

CHIEF BUSINESS OFFICER | SERVICE LINE ADMINISTRATOR

Driving optimization of financial results, clinical operations and patient satisfaction through dynamic and collaborative leadership, best practice implementation and solution innovation.

Inclusive, mission-driven and transformative Healthcare Executive with extensive experience expanding geographic footprint, growing market share and elevating clinical quality for multi-specialty organizations. Adept at driving efficiency, process improvement and effective talent management to create significant shifts in clinical outcomes and profitability. Celebrated leader skilled at concurrently managing executive-level direct reports, large staff teams and multiple functions. Maintains a keen pulse on evolving industry trends, regulatory changes and market demands.

- *Successfully led multiple multi-million-dollar EHR and technology implementation investment projects, garnering organization-wide support and adoption of new systems.*
- *Drove a labor productivity shift from 93% to 100% by employing Lean Management philosophy and tools.*
- *Improved Inpatient satisfaction scores by 40+ basis points and ER satisfaction by 60 basis points by partnering with C-Suite to refocus, restructure and implement Inpatient and Outpatient strategies that positioned the organization for success.*
- *Effectively managed operating budgets up to \$48MM and maintained organization value (EBIDTA) amidst major industry shifts and business transformation initiatives.*

"Amy's tireless work ethic, loyalty and commitment to the organization enable her to have a profound impact on healthcare... She unites people to bring success, changes employee culture and has shifted our medical staff to focus on quality well ahead of the healthcare climate. She obtains buy-in and is driven by facts, data and truth. She pursues these insights prior to making any decision or recommendation. She analyzes problems from multiple angles and viewpoints and presents options in a clear and concise manner. She is an excellent leader who can effectively motivate change."

Randall F., M.D., FAAOS,
Magnolia Regional Health Center

Professional Experience

2008 to 2019 • MAGNOLIA REGIONAL HEALTH CENTER • Corinth, MS
Multi-specialty, 200-bed, community hospital serving a 7-county area with 170k people.

Senior Vice President, Operations (Operational COO) (2013 to 2019)

Led daily operations of inpatient and outpatient business units handling 11k inpatient admissions, 36k emergency room visits, 11k surgeries and 119k outpatient encounters annually. Oversaw center's Joint Commission accreditation (JCAHO). Managed 5 Vice Presidents who directed Inpatient Nursing Services, Cardiac Services, Surgical Services, Emergency Services, Inpatient and Outpatient Services, Home Health & Hospice, Pharmacy, Radiology, Laboratory, Support Services and a freestanding Cancer Center. Served as Executive Liaison to Board of Trustees, Medical Executive Committee, Medical Staff Performance Improvement Committee and Physician Advisory Committee.

- **Lean Operations:** *Championed deployment of Magnolia Management Model (based on Lean Management philosophy and tools). Drove strategic redesign and deployment initiatives based on Lean's A3 problem solving, resulting in identification of gaps in people, quality, safety, services, performance and growth across Inpatient Services, Outpatient Services and Physician Practices. Led Labor Productivity Improvement project that increased overall productivity from 93% to 100%. Drove Access & Efficiency initiative in Imaging Services that improved Ordered to Scheduled average to 24 hours or less.*
- **Compliance:** *Led Blood Utilization Improvement initiative delivering 14% improvement in AABB criteria compliance and \$148k savings in FY2015.*
- **Patient Care & Outcomes:** *Directed Cardiac Process & Outcome Measure Improvement initiative, structured around ACC and STS Registry, that was recognized 3 years in a row with the Mission Lifeline Gold Plus Receiving award. Led Implementation Teams for new services including Inpatient Geri-Psych, Inpatient Dialysis, Surgical Weight Loss, Advanced Cardiac Imaging, Infectious Disease, Nephrology, Endocrinology and Rheumatology.*
- **Technology Optimization:** *Managed \$13MM EHR conversion project onto Meditech 1 (Cloud-based platform), allocating capital and reviewing expenses.*

"Amy is a seasoned healthcare leader who would be a great asset to any company... She is a person of determination who always produces quality results... She knows the value of careful planning and purposeful action. She comes up with excellent solutions in emergencies and finds great pleasure to helping others improve... Her initiatives have been instrumental in Magnolia's success and have moved us from a small, rural hospital to a regional healthcare provider."

First L., Title

- **Talent Management:** Right-sized workforce to meet organizational needs and saved \$3.5MM. Collaborated with CMO to develop ER Provider staffing model that recruited and placed 75% of needed Board-Certified Providers in a highly competitive market. Led to 63-minute decrease in average ER LOS, improved patient satisfaction (63rd to 84th percentile in 15 months) and reduced annual professional loss by \$700k.
- **Financial Management:** Maintained EBITDA stability through healthcare reimbursement redesign and full EHR conversion: 11.98% (FY2014), 13.04% (FY2015), 11.02% (FY2016), 11.97% (FY2017) and 12.55% (FY2018). Drove Operations Overtime Reduction Initiative that decreased overtime from 5.65% to 2.01% in FY2017. Improved Direct Margin for Behavioral Health by \$833k in FY2017. Led ER Professional & Technical Charge Capture Improvement initiative resulting in \$3.7MM gross revenue improvement.

Senior Vice President, Patient Experience (2012 to 2013)

Partnered with CEO, COO and CFO to refocus, restructure and implement Inpatient and Outpatient strategies that positioned organization for success. Embraced industry shift from volume to value. Developed organization-wide culture focused on patient satisfaction. Managed 350+ employees and 7 direct reports to provide oversight of all Inpatient Services including clinical care coordination, care delivery, policy and procedure development, staff recruitment, employee retention, budgeting, fiscal management and quality outcomes. Drove best practice implementation across key activities including communication, rounds, bedside handoffs, discharge and follow-up.

- **Patient Satisfaction:** Improved Inpatient satisfaction scores by 40+ basis points and ER satisfaction by 60.
- **Market Share Growth:** Developed and launched 4 phase inpatient observation strategy as part of Inpatient Access & Delivery model redesign. Generated 5% growth in secondary market share.
- **Efficient Care:** Served as Executive Champion for Orthopedic COE initiative. Collaborated with Orthopedic service line Providers and associates to decrease blood utilization by 11% and Average LOS by 1.3 days.

Vice President, Organizational Excellence (2008 to 2012)

Selected to establish new role to the organization in response to compliance and culture challenges. Drove culture transformation and oversaw cross-functional integration and management of operational activities including Performance Improvement, Accreditation Services, Patient Advocacy, Service Excellence, Case Management, Utilization Management, Infection Control, Marketing and Physician Performance Improvement.

- **Patient Satisfaction:** Developed and implemented organization-wide, patient-centered Service Excellence Program that increased ranking from 42% to 99%.
- **Process Improvement:** Evaluated, recommended and supervised Continuous Process Improvement initiatives that increased all publicly reported Process of Care measures (Core Measures) to exceed state and national averages. Achieved Value Based Purchasing earn back in FY2013 to FY2015.
- **Technology Initiatives:** Served as Executive Project Manager of technology selection and implementation project aimed to improve compliance with Joint Commission FPPE and OPPE requirements for medical staff. Collaborated with Medical Executive Committee to successfully align processes and ensure organization-wide adoption. Acted as Organizational Liaison to Physician Advisory Committee throughout implementation of Physician Documentation and Order Entry system.
- **Exceptional Leadership:** Recognized with nomination for 2012 Mississippi Nurses Association Nurse Administrator of the Year.

Additional Experience

MAGNOLIA REGIONAL HEALTH CENTER • Executive Director, Peri-Operative Services •

Managed \$48MM budget spanning 8 departments and directed all aspects of Service Delivery for hospital-based surgical services, ambulatory surgery center and anesthesia services. Led 7 direct reports and 85 indirect reports. Implemented EHR, surgical services pre-admission clinic, improved surgical throughput, decreased same day cancellations by 33%, improved patient satisfaction to 99th percentile ranking, implemented centralized scheduling system, established department policies and contributed to planning and completion of \$43MM expansion project.

CORINTH SURGERY CENTER • Administrator • Directed and coordinated operations for 3,600 annual case load, Medicare-certified, JV (hospital and Surgeon group), multi-specialty ambulatory surgery center. Reported to Board of Trustees and ensured regulatory compliance, quality, customer service and profitability results. Improved billing processes, obtained center accreditation (AAAH) and improved net margin by 10.76%.

JACKSON MADISON COUNTRY GENERAL HOSPITAL • Registered Nurse, Medical Oncology • Oversaw all aspects of direct patient care for assigned caseload of highly acute medical oncology patients for this 635-bed tertiary care hospital and Level II trauma center.

Education & Credentials

UNION UNIVERSITY
Master of Business
Administration (MBA)

NATIONAL ASSOCIATION
OF HEALTHCARE
QUALITY
Certified Professional of
Healthcare Quality

UNIVERSITY OF NORTH
ALABAMA
Bachelor of Science -
Nursing

UNION UNIVERSITY
Associate of Science –
Nursing

Affiliations

MISSISSIPPI HOSPITAL
ASSOCIATION HEALTH,
RESEARCH &
EDUCATIONAL
FOUNDATION
Health Education
2017 to 2019

MISSISSIPPI HOSPITAL
ASSOCIATION DATA
SERVICES COMMITTEE
Chairperson
2016 to 2018

MISSISSIPPI
ORGANIZATION OF
NURSE EXECUTIVES
Board Member
XXXX to XXXX

NORTHEAST MISSISSIPPI
COMMUNITY
College Advisory Council
Member
XXXX to XXXX

AMERICAN COLLEGE OF
HEALTHCARE
EXECUTIVES
Fellow
XXXX to XXXX

MISSISSIPPI
ASSOCIATION OF
HEALTHCARE QUALITY
Member
XXXX to XXXX

MISSISSIPPI HOSPITAL
ASSOCIATION
Member
XXXX to XXXX

HARDIN MEDICAL
CENTER BOARD OF
TRUSTEES
Member
2003 to 2009