

# JOHN DOE, FACHE

00 Exmoor • Columbus, Ohio 43615  
(419) 578-7281 • jdoe@xmail.com

## CHIEF EXECUTIVE OFFICER / HEALTH CARE

Strategist...change-agent...profit builder. Seasoned executive with a formidable record of conceiving and executing strategic change in large and small acute care settings. Extensive experience with start ups, joint ventures, acquisitions and large construction initiatives. Well-established skills in financial turnaround, change management, and productivity improvement. Collaborative leader able to engage medical staff and work teams, and build culture of teamwork, accountability and profitability.

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Strategic Planning • P & L Management • Healthcare Operations • Budgeting, Finance & Cost Reduction  
Joint Ventures & Acquisitions • Service Innovation • Change Management • Business Process Improvement  
Collaborative Leadership • Performance Optimization • Community Relations

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## PROFESSIONAL EXPERIENCE

### **ST. VINCENT MERCY MEDICAL CENTER, Columbus, Ohio • 2007-2008**

*\$1.2B critical care and teaching center. Maintains 5 Life Flight air ambulances, highest-designation trauma care, and chest pain accreditation. Member, Mercy Health Partners.*

#### **President and Chief Executive Officer**

Lead 511-bed facility (acute care, Regional Heart and Vascular Center, and Children's Hospital), delivering cardiovascular, neurosurgery, women's, trauma, and orthopedic services. Ensure education of 190+ medical residents in 21 specialties as well as JCAHO and AOA compliance. Oversee \$32M foundation.

#### Operational and Fiscal Performance

- Led transformation process targeting \$40M in bottom-line improvements over 15 months.
- Increased patient satisfaction from the 37<sup>th</sup> to the 78<sup>th</sup> percentile, and implemented HCAPS survey—achieving a 75<sup>th</sup> percentile ranking.
- Completed and opened \$65M Regional Heart and Vascular Center.
- Decreased Emergency Department diversion by 30%.
- Restructured cardiology joint venture to allow growth in additional markets, and re-negotiated physician agreements for services and employment.
- Raised \$1.3M in Foundation funds in 2007.

#### Quality and Service Performance

- Achieved HealthGrades award for superior clinical performance in stroke care.
- Recognized with Patient Safety and Leadership in Quality awards from Thompson Reuters in 2007.
- Increased productivity to the top quartile per national benchmarks, reducing salaries by approximately \$7M.
- Ranked best in Ohio for performance in CMS/Premier Quality Project.

### **SISTERS OF CHARITY PROVIDENCE HOSPITALS, Columbia, South Carolina • 2004-2007**

*\$695M, 311-bed acute care tertiary hospital with 2 campuses and an Ambulatory Surgery Center.*

#### **Executive Vice President and Chief Operating Officer**

Developed goals, budgets and strategic plans across The Heart Institute, the Orthopedics and Neurospine Institute, and outpatient center, including 7 direct reports and 1800 FTEs. Special emphasis on real estate management and development of physician collaboration strategies.

- Turned campus profitable for the 1<sup>st</sup> time in 6-year history. Earned \$400,000 in May 2006 as a result of instituting Six Sigma (\$8M impact) and reducing contract labor in nursing and clinical departments by 55% (\$4M).
- Increased surgeries by 141% by establishing the Orthopedic and Neurospine Institute. Facilitated additional surgical suites by closing a transitional care unit and reopening as the Neuro Ortho Institute.
- Championed gain-sharing program in cardiac services—1 of 5 organizations nationwide to do so.

**ST. VINCENT'S HOSPITAL, Birmingham, Alabama • 1999-2004**

*\$740M, 338-bed general acute care facility. Member, Seton Health Corporation.*

**Senior Vice President and Chief Operating Officer**

Planned, organized, directed, and evaluated day-to-day clinical and general operations in all corporations of Seton Health Services. Developed operational goals and strategies, and monitored resources necessary to provide safe, high quality care. Member, all internal governance boards.

Operational and Fiscal Performance

- Increased surgeries and avoided a \$2M subsidy by recruiting a new anesthesia group.
- Devised plan to reduce expenses by \$17M over 5 years by introducing Six Sigma approach.
- Reduced FTE's from 4.8 to 4.2 per average occupied bed by implementing benchmarking system. Cut overtime expense by \$2M.
- Cut losses by \$1.5M without decreasing patient base by restructuring employed physician practices to private practice operations.

Quality and Service Performance

- Reduced FY 2003 expenses by \$250,000 by leading development of coordinated Hospitality Services Program (environmental, food, food transport).
- Introduced numerous quality improvements such as Maternal Child and Medication error reduction programs, room service, and patient safety reviews.
- Named "Best in Business" 2003, "Best of the Best for Working Families", and #1 overall in Ascension Health in 2001. Recognized as "Most Wired" facility twice. Awarded Press Ganey Success Story award in 2002 for Patient Satisfaction. Top 100 in Cardiology.

Physician / Community Collaboration

- Developed successful Hospitalist Program, self supporting after 1 year.
- Led development of ambulatory surgery JV, and played key role in the development of Neurosurgical JV.
- Collaborated with public/private community leaders to implement the Coordinated Health System for uncompensated care cases.

**SISTERS OF CHARITY HEALTHCARE SYSTEM • 1991-1999**

*Fully integrated healthcare system encompassing 15 acute care hospitals, 8 affiliated hospitals, 10 long-term acute care facilities, and 11 PHO and physician networks. Gross revenues exceeded \$1.3B in FY '97.*

**Chief Operating Officer, St. Patrick Hospital, Lake Charles, Louisiana, 1994-1999**

Led operations for \$180M, 400-bed regional referral center with 60-bed freestanding Behavioral Health Center, Heart Center, Cancer Center, and joint venture MRI and Occupational Medicine Services. Focus on strategic planning, new service development, and quality outcomes. Senior executive and/or board member of multiple corporations within system, and significant professional interface with community, government, physicians, and Board of Trustees.

Fiscal and Resource Management

- Enhanced operational efficiencies by consolidating surgery, PACU, pre-op, ambulatory surgery, central and sterile supply into a newly constructed building.
- Reduced drug and medical supply costs by \$870,000 in FY 1996.
- Gained participation in managed care contracts and cut expenses by renegotiating emergency services' physician and rehabilitation management contracts. Negotiated outsourcing agreements for food service and housekeeping.
- Increased volume of surgeries by 15.3% as a result of developing a minimally invasive surgical program.
- Reversed fitness center losses from <\$41k> to a positive \$8k in an 11-month period.
- Saved \$186,000 annually (9.7%) by eliminating dietary management contract.

System Development & Integration

- More than doubled outpatient visits over tenure (from 74,000 in FY 1994 to 158,000 in FY 1998).
- Gained effective working relationship with a 130-physician/member IPO as a result of coordinating the development of a 5-parish primary care initiative.

**SISTERS OF CHARITY HEALTHCARE SYSTEM, ST. PATRICK HOSPITAL, continued:**

- Generated a \$1M profit and returned \$500,000 in equity to JV partners in Year 1 by guiding consolidation of 2 MRI services into a joint venture operation.
- Shifted \$3M to cost-based reimbursement by identifying need and developing an inpatient Geropsych unit.
- Increased revenue from \$300,000 in FY 1996 to \$1M in FY 1997 by creating a JV occupational medicine service.

Quality of Care and Customer Service

- Implemented outcomes management system resulting in development of pathways in chemotherapy, orthopedics, women's services and cardiology.
- Achieved JCAHO accreditation with commendation in acute care, home health and hospice. Previous score was 93 with several Type 1 contingencies.
- Collaborated with school board to operate 3 school-based health centers, and increased the number of students served by 250% (800-2000).
- Established Service Excellence program resulting in 60 trained service excellence advisors.
- Created community-wide hospice program by collaborating with 2 community organizations.

**Assistant Administrator, St. Elizabeth Hospital, Beaumont, Texas, 1991-1994**

Delivered Laboratory, Radiology, Air Ambulance, Outreach Education, Physical and Occupational Therapy, Rehabilitation, Clinical Nutrition and Diabetes Education, Physician Support Services, and Outpatient Scheduling services for flagship, 500-bed tertiary care center. Extensive negotiation of purchases of primary care practices.

- Coordinated the development of a physician hospital organization.
- Created a Support Services Department to provide consulting, employee leasing, and office management services to physician practices.
- Facilitated multiple quality improvement efforts.
  - Led regional planning effort to develop a Department of Health-recognized trauma advisory council.
  - Managed departmental re-engineering resulting in increased services with reduced personnel.
  - Participated in cross-functional team for information system planning, selection and implementation.

PRIOR CAREER: **Assistant Administrator** (Radiology, Physical Medicine, Cardiac Catheterization, Laboratory, Respiratory Care, Pharmacy, Dietary, Housekeeping and Laundry), **Baptist Hospital of Southeast Texas, Beaumont, Texas, 1989-1991.** **Assistant Administrator**, (Laboratory, Physical Medicine, Neuro-diagnostics Lab, Radiology, Nuclear Medicine, Cardiovascular/Pulmonary, Cardiac Catheterization, Speech Pathology, and Medical Records), (1985-1989) and (Engineering, Purchasing, Materials Management, Clinical Dietetics, Food Service, Laundry, Biomedical Engineering and Security), (1985-1986), **St. Joseph Hospital, Augusta, Georgia.**

**EDUCATION**

**Master of Science in Healthcare Administration**

University of Houston, Clear Lake, Texas

**Bachelor of Business Administration**

Lamar University, Beaumont, Texas

Board Certified in Healthcare Management

**PROFESSIONAL ASSOCIATIONS**

Fellow, American College of Healthcare Executives

Board Member, Mercy College

Online Faculty, University of Phoenix

Healthcare Roundtable

The Leadership Institute