

Selected accomplishments:

At the NY Proton Center – start-up project:

- Built an operations support platform for a start-up Proton Radiation Center, integrating clinical data and images from three academic medical centers with incompatible patient record and imaging systems (Epic, Allscripts, Cerner, etc.)
- Created functions including Risk Management, Change Management, Patient Communications and compliance
- Hired an IT department of experienced professionals, resulting in staffing level with 60% lower head count (6 FTEs vs 16 proposed) and 50% less cost than the initial plan (\$2M vs \$4M)
- Built an IT platform supporting clinical research across three academic medical centers
- Renegotiated previously signed contracts to improve terms and reduce cost; one example is the slashing the price of a business continuity platform from \$340k to \$100k / year
- Using hybrid in- and out-sourcing methods, developed critical functions while reducing actual costs for IT support, security, asset management and other functions. Cost reductions compared to legacy or planned spend ranged from 15% to 35%

Axia Women's Health:

- Worked with clinicians to develop care standards and process, then Implemented a new EMR across 80 locations in six months, integrated data transfers with Epic and other systems
- Developed Quality Assurance / Performance measurement system used organization-wide
- Built initial analytics platform (data lake integrating multiple systems, dashboards, self-service reporting, etc.) for 20% less than cost estimate from consulting firm (\$800K vs \$1M)
- Developed patient / customer relationship tools and platforms that drove improvement in patient satisfaction, clinical and financial performance
- Designed and launched functions lacking in two merged legacy organizations, including (i) Decision Support, (ii) Enterprise Risk Management, (iii) Project Management Office (iv) Clinical Innovations Committee and (v) Change Management
- Following a significant data breach prior to my arrival, built a secure platform and program that resulted in no fines or follow-up actions from CMS or other regulators
- Limited IT spend to < 2.4% of revenue compared to peer group median of 3.8%

Amedisys Home Health and Hospice:

- Replaced a legacy, noncompliant problematic EMR with an industry-leading product at 400 locations, supporting 13,000 providers, in 8 months – ahead of schedule and under budget
- Designed, built and grew an industry-leading prescriptive analytics platform and team, the “Amedisys Care Engine [ACE]”
- ACE both enabled and drove clinical, financial and operational improvement, including STAR ratings improvements from 3.8 to over 4 in about 18 months. The current rating is 4.3 Stars out of a possible 5, 32% above the national average
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- Transformed the IT function at Amedisys from a limiting factor to a driver of both operational improvements and strategic objectives
- Improved performance dramatically while reducing IT spend from over \$37M to about \$18M, from over 5% to under 2.5% of revenue, and headcount from about 300 to 60 in about 14 months
- Leadership role in “Hospital at Home” Emergency Department diversion pilot program
- Outsourced non-strategic components such as basic help desk, asset management, WAN management, while building an effective leadership team structurally integrated with business lines. In all cases performance measures rose dramatically
- Led integration of multiple acquisitions, all completed on schedule and within budget

United Health Group Pharmaceutical Services (formerly Ingenix, then i3)

- Integrated ten acquired companies across six countries (CRO, medical education, pharmacovigilance, study design)
- Reduced staff and costs by 25% by combining departments from acquisitions, creating a global shared services center
- Implemented an innovative, cost-effective platform to support a global CRO, ahead of schedule and under budget
- Named “turnaround performer of the year”

Big Four Consulting roles:

- Developed IT transformation / strategic plans for large healthcare systems (Catholic Health Initiatives, Novant Health) and for the integration of two global medical device firms
- Developed new diligence offering (Enterprise Information Management) delivered to health systems and private equity clients
- Worked with EMR teams to improve implementation and management of EMR platforms for Health System clients
- Met or exceeded all revenue, budgetary and schedule targets while Leading high profile pursuits and projects
- Highest revenue generator for healthcare M&A work, leadership role in over 700 diligence and post-deal related work
- Led initiatives to offer and sell “pull-through” work originating from diligence – helping clients realize opportunities, mitigate risks, and achieve improvements identified during diligence
- Led development and realization of new deal-related services, from expansion of diligence activities through tailoring diligence teams and objectives for specific industries, markets and conditions (including health IT, business process outsourcers, etc.)
- Selected to lead complex and high-profile projects, for example, a legally contested academic medical center’s re-acquisition of hospitals from a private for-profit management company

Founder of successful Analytics and Clinical Quality businesses (CPS and QIP):

- Designed, launched and grew the Center for Performance Sciences (CPS) in late 1990’s:
- CPS was an Analytics company that developed software, reporting and analytics for Providers, Payors, other stakeholders. Several software products were sold to national vendors.

- The Quality Indicator Project (QIP) was a paper-based pilot project designed by epidemiologists and researchers to assess clinical performance based on scientific and robust quantitative principles. Along with a clinical partner, we turned QIP into an innovative, sector-leading business that (i) was a pioneer for the JCAHO's ORYX program, (ii) uses by thousands of hospitals in the US and many other countries.

Prior Accomplishments

- Co-creator of a data analytics company (Center for Performance Sciences) that exceeded growth and revenue targets. CPS was a subsidiary of the Maryland Hospital Association
- Developed cutting-edge software products that received awards from HIMSS and sold to a national company for \$3M
- Led many successful enterprise IT system implementations (EMR, ERP, CRM, etc.) including: Epic, Homecare Homebase, eClinicalWorks, Salesforce, Varian, PeopleSoft, Oracle and others. All completed on or ahead of schedule and on or under budget
- For United Health Group's International Pharmaceutical Division (i3), reduced staff and costs by 25% by combining departments from acquisitions from 6 countries, creating a global shared services center.
- Named "turnaround performer of the year" at i3 (United Health Group)
- At Erickson Retirement Communities, designed and built a shared services back-office model to support nine 2500-resident sites in five states, enabling growth while reducing expenses by more than 5% each year
- At Erickson, reduced IT staff by 35% and spend by 25%
- Developed a shared services model to support sites across states, including healthcare, facilities, dining services, resident management and construction
- Represented Maryland's hospitals to state and national legislators on privacy and security matters, leading hospital representative on a state-wide Medicaid Reform task force