

DOUGLAS DUFFIELD

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Transformational Leadership - Led a hospital from CMS Immediate Jeopardy to Top 5% national quality recognition by creating a culture of sustained clinical, operational, and financial performance.

Regional Growth & System Development - Transformed a single community hospital into the foundation for what's become a four-hospital, \$750 million integrated delivery system through regional expansion, capital investment, and advanced tertiary service line development.

Operational Excellence - Improved clinical quality, patient safety, and operational performance, advancing patient safety from a Leapfrog "C" to an "A," earning national recognition from *U.S. News & World Report*, Healthgrades, and the American Heart Association, while doubling EBITDA.

Culture & Physician Engagement - Built high-performing cultures increasing employee engagement from the 5th to the 58th percentile, achieving 90th percentile physician engagement, reducing voluntary turnover below 10%, and earning three consecutive Most Preferred Hospital recognitions.

Technology & Innovation - Built a technology leadership foundation with Intel and Microsoft, applying that perspective to data-driven decision making and organizational innovation.

Recognition & Collaboration - Recipient of the Kaiser Permanente Medallion of Honor, the only non-Kaiser leader to receive the award in its 80-year history, recognizing exceptional collaboration to improve the member and patient experience.

HealthSearch Partners | Sr. Vice President/Sr. Consultant

Dallas, Texas | 2018 - Present

Advise healthcare boards and executive teams on leadership, succession, organizational transformation, and executive talent. Serve in interim executive leadership roles while leading C-suite executive search engagements for hospitals and health systems nationwide.

- **Executive Leadership** - Interim CEO assignments, executive coaching, leadership assessment, CEO succession, executive team development, and organizational transformation.
- **Executive Search** - Successfully placed C-suite leaders for organizations including University of Kansas Health System, MultiCare Health System, Ascension, Adventist HealthCare, AdventHealth, Providence, and many others.

Adventist Health Care 2005 - 2017

Adventist Health Kern County | Market President & Chief Executive Officer
Bakersfield, California | 2013 - 2017

Results: [Town Hall Video Link](#)

Developed and executed the strategy that transformed the Bakersfield market from a single acute care hospital (286 beds, \$380 million) into an integrated healthcare delivery system serving Kern County.

- **Market Expansion** - Led acquisition discussions with the boards of three hospitals. These strategic initiatives created the framework for what is now a four-hospital, \$750 million healthcare system across Kern County while securing corporate approval for a \$300 million second Bakersfield campus.
- **Market Share Growth** - Grew market share from 29.8% to 32.7% in a hypercompetitive market. Significant growth in high-margin service lines including Brain & Spine, Cardiovascular, Orthopedics, Oncology, and ambulatory services.
- **Physician Network** - Expanded the primary care network to 40 providers to support current services and future value-based care initiatives. Employed physician engagement ranked in the 90th percentile.
- **Quality & Safety** - Improved patient safety from a Leapfrog "C" to an "A," earned Top 10% national recognition by *U.S. News & World Report*, and received three consecutive Healthgrades Distinguished Hospital Awards recognizing the organization among the Top 5% of hospitals nationwide.
- **Consumer Preference** - Improved Top-of-Mind Awareness and Hospital Preference rankings to best in market, achieving the Most Preferred Hospital award from NRC and PRC for three consecutive years (2014-2016).
- **Financial Performance** - Prior to my leadership, expenses at Adventist Health Bakersfield grew significantly faster than revenue. Through a strategic focus on tertiary volume growth and disciplined cost control, the organization reversed this trend, achieving 5% annual net revenue per adjusted admission growth while reducing cost growth to -0.3%.
- **EBITDA** - Increased EBITDA from \$32.6 million to \$59.6 million and achieved a 5.5% operating margin.

AdventHealth Zephyrhills | President & Chief Executive Officer

Tampa, Florida | 2009 – 2013

Positioned AdventHealth Zephyrhills as a leading regional medical center serving North Tampa through the strategic development of advanced tertiary service lines. Lean Leader certified, with training at Virginia Mason in Seattle and at Toyota in Japan, providing a strong foundation in the principles and practices underlying the Virginia Mason Production System. Developed a nationally recognized Heart Institute ranked among the Top 10% by HealthGrades, established a comprehensive Neuroscience Institute in partnership with the University of South Florida offering comprehensive stroke services, brain and spine surgery, and neuro-interventional radiology, introduced robotic orthopedic surgery, and expanded an employed multi-specialty physician group.

- **Market Growth** – Acute admissions grew 23.5% despite minimal population growth. Inpatient market share increased from 43.0% to 51.9%, with gains in Neurology (39.9% to 55.5%), Cardiovascular (62.3% to 69.1%), and General Surgery (35.1% to 54.4%).
- **Quality & Safety** – Improved Core Measure (IQR) composite from 86.1% to 99.1%, earned the HealthGrades Excellence Award for Coronary Intervention, HealthGrades 5-Star Awards for Heart Attack and Pulmonary Embolism, and American Heart Association Gold and Silver recognition for Heart Failure and Primary Stroke.
- **Financial Turnaround** – Increased net income 72%, making AdventHealth Zephyrhills one of the few Tampa Bay hospitals to improve profitability while area hospital profits declined overall, as reported by the *Tampa Business Journal* (August 2012). EBITDA increased 21%.
- **Financial Performance** – Reduced expenses year over year, lowering expenses per adjusted admission by 8.1%, salaries and wages per adjusted admission by 7.8%, hours per adjusted admission by 17.2% (116 to 96), and employed physician subsidy by 30%.
- **Operational Excellence** – Deployed the Toyota Production System through the Virginia Mason Institute and JBA, standardizing processes, improving quality outcomes, and strengthening organizational performance.
- **Physician Engagement & Network** – Achieved 14.3% average annual growth in same-store employed physician clinic visits while improving all physician engagement from the 19th to the 51st percentile and Administrative Ability to Manage the Hospital from the 30th to the 51st percentile.
- **Patient Experience** – Improved HCAHPS performance across multiple domains, including Overall Hospital Rating (6th to 48th percentile), Nurse Communication (4th to 71st), Pain Management (4th to 86th), and Emergency Department Overall Rating (6th to 55th percentile).
- **Consumer Preference** – Improved consumer preference for Most Preferred Hospital from 14.6% to 35.0% and Most Preferred Emergency Department from 15.1% to 40.8%.

Adventist Health Sonora | Vice President, Strategy & Operations

Sonora, California | 2005 - 2009

Sonora Regional Medical Center is a 72-bed hospital serving California's Sierra Foothills. The organization provided more than 350,000 patient visits annually through its hospital, Cancer Center, Heart & Vascular Institute, and network of primary and specialty care clinics.

- **Financial Turnaround** - Hospital net income improved nearly \$10 million from -\$2.8 million to \$7.1 million through cost reductions, payor strategies, and aggressive growth.
- **Market Growth** - Increased five-year market share from 56% to 72% in the primary service area and from 27% to 37% in the secondary service area. Achieved average annual net revenue growth of 11.2%, five-year discharge growth of 30%, and outpatient growth of 40%.
- **Acquisition & Consolidation** - Member of the executive transition team that planned the closure of county hospital, including labor relations, physician contracts, facilities, and licensing. Acquired rural health, primary care, and specialty clinics generating \$4.1 million in annual net contribution while strengthening physician alignment across service lines.
- **Greenfield Development** - Developed the \$6 million Sonora Regional Imaging Center, exceeding business plan by 37%. Expanded the Sonora Regional Cancer Center with Radiation Oncology, exceeding first-year projections at 180% of pro forma.
- **Ambulatory Expansion** - Expanded ambulatory access through a new outpatient pharmacy, urgent care center, and five additional medical practices, strengthening the regional continuum of care while relieving pressure on Emergency Department services.
- **Physician Alignment** - Expanded hospital-based clinics from 9 to 17 through acquisition and physician recruitment, strengthening physician alignment in preparation for long-term value-based care.

Maluti Adventist Hospital | International Project Management

Mapoteng, Lesotho, Africa | 2000 - 2001

Completed a one-year volunteer assignment supporting a mission hospital serving more than 100,000 patients annually in rural Lesotho, Africa. Led strategic initiatives focused on healthcare infrastructure, workforce development, and public health in a resource-constrained environment.

- **Infrastructure Development** - Directed construction of a new pharmacy and admitting department, improving patient access and operational efficiency.
- **Workforce Development** - Established a computer training school to build technical capability and strengthen the hospital's local workforce.
- **Public Health** - Launched a community health initiative to track the spread of HIV/AIDS, supporting population health planning and disease surveillance.

Technology Career Bio

1994 - 2004

Prior to healthcare leadership, spent nearly 15 years in technology, marketing, consulting, and public relations supporting Fortune 500 organizations including Intel Corporation, Microsoft Corporation, Sun Microsystems, Philips Electronics, and others.

- **Advanced Computing** - Began technology career at Intel Corporation serving in marketing roles supporting advanced computing initiatives, including the Supercomputer Systems Division. Supported projects with Sandia National Laboratories, Oak Ridge National Laboratory, and the San Diego Supercomputer Center, as well as Intel's microprocessor development tools and advanced computing technologies.
- **Global Product Launches** - Led global launch activities supporting Microsoft's online services, coordinating simultaneous product introductions across North America, Europe, and Asia for MSN, MSNBC, Expedia, Slate, CarPoint, Sidewalk, and other emerging digital platforms.
- **Strategic Consulting** - Before transitioning to healthcare, served as Senior Vice President with Manning Selvage & Lee, leading the firm's Technology and Global Health practice in Atlanta. Provided strategic consulting services to organizations including Philips Electronics, Per-Se Technologies, HealthTronics, Eli Lilly, and AstraZeneca.

Education & Community Involvement

Education & Certifications

BA, Business Administration
Walla Walla University (1994)

MBA (In Progress)
University of the People
Expected Completion: 2027

LEAN Leader Certified
Virginia Mason Institute
Shingijutsu Consulting Japan

Professional Committees & Boards (past)

California Hospital Association Board of Directors
Kaiser Permanente Executive Oversight Committee
Adventist Health Bakersfield, Governing Board Secretary
Florida Hospital Zephyrhills - Board Member, Secretary
Florida Hospital North Pinellas - Board Member
Pasco and Kern Counties Economic Development Boards
Sonora Rotary - President