

DIRECTOR, AMBULATORY OPERATIONS

Certificates of Need | Feasibility Studies | Site Selection | Facility Design & Construction | Contracting
Strategic Market Positioning | Accreditation | Best Operating Practices | Regulatory Compliance | Patient Experience

Critical thinker with broad expertise in the healthcare ecosystem, medical economics and issues associated with establishing and managing commercially viable hospital- or physician-owned Ambulatory Centers that generate sustainable ancillary income and meet the needs of the communities they serve. Effective in forming productive working relationships with physicians, administrators and staff based on professional integrity, value-added performance and trust. Versatile performer with a knack for writing Certificates of Need that receive project approval. Cool-headed under pressure and effective in persevering through a problem until a viable solution is found.

Signature Achievements

- ✦ Secured Certificates of Need (CON) and funding for a multiplicity of Ambulatory facilities serving diverse rural, suburban and urban communities in IL, MO and far beyond.
- ✦ Built a significant record of results in operational start-up, medical consulting, practice management and business turnaround environments.
- ✦ Delivered a significant legacy of ROI for investor partners.

PROFESSIONAL EXPERIENCE

Payor Contracting Consultant (Independent Contractor)
CVAUSA, Belleville, Illinois **3/2023–8/2023**

Updated/renewed provider contracts on behalf of 20 Cardiovascular Associates of America practice groups totaling 300 cardiologists and Ambulatory Surgery Center (ASC) facilities in 6 states. Used messenger model to obtain contracts with, provide notice of intention to renegotiate and negotiate new agreements for practice leaders and physicians in charge.

Vice-President, Site Development and Administration (Independent Contractor)
CARDIOVASCULAR CENTERS OF AMERICA, LLC, St. Louis, MO **5/2020–3/2023**

Planned and executed site development activities for 4 new FL facilities, including feasibility analysis, real estate development and/or type of operating entity, and capital equipment procurement. Participated in business development initiatives.

- ✦ Managed ongoing payer contracting for 3 sites under management or development.
- ✦ Provided regulatory oversight and directional leadership to 2 onsite administrators.
- ✦ Guided sites to initial AAAHC accreditation and annual maintenance.

Project Manager, Board Member/Officer and Administrator (Independent Contractor)
ST. LOUIS CARDIOVASCULAR INSTITUTE/ST. LOUIS SPECIALTY SURGICAL CENTER, MO **5/2014–5/2020**

Designed, built, established initial staffing pattern, and operated 10,000 gross s.f., state-of-the-art cardiac cath lab and ASC specializing in cardiovascular procedures and drawing from an extended IL/MO geographic region.

- ✦ Delivered \$600K renovation project in 90 days following hospital-owned facility closure.
- ✦ Sold 51% interest in ASC to out-of-state healthcare services provider for more than \$35 million, garnering a sizable return on investment for 9 physician equity partners.

Positioned ASC for profitable sale to national healthcare service provider.

President | Medical Consultant
SOUTHERN ILLINOIS MEDICAL MANAGEMENT SERVICES, Belleville, IL **1984–present**

Provide comprehensive advisory services to an expansive account base of surgical centers, hospitals, and group physician practices in the areas of CON preparation, financial feasibility analysis, fee schedule analysis, staffing analysis, and operational audits. Structured and financed multiple ASCs; formed multiple new entities based on lessons learned and results achieved through consulting engagements.

- ✦ Developed freestanding surgical center with physician partners. Awarded CON approval and state licensure as Ambulatory Surgery Treatment Center (ASTC). Directed daily operations, contract negotiation, compliance, physician recruitment, physical plant and re-syndication efforts. *Operating Entity and Building Entity Board Member, Shareholder and Administrator. Bel-Clair Surgical Center, Belleville, IL (1993-present).*
- ✦ Launched sole facility of its type on the island of Kauai, HI. Completed CON application and feasibility study for board-certified radiation oncologists desiring to open a radiation therapy facility. Selected building site and negotiated land contract. Helped set up corporate entity, select equipment, and structure operating and buy/sell agreements for LLC members. *Initial LLC Manager/Consultant. Kauai Oncology Institute, LLC, HI (2008-present).*
- ✦ Implemented and managed freestanding digital mammography and ultrasound breast imaging center conveniently located within breast surgeon's office. *President. Belleville Imaging, Inc., Swansea, IL (1988-2016).*
- ✦ Managed freestanding open MRI and CT scanning Independent Diagnostic Testing Facility (IDTF). Installed digital mammography and ultrasound services. Implemented Picture Archival Computer System (PACS) and telerad systems to send images to fellowship-trained radiologists at St. Louis Radiology Group for interpretation. *Managing Partner. Effingham Open MRI, LLC, IL (2001-2016).*
- ✦ Converted freestanding, medical diagnostic imaging center's \$20K/monthly operating loss into \$17K/monthly profit over 36 months as *Part-Time Facility Manager. Southern Illinois Imaging Associates, LLC, Waterloo, IL (2011-2015).*
- ✦ Took over operations of 1.5 Tesla MRI machine leased to physicians in large medical office building. Expanded the patient base and increased the number of physicians leasing equipment by installing mini-PACS system. *Owner/Manager. Walker Medical Building MRI Services, LLC, Town and Country, MO (2012-2015).*
- ✦ Developed, submitted, and won approval for 2-OR, multispecialty Ambulatory Surgery Treatment Center (ASTC) to be built on land adjoining multispecialty physician practice. Provided recommendations toward land-use plan. Proposed remaining vacant land be used for ancillary support services and community's projected needs. *Medical Consultant. Monroe County Surgical Center, LLC, IL (2007-2011).*
- ✦ Developed and financed 2 freestanding radiation therapy centers providing external beam radiation and brachytherapy radiation for prostate cancer. *Shareholder and Board Member. Southern Illinois Oncology Institute, Ltd., Maryville, IL and Belleville Oncology Institute, Ltd., IL (1993-2008).*
- ✦ Developed 200+ member Independent Practice Association (IPA) jointly with general vascular surgeon client as alternative to Physician Hospital Organization (PHO), thereby enabling entry into risk-sharing contracts with managed care companies. Implemented operations and helped develop policies and procedures for only surviving entity with risk-sharing contract distributing \$2 million+ in physician bonuses. *Initial Board Member and Medical Consultant. Southern Illinois Healthcare Association, Belleville, IL (1999-2001).*
- ✦ Engaged by 498-bed Catholic hospital to develop cardiac cath service with Cardiology Consultants, a 6 cardiologist practice group. Authored CON and secured project approval. Assisted in equipment analysis and cath lab implementation. Subsequently engaged to develop comprehensive physical medicine rehab unit and secure CON approval. *Medical Consultant. St. Elizabeth's Hospital, Belleville, IL (1986-1988).*
- ✦ Restructured entity and secured CON approval for IDTF providing outpatient MRI services. *Medical Consultant Magnetic Imaging of Belleville, Ltd., IL (1986).*

Practice Manager

PLASTIC & HAND SURGERY ASSOCIATES, Belleville, IL **1986-2007**

Directed multi-physician plastic surgery group's overall operations.

- ✦ Expanded practice from a single physician in one office to four physicians in three offices and five clinics.
- ✦ Drove revenue growth from \$1 million to more than \$3.5 million.

More than tripled
annual revenue

Practice Manager

SOUTHERN ILLINOIS SURGICAL CONSULTANTS, Swansea, IL **1984-2001; 2004-2007**

Managed and expanded general/vascular surgical practice from one to four surgeon group.

EDUCATION

MM, Hospital Administration/Finance, Kellogg School of Management, Northwestern University, Evanston, IL, 1979

BS, Business/Economics, *magna cum laude* Rockford College, IL, 1977