

CLIENT CONFIDENTIAL, MBA, MSHA

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TARGETED OBJECTIVE: **DIRECTOR, STRATEGIC PLANNING & BUSINESS DEVELOPMENT**

Bold, progressive and highly analytical leader; judiciously capitalizes on revenue opportunity, influences multidisciplinary teams to achieve aggressive goals, and effectively leads transformative change

Proven strategic leadership in short- and long-term planning, market assessment and positioning, financial modeling and strategic partnerships. Excels in leading stakeholders to achieve aggressive goals, targets, and metrics consistent with objectives. Known for innate ability to think outside the box and provide non-traditional approaches to solving problems.

SIGNATURE COMPETENCIES:

- ▶ Successful in Vetting Strategic Partnerships & Joint Ventures
- ▶ Development of Clinically Integrated Networks
- ▶ Proven Ability to Deliver to Aggressive Goals
- ▶ Trusted Advisor to the CEO/Board
- ▶ CRM and Predictive Analytics
- ▶ Familiarity with Consumer Journey Mapping
- ▶ Exemplary Skills in Financial Modeling, Market Assessment and Evaluation, and New Service-line Development
- ▶ Performance Monitoring & Tracking
- ▶ Revenue Cycle Management
- ▶ Physician Recruitment & Engagement
- ▶ Patient Satisfaction Benchmarking



LEADERSHIP CONTRIBUTION:

MANAGER, STRATEGIC SERVICES & BUSINESS DEVELOPMENT

CONFIDENTIAL Hospital | CONFIDENTIAL

20XX – Present

Ranked as the No. X hospital in CONFIDENTIAL, one of the top 50 hospitals nationally in X medical specialties. Independent nonprofit and the primary teaching hospital for the CONFIDENTIAL UNIVERSITY serving as the region's only Level 1 trauma center.

Recruited by the CEO for Administrative Fellowship Program following grad school. Managed 3+ direct reports for peak performance with matrix oversight for multi-disciplinary teams.

- ✓ **Brought in by newly appointed CEO to lead Board directive and transformation of a 1,011-bed standalone tertiary hospital** lagging 10 years behind its competition in transitioning to a **Health System** business model.
- ✓ **Poised XXX for sustainable growth, new level of profitability, and carefully calculated transformation.** Set short- and long-term objectives, established 10-year growth strategy, and judiciously identified and filled gaps in continuum of care.
 - **Developed and executed a post-acute care strategic plan** aimed to broaden service-line offerings and expand XXX's post-acute care presence in the market. Comprehensive plan encompassed partnership/acquisition opportunities and timelines for services, including SNFs, infusion centers, diagnostic imaging centers, home health, hospice and ASCs.
 - **Challenged conventional thinking.** Influenced decision to offer **non-traditional services** as needed to drive XXX's evolution forward in becoming a dynamic, progressive health system with a competitive edge in the market.
 - **Mitigated substantial risk** by steering decision to halt the build of a proposed \$515M specialty hospital following extensive pro-forma analysis and modeling. Recommended a less-riskier, alternate go-to-market strategy involving partnerships.

BOLD LEADERSHIP THAT DELIVERS IMMEDIATE IMPACT:

13.5% increase in Physician Referral Revenue

65% increase in New Patients in < 2 years

~\$20.4M leakage savings realized in 6 months

\$30M strategic growth opportunity in place

- ✓ **Within ~2.5 years, succeeded in structuring and executing aggressive strategic plan to build a Clinically Integrated Network** within the CONFIDENTIAL area comprised >1,200 physicians and deliberate expansion of services. Spearheaded strategic initiatives contributing to key wins, including:
 - **Increased new patients by 65%** by devising and implementing a Primary Care and Urgent Care expansion strategy aimed at tripling the number of XXX primary care physicians.
 - **Captured a 13.5% increase in referral revenue** over the previous year by working with Physician Liaison team to target specialties poised for significant growth within the next 5 years.
 - **Acquired ~3,000 new members and >700 e-visits** within first 2 months of Telehealth service deployment. Built comprehensive service platform as a key member of a multidisciplinary committee.
 - **Positioned XXX to capitalize on a \$30M growth opportunity** in Thyroid/Parathyroid. Led multidisciplinary team in identifying growth opportunity and establishing business plan to implement in 2016-2017.
 - **Identified \$67.8M in lost revenue** resulting from leakage from the Primary Care group. Reduced by 30% in 6 months, working with the Physician Liaison team in implementing new referral protocol and incentive plan.
 - **Enabled 340B program participation** and potential \$5M lift by facilitating local pharmacy partnership.
- ✓ **Played an integral role in helping XXX take its first major step into expanding its ambulatory footprint in the market** by putting crucial building blocks in place needed to complete the build for a **\$70M comprehensive outpatient health center** scheduled to launch 1Q, 2017. New facility will provide Primary Care, Specialty Care, ancillary services, a freestanding Emergency Room and Ambulatory Surgery Center.
- ✓ **Facilitated development of consumer engagement strategies and consumer journey mapping.** Coordinated the implementation of a **CRM and predictive analytics platform**. Drove **new level of ROI in marketing** by utilizing newly available data and insights, leading team responsible for marketing campaign strategy.

SENIOR HEALTHCARE CONSULTANT

CONFIDENTIAL Consulting Inc. | CONFIDENTIAL

20XX – 20XX

Management consulting firm specializing in post-acute management consulting with a clientele roster that includes 4 of the top 20 rehabilitation hospitals and 4 of the top 20 acute health systems.

Provided various financial, operational and staffing assessments and recommendations for hospitals throughout the Southeast.

- ✓ **Boosted operating margin from break even to 6.5% for a growing hospital** by incorporating non-traditional/non-hospital services to offset poor payer mix, and adding a new Surgery Center.
- ✓ **Increased client's outpatient volume by >100% in 3 years** by recruiting physicians and expanding Outpatient Clinic services.
- ✓ **Increased client's home health business** from an average daily census of 39, to over 600, by implementing a targeted home health strategy and improving local SNF collaboration.

STRATEGY THAT DELIVERS SUSTAINABLE IMPACT:

Achieved and sustained above industry averages in bottom-line margins – producing a 3% - 5% average across critical access hospital clients in Mississippi

Held three-month client assignment in 2013, working with the Chief Integration and Quality Officer at ABC Health System.

EARLIER ENGAGEMENTS: Healthcare Consultant, ABC Inc., CONFIDENTIAL | Project Manager, ABC, Inc., CONFIDENTIAL

ACADEMIC CREDENTIALS:

Master of Science in Health Administration, CONFIDENTIAL

Master of Business Administration, CONFIDENTIAL

Bachelor of Arts in Political Science, Minor in Spanish, CONFIDENTIAL

Lean Six Sigma Green Belt for Healthcare, Institute of Industrial Engineers

Certificate in Health Care Financial Management, CONFIDENTIAL

AFFILIATIONS: Member of Healthcare Financial Management Association and American College of Healthcare Executives

LEADERSHIP AWARDS & ACTIVITIES: Valedictorian, CONFIDENTIAL University (2010) | Vice President of Operations, CONFIDENTIAL University (2008-2010) | Academic/Athletic All-American, CONFIDENTIAL University (2005) | Entrepreneur of the Year, ABC County Chamber of Commerce (2005)