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CAREER
SUMMARY

Mercy Health Youngstown (MHY) (formerly Humility of Mary Health Partners) Jan. 1997 – retired in February 2016.

President/Chief Executive Officer - December 2002 – March 2016.

The CEO of a large health system which is one of nine regions of Mercy Health (formerly Catholic Health Partners). Net Revenue for the region in 2015 was \$761 million with over 5000 employees. Responsible for the operations of three acute care hospitals, ten ambulatory care sites, a home health care company, two long-term care facilities, a hospice company, and over a 130 employed practitioners within the region. This position includes serving as a Senior Vice-President of Mercy Health (MH), and serve on its Executive Management Team.

Major Accomplishments included:

- Produced consistent operating EBITDA in a very economically depressed community. Our margins out performed our competition for fifteen consecutive years. 2015 operating EBITDA was 12.4% with an operating margin of 5.5%.
- Significant improvement in our market share. In the last ten years market share has moved from 35% up to 47%. Total acute hospital admissions increased from 29,000 in 2002 to over 39,000 in 2015. MHY is the dominant healthcare system in the Mahoning Valley region.
- Obtained approval from MH to build a new 128 bed hospital in Boardman, Ohio. The \$125 million project opened in August of 2007 and was on-time and on-budget. Due to the success of this project the hospital was expanded to a 248 bed facility in 2014. This was an \$80 million project which was again under budget and on time.
- Awarded “Nursing Magnet Designation” from the American Nursing Association in 2002. HMHP was the 57th organization in the nation and the 1st in Ohio to achieve this status. All facilities were recertified in 2006, 2011, and 2016.
- Achieved top quartile performance in publicly reported quality data from 2005 through 2015. The region has received a number of awards including Thomson Reuters Top 100 Hospitals, US News and World Report Top 50 Award and Most Wired, Healthgrades Distinguished Hospital Award (Overall Quality, Women's Care, Emergency Care, and Patient Safety), Health Grades 5 Star awards for numerous specialty areas, Anthem Top Quality Performers, CHP Top Quality Award and several MH Honorable Mention Awards for Quality during the last five years. St. Elizabeth received Preferred Hospital Award from NRC for 9 consecutive years for our service area. Recent awards included the Healthgrades Distinguished Hospital Award, Thomson Reuters Hospital Award, Premier Award for Quality, Midas Platinum Award for Quality, US News and World Report Top Hospitals, Anthem Quality, and the CMS Home Care Elite Award.
- Outstanding Employer of the Year from the State of Ohio in 2009 for our employee development program (ODJFS).
- Regional adjusted mortality index for 2011-15 were all under .52, significantly below the benchmark of 1.00.
- Implemented an electronic physician order entry system and patient bar coding program in 2011 for all acute care and ambulatory sites, the vendor was EPIC.
- Implemented a Clinical Effectiveness Program, which consisted of training two black belts and eight green belts.
- Voluntary Separation rate was 8% in 2015 which was significantly below the MH benchmark.
- Community benefit percentage achieved 7.25% of net revenue in 2014, up from 5.9% in 2003.
- Implemented an Associate Degree Nursing Program. HMHP partnered with the Mercy College of Northwest Ohio. The program graduates approximately 100 RNs per year.
- Enhanced our GME programs, including adding two new residency programs and increased our medical research program to a level of over \$3 million.
- Implemented a number of joint ventures with other healthcare providers including a cardiac lab with our cardiologists, a urology joint venture, a pediatric program with Akron Children's Hospital, an outpatient imaging center, outpatient surgery centers, and a Health and Fitness Center with the Mahoning County YMCA.
- Improved our Advocacy Program with all governmental representatives. The region received over \$2 million in federal appropriation.

- Restructured our MHY Foundation which between 2011-15 raised over \$3.0 million average annually from various community sources. This is ten times the average of donations prior to 2003.
- Implemented a physician medical malpractice program with MH, which now provides insurance for over 200 regional non-employed providers.
- Participated on many Mercy Health committees including chairing the Advocacy Committee, Workforce Management, Vacancy Review, and the Physician Strategy Committee.

Executive Vice-President – Operations – April 1998 – December 2002.

The COO of the above large health system. Responsible for all clinical operations.

Major Accomplishments included:

- Implemented cultural assessment and enhancement processes throughout the organization to improve morale and patient satisfaction, 3 consecutive DOC (CHP employee morale survey) score improvements (1999-2001). Earned the 2002 Best Practice Award from the American Society of Healthcare Human Resource Administration for this achievement.
- Increased admissions by 5% in 1999 and 9% in 2000, and another 5% in 2001.
- Negotiated the acquisition of the largest hospice company in the Mahoning Valley area in 2001.
- Selected for the premier class of MH Leadership Academy, one of 28 executives.
- St. Joseph Health Center named one of the “Top 100 Hospitals” in 1999 and St. Elizabeth named “Top 100 Invasive Cardiac Hospitals” in 2000 by HCIA.

Administrator/COO – St. Joseph Health Center - January 1997 - May 1998.

The on-site administrator of a 247 bed community hospital in Warren, Ohio. Responsible for the daily management of the hospital while reporting to the CEO of MHY, who was based in Youngstown, Ohio.

Major Accomplishments included:

- Turned around the financial performance of St. Joseph Health Center in one year; 1996 operating margin was a loss of \$26 million (including reorganization expenses of \$16 million); 1997 margin was a positive \$3 million.
- Implemented a joint venture with 49 physicians to own and operate an outpatient surgery center.
- Increased market share at SJHC from 29% in 1996 to 37% in 1998 in the Warren area.
- Implemented a St. Joseph Mission Clinic, which serves the under-insured in the Warren area.

BARBERTON CITIZENS HOSPITAL June 1986 - January 1997.

Executive Vice-President/Chief Operating Officer - The COO of a 347 bed general community hospital which was an affiliate of Quorum Health Resources.

Major Accomplishments included:

- The Hospital's profitability as measured by Return on Equity averaged over 8% from 1986 through 1995. 1996 Return on Equity was 10%.
- Served on the Ad Hoc Integration Strategy Committee that investigated various options the Hospital should consider, including the total sale of the institution to for-profit or non-profit organizations. Duties involved identifying potential partners, negotiating letters of intents with potential partners, and recommending “best” option to the Board of Trustees. The Board accepted the recommendation that the Hospital be acquired by a limited liability company jointly owned by Quorum, Summa Health System, and the Cleveland Clinic.
- Coordinated the due diligence and purchase agreement negotiation processes in the above stated acquisition.
- Implemented several new patient care programs such as an in-house skilled nursing pavilion, an adolescent chemical dependency unit, an Express Care program, a new outreach lab service (which grew to a \$12 million business), and a MRI program.
- Responsible for a \$25 million Hospital Master Facility Plan and a \$3.6 million MOB.
- Obtained three year JCAHO accreditations with commendation letters in 1990 and 1996.

HARPER HOSPITAL - A subsidiary of Harper-Grace Hospitals and the Detroit Medical Center. March 1985 - June 1986.
Assistant Administrator - Responsible for the overall operations of eleven departments in a 900 bed teaching institution affiliated with Wayne State University Medical School.

BARBERTON CITIZENS HOSPITAL August 1980 - March 1985.
Assistant Administrator (June 1981 - March 1985) - Responsible for the overall operations of nine departments.
Administrative Resident (August 1980 - June 1981) - Involved with all aspects of hospital administration.

CINTAS CORPORATION May 1978 - September 1979. Cincinnati, Ohio.
Staff Accountant - Prepared financial data for a large public corporation.

EDUCATION *XAVIER UNIVERSITY* 1979 -1981. Cincinnati, Ohio.
Masters Degree in Hospital and Health Administration, with a concentration in Finance.
UNIVERSITY OF CINCINNATI 1978 - 1979. Cincinnati, Ohio.
15 Post Graduate Hours in Accounting.
MIAMI UNIVERSITY 1974 - 1978. Oxford, Ohio.
Bachelors Degree in Public Administration.

MEMBERSHIP Distinguished Fellow in the American College of Healthcare Executives.
Board Member Summa Health, Akron, Ohio. 2016 – 2021.
Chairman of the Ohio Hospital Association Transformational Care Task Force. 2010 - 2015.
Member of the American Hospital Association (AHA) Regional Policy Board 2009 - 2014.
Member of the HEANO Board of Directors. 2008- 2009. (ACHE Regional Affiliate.)
Member of the Board of Directors of the Ohio Hospital Association. 2006 – 2010.
Member of the Laurel Lake Board of Directors. 2006 – 2010.
Member of the Forum of Health Service Executives. 1980 - 2003. President 1987 - 1988.
Member of the Alumni Board of Xavier University MHA Program. 1987-91. Secretary 1987-91.
Member of the Pebble Creek Convalescent Center Board of Trustees. 1988 - 1991.
Member of the Howland Surgery Center Board of Trustees. 1997 - 2003.
Member of the Hospice of the Valley Board of Trustees. 2001 – 2006.

COMMUNITY ACTIVITIES Member of the Hawaiian Health Planning Council, Tri-isle Subarea, appointed by Hawaii Governor. 2022-Present.
West Maui Tax Payer Association – Chair of Area Healthcare Committee. 2022-Present.
Board Member Miami University, appointed by Ohio Governor. 2012 - 2021.
Member Kent State University-Trumbull Advisory Council. 2001- 2012. (Chair 2004-08.)
Member Humility of Mary Fiance & Strategy Committee 2016 – 2021. (Chair 2018-2021.)
Board Member Warren Economical Development Foundation. 2011 to 2020.
Mahoning Valley United Way Campaign Board 2004-07. (Chair 2005 – 2006.)
Board Member Youngstown Area Chamber of Commerce. 2002- 2012. (Chair 2009-10.)
Member Youngstown State University Business School Advisory Committee. 2004 – 2012.
Leadership Mahoning Valley Distinguished Leadership Award 2007.
Chairman American Heart Association Heart Walk 2007 and 2008.
Board Member of the Barberton Chamber of Commerce. 1986-1995. (President 1989-90.)
Board Member of the Barberton United Way. 1987 - 1995. (Area Campaign Chairman 1992.)
Board Member of the Mental Health Association of Summit County. 1995 - 1997.
Graduate of both LEADERSHIP AKRON (92) and LEADERSHIP MAHONING VALLEY(99).
Board Member of the Warren Chamber Orchestra. 1997 - 2003.
Past member of Barberton Kiwanis and Warren Rotary Clubs.
Mask Up Maui Volunteer. 2020-2021.

RECENT HONORS Youngstown Regional Chamber 2014 Spirit of the Valley Honoree.
Ohio Hospital Association 2014 James Castle Distinguished Service Award Recipient.
American Cancer Society 2014 Outstanding Leadership Award.
Youngstown State 2014 and Mercy College 2015 Spring Commencement Speakers