-bed for-profit acute care hospital owned and operated by Hallmark Healthcare.

Administrator (1989 - 1991)

Chief Executive responsible for the market operations.

- Improved earnings from (\$250,000) to \$250,000 in first year
- Established affiliation with Jonesboro Area Health Education Center (AHEC) for house physician and emergency department coverage

EDUCATION

Master of Hospital and Health Administration

Xavier University, Cincinnati, OH

Master of Science in Industrial Engineering

West Virginia University, Morgantown, WV

Bachelor of Science in Industrial Engineering

West Virginia University, Morgantown, WV

ASSOCIATIONS, AWARDS, CIVIC & PROFESSIONAL AFFILIATIONS

Named 2017 Most Influential in North Central WV, North Central West Virginia Life Magazine
West Virginia Hospital Assoc., Board of Directors (2014 - 2018), Chair (2016 & 2017)
Morgantown Area Chamber of Commerce, Board of Directors, 2007 - 2013, Chair (2012)
Morgantown Area Economic Development Partnership, Board of Directors (2012- 2018)
CHART Risk Retention Group, Board of Directors (2015 - 2018)
United Way of Monongalia and Preston Counties, Campaign Chair (2014)
Rotary Club of Cheat Lake, Paul Harris Fellow (2011 - present)
Mon Valley Habitat for Humanity, Family Advocate (2018 – present)
The Partnership for Excellence (Ohio, Indiana and West Virginia Baldrige organization),
Board of Directors (2015 - present), Awards Committee Chair (2019 – present)
Mountain State Osteopathic Postdoctoral Training Institute (MSOPTI), Board of
Directors (2012 - 2018)
The Virginias Seniors Golf Association, Board of Directors (2016 - present)
Advisory Committee and Distinguished Alumni Academy, West Virginia University,
College of Engineering, Department of Industrial Engineering (2002 - present)