

CONFIDENTIAL RESUME OF

Your name

Address

Work number – Cell number

Email address

PROFILE

Health care executive with 30-plus years' experience in leadership roles (CEO, COO, CFO) with a large regional health system, community hospitals and Boston teaching hospitals.

- Chosen to lead organizations facing mission-critical challenges, based on expertise in assessing operations, developing multi-faceted strategic plans, and building teams to reach goals.
- Re-established financial stability and growth in two most recent leadership positions.
- Significantly increased market share at regional health care organization, putting them in dominant market position in their core service area.
- Expanded, improved quality and led innovation in care delivery programs, achieving national Top 100 Hospital status six times based on clinical and financial excellence with two organizations.

PROFESSIONAL EXPERIENCE

XYZ SYSTEM, INC., Worcester, MA

1999-2010

\$400 million regional non-profit health care system encompassing four acute care hospital campuses with a total of 500 beds, five senior services facilities and 50-plus behavioral health centers.

President and Chief Executive Officer

Oversaw strategic direction and all operations of the organization.

- Following the organization's acquisition initiatives restructured multiple facilities/organizations into three coherent business units (acute care, behavioral health, senior services), with separate management teams, new governance and new strategic plans for each.
- Invested in excess of \$150 million in campus improvements, innovative new technology, and expansion/creation of clinical capacity. Now among fastest growing hospital groups in state. During this period, also maintained profitability resulting in increase of net worth of \$35 million.
- Invested in behavioral health and elder care services: attracting grant money and university support for addiction treatment study and improvements; and pairing inpatient acute care with behavioral services at XYZ Hospital's Senior Adult Unit to win the prestigious XYZ award.
- Successfully managed crises, including new health insurance contracts to maintain advantageous payments to XYZ physicians after abrupt departure of XYZ contracting network.
- Developed a new culture of philanthropy by creating the XYZ Health Foundation, which focused and systemized solicitation of gifts, increasing donations by \$2 million a year.
- Achieved national Top 100 Hospital status ten times.

XYZ HOSPITAL, New York City, NY

1993-1999

One of the nation's leading pediatric hospitals, the world's largest research enterprise based at a pediatric medical center, and the primary pediatric teaching hospital of XYZ Medical School.

President and Chief Operating Officer

Recruited to develop operating plan to re-establish financial stability and work toward improved "profitability." Responsible for hospital, satellite facilities', affiliates' day-to-day operations.

- Developed/recruited senior management team and promoted integrated decision-making between chiefs of service and executives, resulting in \$30 to \$35 million first-year budget improvement.

- Developed comprehensive restructuring plan that would result in \$30 million budget improvement over next 24 to 36 months.
- Initiated multi-million-dollar investments in intellectual property (technology transfer) operation to support hospital research mission; and in new information systems.

XYZ HOSPITAL, Hopedale, MA

1987-1993

Southwest suburban Boston provider of comprehensive health care services, with 310 beds and care in a wide range of medical specialties.

President and Chief Executive Officer (1991-1993)

Oversaw strategic direction and all operations of the organization.

- Increased hospital's net worth by \$38 million in eight years; implemented work redesign project, including re-engineering the entire care delivery system, to save \$1.5 to 3 million annually; positioned hospital favorably with every major health insurer.
- Increased share of highly competitive market to 22%, highest in service area.
- Implemented numerous service and clinical innovations, including full-time, teaching-accredited intensivist service in adult ICU; full-time pediatric service in conjunction with XYZ's Hospital; 3,000-member "continuum of care" program for elders; perinatology service in conjunction with XYZ.
- Successfully launched several new business ventures: joint Management Services Organization with physicians' practice association that generated surplus in every managed care contract; a home care company making 65,000 patient visits in only its third year; a physician company that grew to eight practice sites.
- Achieved national Top 100 Hospitals status based on both clinical and financial performance.

Executive Vice President and Chief Operating Officer (1990-1991)

Managed transition of 30 physicians and 2,500 annual admissions from neighboring closed hospital; developed bid strategy, acquired and integrated nearby 100,000-visit regional health center; led innovative two-year project to deliver more patient-focused care centered around nursing staff.

Treasurer and Chief Financial Officer (1985-1989)

Planned and refinanced a \$29 million bond issue for new construction and equity recapture; planned and executed a corporate reorganization; created three new operating businesses which together earned more than a 20% return on investment.

XYZ HOSPITAL, Springfield, MA

1983-1985

As **Vice President, Finance**, for community-based hospital with 120 beds, 300 physicians and care in 25 medical specialties, developed organization strategy creating three new corporations, including one for-profit; developed debt strategy resulting in favorably rated \$30 bond issue; managed successful conversion of hospital-wide management information system.

EDUCATION

MBA, finance concentration, **XYZ University Graduate School of Business, XYZ, MA (19XY)**

BA, Business Administration, **XYX College, Manchester, NH (19XY)**

PROFESSIONAL AFFILIATIONS

Diplomate, American College of Healthcare Executives

Advanced Member, Hospital Financial Management Association

Board of Directors, Massachusetts Hospital Association (1990-1999, 2002-2008)

President (1999-2005), **Board of Directors**, Massachusetts Council Community Hospitals (2002-2008)

Board of Directors, XYZ College, Newport, RI (2002-2006)

