

PROFESSIONAL EXPERIENCE

PRESIDENT AND CEO

2/97 – present

MEDICAL MANAGEMENT SERVICES

- Provides consulting services to physicians, medical groups, hospitals, health plans and others to assist in the development of clinically integrated communities.
- Provides interim and turnaround executive services for medical groups, hospitals and healthcare organizations
- Provides planning, operations and development services for hospitals forming hospital based clinics.
- Develops market strategies, contract negotiations, and strategic positioning for healthcare organizations including hospitals, medical groups, disease management companies, health plans Health Information Technology companies, and other healthcare organizations.
- Assists providers with the selection, implementation and training for Electronic Health Records and Practice Management software.

- **Provider clients include(partial list):**

Torrance Memorial Medical Center
Good Samaritan Medical Center
Alameda County Medical Center
Salinas Valley Medical Center
South Bay Family Medical Group
Lovelace Health Plan
Cal e Connect
California ehealth Collaborative
Marin Healthcare District
Santa Rosa Memorial Hospital
St Joseph's Heritage Healthcare
SKS Investments
Alameda Hospital
Lodi Memorial Hospital
Barton Memorial Hospital
Cascade Healthcare
The Permanente Medical Group
El Camino Hospital
CalRHIO
Wellpoint/ Anthem (Blue Cross of California)
California Dept of Managed Healthcare
Blue Shield of California
Alta Bates Medical Group
Brown & Toland Medical Group
Hill Physicians Medical Group
John Muir Health
Golden Rain Foundation (Rossmoor Medical Center)
Sutter Health
Kindred Healthcare
Keenan Healthcare
San Mateo Medical Center
Laboratory Corporation of America
State Compensation Insurance Fund
Transitions Rehabilitation Group
Avant Inpatient Services
West Contra Costa Hospital District
California Emergency Physicians

Omnicare Medical Group
St Luke's Hospital
San Rafael Medical Group
Davies Medical Center
Family Doctor Medical Group
Healthguard IPA
Bankers Benefits
Partnership Health Plan

- **Technology and Disease Management clients include:**

KDH Systems
Health Technology Center
EHealthcontracts(Concuity)
Carepanion
Paradigm Health Corporation
Resolution Health Strategies

CHIEF OPERATING OFFICER
1/07 – 4/08

SUTTER PACIFIC MEDICAL FOUNDATION
Morris Flaum, M.D. CEO
Anabel Anderson Imbert, MD, CMO

- Responsible for operations management of multi-specialty integrated medical group affiliated with California Pacific Medical Center. Operating budget of \$65 million with 100 full time physicians, 50 part-time physicians and a staff of 185.
- Foundation includes outreach sites and ancillaries that operate in 45 locations throughout Northern California and Nevada. Major specialties include Heart, Liver and Kidney Transplant programs, Pediatric subspecialties, Maternal Fetal Medicine, Occupational Health, Family Health Center, Sleep Center and others
- Achieved significant operational turnaround with revenue increases and expense reductions.
- Improved dashboard performance in financial, compliance, patient, physician and employee satisfaction.
- Also managed St Luke's Health Care Center with 22 physicians and a budget of \$11 million. Facilitated significant turnaround with reductions in losses of \$5 million.

CHIEF OPERATING OFFICER
EXECUTIVE DIRECTOR
4/06 – 12/06

MENLO MEDICAL CLINIC
MENLO HEALTH ALLIANCE
Martin Bronk, M.D. CEO

- Retained on a contract to help Menlo Clinic through a transition. Achieved significant operational turn around resulting in reduction in losses, increases in revenue and productivity and reformat of the care model. Helped to improve relations with Stanford Hospitals and Clinics and dealt with several difficult employee issues. Eliminated several unprofitable lines of business and successfully added to the revenue base with new physicians and higher productivity.
- Responsible for operations management of multi-specialty integrated medical group affiliated with Stanford University Medical Center. Clinic has operating budget of \$24 million with 35 full-time physicians, 10 part-time physicians and a staff of 225. Clinic includes ancillary services.
- Assisted physician leadership to improve the decision making process and the focus and direction of the group.
- Reported to MHA Board of Directors which is an independent organization with representation from Stanford and the physicians

EXECUTIVE DIRECTOR
9/93 - 1/97

BAYCARE MEDICAL GROUP
Jerome Franz, M.D., President

- Built medical group with more than 220 primary care physicians, 500 specialists, 33,000 capitated lives and revenues exceeding \$18 million in 1996.
- Successfully obtained managed care contracts and expanded group from San Francisco to San Mateo and Santa Clara counties.

- Established and managed all aspects of IPA operations including Member Services, UR Case Management, Claims, Credentialing and Contracting. Management staff of 38 FTEs.
- Initiated and developed plans for the formation of a new MSO to manage the IPA as well as the physician practices.

ASST. VICE PRESIDENT/DIRECTOR
1/88 - 8/93

ST. LUKE'S HOSPITAL
Jack E. Fries, President/CEO

- Responsible for physician recruitment, retention, practice support, practice sale arrangements and operations of 140 physician IPA.
- Served as Executive Director of St. Luke's Physicians Medical Group, Yerba Buena Medical Group and St. Luke's Physician Home Care.
- Restructured hospital-based IPA to form new primary care physician-controlled group with capitated contracts.
- Managed 90,000 square foot medical office building including leases, remodeling and operations.
- Renegotiated all hospital contracts resulting in a net 18% revenue increase in one year.

MANAGER/ASSOCIATE
9/83 - 1/88

LAVENTHOL & HORWATH
Richard A. Gianello, Partner
David S. Kornblum, Manager

- Responsible for consulting engagements with leading healthcare clients to develop financial projections, negotiated managed care contracts and conduct educational seminars for HMOs, PPOs, IPAs and insurance carriers.
- Conducted operations reviews for accounts receivable, business office management, credit and collections and other areas for hospitals and physician offices.

PRESIDENT AND CO-FOUNDER
5/82 - 2/94

NANCY'S NURSES, INC.
Temporary Nursing Service

- Owned and operated temporary nursing service to serve patients in their homes.
- Built company to \$1 million plus in annual revenue.
- Developed all accounting and billing systems.
- Responsible for all management functions.

CONSULTANT
7/81 - 10/83

ARTHUR YOUNG & COMPANY
Robert D. Roberts, C.P.A., Manager

DELOITTE HASKINS & SELLS
Randi L. Harry, C.P.A., Manager

- Assisted hospitals, physicians and health plans in addressing the rapid changes in managed care.
- Led operations reviews of hospitals and physicians' offices.
- Assisted in completion of Cost Reimbursement Reports for hospitals.
- Analyzed new Medi-Cal and PPO regulations in California.

ADMINISTRATIVE RESIDENT

ALTA BATES HOSPITAL
Robert L. Montgomery, Exec. VP
David D. O'Neill, Administrator

**ASSISTANT TO THE DIRECTOR/
PLANNING ASSISTANT**
9/80 - 5/81

UNIVERSITY HOSPITAL
UNIVERSITY OF COLORADO
Susan Brueckner, Acting Director
George Stuehler, Vice Chancellor

Assisted senior management team on JCAH compliance, planning projects and the rewriting the USHSC Master Plan.

HOSPITAL ADMIN. TRAINEE
9/77 - 8/79

UNIVERSITY OF CALIFORNIA
SF HOSPITALS AND CLINICS
William B. Kerr, Director

Rotated as aide to Admitting, Medical Records and Emergency Departments to gain a broad exposure to hospital administration

E D U C A T I O N

University of Colorado
University of California, Berkeley
College of Marin

MSHA., Health Administration 1981
B.A., 1977
A.A., 1974

A F F I L I A T I O N S

Board of Directors, Chair, Marin Community Clinic
Co Founder/Advisor, California ehealth Collaborative (CAEHC)
Conference Developer, Society for Professionals in Healthcare
Visiting Lecturer and Internship Sponsor, University of California, Berkeley
Conference Developer, HFMA, Northern California
Board of Directors, HIMSS of Northern California
Advisor, Golden Gate Hospice, Hospice of Marin, 2001 - 2003
Conference Developer, TIPAAA,
Advisor, Health Technology Center, 2001
Advisory Board, Resolution Health Strategies, 1999 – 2002
Advisory Board, Dr-appointment.com, 2000
Member, Contracting Handbook Committee, NIPAC, 2000
Advisor, Ridgewood Capital, 1999
Member, NIPAC Policy Committee, 1999-2000
Member, Educational Program Committee, NIPAC
Co-Chairman, HFMA Managed Care Conference
Chairman, Northern California HFMA Managed Care, 1993-1995
Chairman, Managed Care Committee, St. Luke's MSO
Board of Directors, Northern California HFMA, 1991-1992
Board of Directors, National IPA Coalition, 1993-1995
Board of Directors, Bay Pacific Health Plan, 1989-1990
Finalist, 1981 W. Glen Ebersole Award Competition
USPHS Health Man Power Traineeship, 1979-81
Instructor, Golden Gate University, Program in Health Services Management
Computer Supervisor, Ross Valley Medical Group, 1976
Chair, Friends of Red Hill Community Park, 2003 – present
Commissioner, Town of San Anselmo, Parks and Recreation Commission
Soccer Coach, West Marin Soccer League 1992- 2001
Member Policy Committee, NIPAC, IPAC and CAPG
Campaign Staff, Committee to Elect Barry Keene to State Senate, 1978
Guest Lecturer, University of California, Berkeley

L E C T U R E S a n d P U B L I C A T I O N S

Spoken extensively on developments in Healthcare Reform and the Northern California Market Place to professional associations including, **HIMSS, HFMA, SPH, TIPAAA, NIPAC, MGMA** and others. Authored and co-authored numerous articles in leading health care publications.