

# KEITH G. GORDON

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## C-SUITE / EXECUTIVE LEADERSHIP / OPERATIONS / CHANGE AGENT

### AREAS OF EXPERTISE

**Business Development • Budgets & Financial Management • Quality Assurance • Mentoring & Training • Vendor Relations • Performance Management • Strategy Partnerships • Program Management • Public Speaking • Troubleshooting • Strategic Plans • Contract Negotiations • Business Administration • Continuous Improvement**

Senior-level *operations management executive* with a proven record of *developing actionable plans and measurable results* for companies facing competitive market challenges. Adept at *building processes and procedures that improve productivity, control costs, and increase profitability*. Change-agent with *exceptional communication and leadership abilities*, skilled at realigning cultures, and building organizational loyalty. *Trust is the most valuable thing ever earned!*

**EDUCATION:** Gerontology Graduate Certificate ((**MS**) Master of Science equivalent), University of Utah; Bachelor of Science (**BS**) degree, Behavioral Science and Health/Health Administration, University of Utah; Associate of General Studies (**AGS**), Arts and Sciences, BYU Idaho (formerly Ricks College)

## WORK EXPERIENCE & SELECT ACHIEVEMENTS

### MANAGEMENT CONSULTANT SELF EMPLOYED-NORTH SALT LAKE, UT

Dec 2019-Current

*Professional business consulting services to owners of small-medium sized organizations*

### TREAD LIGHTLY-CENTERVILLE, UT

Apr 2018-Nov 2019

*National nonprofit organization that promotes responsible outdoor recreation through ethics education and stewardship programs*

### CHIEF EXECUTIVE OFFICER / EXECUTIVE DIRECTOR

Provided strategic organizational leadership, managed staff, and oversaw operations, memberships, marketing, and special events. Frequent communications with the board of directors, and managed external strategic partnerships. Supervised 8 direct reports.

### KEY ACHIEVEMENTS:

- Initiated the revitalization of three regions (multi-state areas) that were not utilizing services or products efficiently.
- Supervised membership-based funding that grew financial support and memberships by 60%.
- Strategized and negotiated contractual relations with external partners, including Forest Services, BLM, etc.
- Maintained profitability during 2019 government shutdown and U.S. Land Agency grant reductions (up to 50-60%).

### ECCOCHI – NORTH SALT LAKE, UT

Oct 2015-Mar 2018

*Professional business consulting services to owners and leaders of small-medium sized organizations*

### PRESIDENT

Provided business consulting services in the areas of operations management, market penetration, branding, and team unification. In some cases, assumed interim leadership positions to optimize results.

### KEY ACHIEVEMENTS:

- Collaborated with 21 owners and executive groups to improve business plans, marketing plans, fiscal management.
- Integrated a “value-based” platform where owners could empower and maximize employee outcome and loyalty.
- Helped business owner increase revenue by \$200k per month by retraining sales staff.
- Successfully positioned client to expand into a multi-state presence, increasing his revenue from \$110k to over \$650k in just over one year.

### LEGACY HEALTHCARE – LAYTON, UT

Jan 2004-Nov 2015

*Premiere full-service multi-branch senior healthcare service organization*

### CHIEF EXECUTIVE OFFICER

Planned, led, organized, and executed all operations to maximize productivity while meeting all regulatory compliance requirements related to patient outcomes. Wrote and maintained all policies and procedures to maximize day to day operations. Grew partner relationships, patient census and represented company as the face in the community. Oversaw all operational functions including P&L and budgets. 75+ employees, supervised 15 direct reports.

**KEY ACHIEVEMENTS:**

- Recognized “Profiles in Success” (top CEOs in Utah) by Outlook Corp. and University of Utah School of Business.
- Earned *Quality Program Awards* from HealthInsight for compliance to Medicare standards of practice and regulations.
- Negotiated over 240 contractual arrangements with vendors, facilities, and professionals.
- Collaborated with the state health department to write hospice standards for assisted living centers.
- Led company growth through strategic planning of four new offices throughout six counties.
- Served on panel that advised Senator Orin Hatch’s office on hospice and palliative care issues during healthcare reform.
- Maintained 100% compliance with Quality Assurance program requirements. Awarded Quality Program Awards.
- Restructured collection process for greater efficiency, capturing 91% of receivables.

**ODYSSEY HEALTH CARE, INC. – CENTERVILLE, UT****Mar 2003-Jan 2004***One of the top five largest full-service, free-standing home health and hospice organizations in the U.S.***NATIONAL ANALYST AND TRANSITIONAL EXECUTIVE DIRECTOR**

Tasked with being a key player in the national marketing and acquisition campaign with the vice president of marketing. Identified significant relations and opportunities that could contribute to the growth of the organization via acquisition of multiple agencies. Supervised 22 employees.

**KEY ACHIEVEMENTS:**

- Strategized national marketing campaign, company grew 13% during my tenure.
- Traveled to company branches to support operations and quality functions, and optimized development opportunities while in each area.
- Transitioned all intellectual property and supported staff of companies acquired by Odyssey.

**UTAH HERITAGE HOSPICE – CENTERVILLE, UT****Jan 2000-Mar 2003***Fifth largest full-service, multi-branch, free-standing hospice organization in Utah***EXECUTIVE DIRECTOR**

Directed operational, marketing, and development functions. Supported and developed team building and marketing activities. Established relations with all levels of the healthcare community. Developed all marketing and branding materials. 97+ employees.

**KEY ACHIEVEMENT:**

- Implemented creative approaches to develop strategic partnerships that helped the organization grow to fifth largest hospice organization in Utah in less than two years, with an average daily census of over 300 patients.
- Drove value of organization to over \$15M within two years, leading the company to be sold for the second largest amount paid (per patient) for a hospice organization in the United States.

**VISTACARE HOSPICE – SALT LAKE CITY, UT****Jan 1996-Jan 2000***Second largest full-service, free-standing hospice organization in the U.S.***PROGRAM DIRECTOR AND WESTERN REGIONAL ANALYST**

Provided overall operational, financial, and development function of two northern Utah area offices. Traveled and supported other program directors in western states. Supervised 10 direct reports.

**KEY ACHIEVEMENTS:**

- Provided operational and organizational support as company went public.
- Collaborated with University of Utah to optimize a volunteer program, utilizing students from the School of Medicine and Nursing; students received one credit hour for completing volunteer program services. Grew volunteers to over 80 at any given time to support patient needs. Had 88% of the students complete the requirements.
- Developed unique educational marketing campaigns and publications that drove up census 60%, leading VistaCare to become the premier authority for end of life care in the nation.

## TECHNOLOGY TOOLBOX

QuickBooks, QuickBooks Online, Microsoft Office Suite: MS Word, MS Excel, MS PowerPoint, MS Publisher; Google Sheets, Google Calendar, Go to Meeting, Join Me, WebEx, Zoom, FaceTime, Skype

ADDITIONAL INFORMATION IS AVAILABLE AT [HTTPS://KEITHGGORDON.COM](https://keithggordon.com)

## ADDITIONAL HARD SKILLS

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Accounting, Account Management, Administration, Advertising, Agile, Analysis, AR – AP, Audits, B2B, B2C, Banking Relations, Benefits Management, Best Practices, Billing, Branch Management, Branding, Budget Analysis, Budget Control, Budget Management, Budgets, Business Development, Business Intelligence, Business Process Development, Business Process Outsourcing, Business Strategy, Business Transformations, Campaign Management, Cash Management, Change Agent, Change Management, Claims, C-Level Decision Support, , Compliance, Conflict Resolution, Contingency Planning & Disaster Recovery, Continuous Process Improvement, Contract Administration, Contract Compliance, Contract Management, Contract Negotiations, Contracts, Convention & Event Planning, Corporate Communications, Corporate Giving, Corporate Partnerships, Cost Accounting, Cost Containment, Cost Control, Cost Reduction, Crisis Management, CRM, Cross Functional Team Building, Cross-Functional Teams, Customer Relations, Customer Relationship Management, , Employee Safety Programs, Engagement Management, Enterprise Solutions, EPA, Ethics & Integrity, Events, Expansions, Financial Analysis, Financial Planning, Financial Reporting & Analysis, Funding, Fund Raising, Gap Analysis, Government Contracting, Government Programs, Government Relations, Government Reports, Grants, Grant Writing, Group Facilitation, Growth Strategies, Health & Welfare Plans, Healthcare, Health Care Management, HIPAA, HR, Human Resources, Image Management, Implementation Management, Information & Records Management, Infrastructure, Intellectual Property, Internal Controls, Interpersonal Communication, Inventory Management & Controls, Issue & Management & Advocacy, JCAHO, Key Account Management, Key Accounts, Knowledge Management, KPIs, Large Budgets, Lean Six Sigma, Learning Strategy, Legislative & Regulatory Affairs, Lobbying, Logistics, Long-Term Disability, M&A, Market Expansion, Marketing Alliances, Marketing Campaigns, Marketing Support, Market Penetration, Matrix Management, Measurement & Tracking, Mentoring, Motivation, Multiple Projects, Multisite, Multi-Site, Multisite Operations, Multi-Site Operations, Needs Analysis, Needs Assessment, Needs Surveys, Negotiations, New Service Introductions, Non-profit, Office Management, Operations Operations Design & Management, Operations Management, Organizational & Workforce Development, Organizational Analysis, Organizational Communication, Organizational Design, Organizational Development, Other Outreach, Outsourcing, P&L, Performance Improvement, Performance Measurement, Performance Metrics, Performance Standards, Personality Profiles, Personnel Testing, Planning, Policies & Procedures, Policy Development & Implementation, PR, Practice Group Development, Presentations, Process & Productivity Improvements, Process Analysis, Process Design, Process Improvement, Process Improvements, Procurement, Product Development, Product Launches, Professional Staffing, Profit Improvement, Program Audits, Program Design, Program Development, Program Evaluation, Program Management, Project Coordination, Project Management, Promotions, Proposals, Public Affairs, Publications, Public-Private Partnerships, Public Relations, Public Speaking, R&D, Rapid Growth, Recruiting, Recruiting & Training, Regulatory Compliance, Relationship Management, Reorganization, Reorganizations, Reports, Research, Resource Management, Resource Optimization, Resource Utilization, Restructuring, Re-structuring, Retention, RFP Audits, RFPs, RFQs, Risk & Compliance Management, Risk Management, Sales, Sales Administration, Sales Management, Sales Support, Satisfaction Surveys, Scheduling, Scrum, SDLC, Service Development, Settlement Negotiation, Shared Services, Six Sigma, Social Media, Speechwriting, Staff Development, Staffing, Startups, Strategic Alliances, Strategic Growth Planning, Strategic Planning, Strategic Roadmaps, Strategic Sourcing, Succession Planning, , Supply Chain, Support Services, Sustainability, SWOT & Needs Analysis, SWOT Analysis, Talent Management, Team Building, Team Leadership, Territory Management, TQM, Training, Training and Development, Training Design, Training Program Design & Delivery, Travel & Event Planning, Turnarounds, Vendor & Client Relations, Vendor Agreements, Vendor Management, Vendor Negotiations, , Vulnerability Assessment, Workers Compensation Management, Workforce Planning, Fulfillment, Regulatory Examination, Finance, Daily Operations, Key Performance Indicators, Employee Engagement, Client Services, Analytics, Business Administration, Government Regulations, Revenue Cycle, Data Analytics, Executive Team, Patient Care, Analytical, Performance Management, Partnership, Management Experience, Human Capital, Human Resource, Organizational Change, Focus, Consumers, Cost-Effective, Capacity Building

## ADDITIONAL INTERPERSONAL SKILLS

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C-Level Relationship Management, Client Relations, Client Retention, Client Satisfaction, Communications, Communications Management, Community Relations, Customer Retention, Customer Satisfaction, Customer Satisfaction Improvements, Customer Service, Customer Service & Support, Customer Support, Customer - Vendor Relations, Dispute Resolutions, Employee & Vendor Relations, Employee Development, Employee Incentives, Employee Relations, Leadership, Leadership Development, Labor Relations, Press & Media Relations, Problem Resolution, Supplier Relations, Vendor Relations, Impact, Entrepreneurial, Communication Skills, Provide Guidance, Can-Do Attitude, Verbal Communication Skills, Prioritization Skills, Proactive, Innovative, Collaborative, Verbal Communication, Problem Solving Skills, Adaptability, Flexibility, Energetic, Highly Organized, Detail-Oriented, Collaborate, Customer Needs, Problem Solver, Highly Motivated, Integrated Communications, Vision, Confidence, Driven, Track Record, Judgment, Accountability, Think Strategically, Training Development, Proven Track Record, Consistent, Business Acumen, Leadership Experience, Passion