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Mr. Gary Hamm
President
Healthcare Placement Group
30021 Tomas
Suite 210
Rancho Santa Margarita, CA 92688

Dear Mr. Hamm:

I submitted my resume to you late in 2015. Since then, I've updated the resume, and ask that you please update my profile in your database with this revised version?

My focus is an executive leadership role, preferably within a multispecialty physician network, employed physician network, etc. If you see a fit for other operational opportunities based on my credentials and experience, please consider scheduling a phone meeting. Listed below are a few of my significant accomplishments:

- Implementing a single electronic medical record system.
- Transitioning to a single, state-of-the-art practice management system (athenahealth).
- Introducing and implementing national supply chain, payroll, A/P, timekeeping and HR systems sponsored by Ascension Health.
- Consolidating and streamlining management.
- Adopting a regional incentive program with appropriate targets and goals.
- Communicating the vision of Ascension Michigan repeatedly.

I am looking for a new challenge where I can bring my experiences and talents to bear on improving the delivery of care for a system that is passionate about providing exceptional care to its patients and community.

Thanks for your support and assistance.

Sincerely,



John H. Rhoades, MBA
Enclosure

CAREER SUMMARY

Masters prepared healthcare executive with over 30 years of operational and strategic leadership in a variety of physician practice settings. A proven ability in creating and sharing inspired organizational vision; building and leading high performance teams; successfully balancing competing agendas and objectives.

CORE COMPETENCIES

Financial Performance

- Revenue Growth
- Expense Management
- CBO Operations
- Improved Coding
- Supply Chain Mgmt.

Optimizing Quality

- Standardization
- Improving HEDIS Metrics
- LEAN Processes
- Clinical 'Best Practices'
- Medical Home Model

Enhancing Patient and Staff Experience

- Improving Access (Advanced Access)
- Enhancing teamwork
- Expectation Management
- Improving Communications
- Patient Advisory Panels

PROFESSIONAL EXPERIENCE

BORGESS HEALTH SYSTEM, Kalamazoo, MI

2011 – 2015

An Ascension Health Ministry serving southwest Michigan, consisting of hospitals, clinics, ambulatory care facilities, a nursing home and more.

BORGESS MEDICAL GROUP (BMG)

A 309 provider multispecialty physician network. Located in a ten county area surrounding Kalamazoo, BMG occupies 42 full-time locations and 20 part-time sites - \$90M net operating income.

Chief Operating Officer

Provided overall operational leadership and support while growing the network and maintaining a stable and growing bottom line.

- Served as a member of the Senior Executive Team for Borgess Health.
- Reduced investment per provider by an average of 20% year over year.
- Achieved a 30% increase in network providers over four years.
- Increased access for patients through Advanced Access techniques, increasing patient, provider and staff satisfaction. Delays in access reduced to an average of 2 days from 3 weeks.
- Served on the Steering Team for planning and opening a 65,000 square foot ambulatory facility in Battle Creek, MI. This facility exceeded all targets set for year 1.
- Increased health plan incentive revenues 15% by improving HEDIS measures.
- Worked closely with Ascension Health to facilitate new Ascension Physician Services model.
- Participated in the CMS / BCBS-MI demonstration project around the use of care managers in the ambulatory environment. This effort improved care / reduced admissions for chronic conditions.
- Led successful EMR and CPOE implementations in the BMG facilities.
- Studied the use of scribes in a primary care office in a pilot trial – results were positive.
- Introduced and continually improved key performance metrics within the Physician enterprise.

ROCKFORD HEALTH SYSTEM, Rockford, IL

2005 – 2011

Combines the resources of Rockford Memorial Hospital, a 490-bed tertiary care hospital, Rockford Clinic, more than 190 primary and specialty providers.

ROCKFORD HEALTH PHYSICIANS, Rockford, IL

Chief Operating Officer

The employed physician network for the Rockford Health System comprised of 164 physicians and 29 midlevel providers in 25 ambulatory and hospital based specialties staffed by 450 non-physician employees with annual net revenues of \$80M.

- Created, implemented and published a monthly Balanced Scorecard and Key Performance Indicators (KPI) report.
- Educated providers and staff and implemented Advanced Access technology allowing primary care patients to access their provider within 2 days.
- Steadily improved scores on the Press Ganey patient satisfaction survey from the 76th percentile to the 96th over 4 years.
- Initiated teams to improve quality measures around stroke care and transition from acute care setting to home; reducing CHF and AMI readmissions to below national average; appropriate use of antibiotics in primary care, urgent care and ED; safe use of anticoagulation medications; diabetes and asthma control.
- Served on the Lean Steering Committee that administered a grant from the State of Illinois to train over 830 employees across the health system in Lean technology and thinking. Training was conducted in partnership with the University of Illinois Business Innovation Services.
- Designed and implemented a marketing campaign based on **Respectful Care** to distinguish our organization from our competitors. Highly successful campaign in print, radio and television. Gained a 3% increase in market share for each of the next 3 years. **Respectful Care** became our customer service model for the health system.
- Negotiated a partnership with a retained search firm for physician recruiting and recruited 45 new providers in 3 years at below market cost.
- Served as the Compliance Officer for Rockford Health physicians and instituted mandatory coding training for all providers with an audit process to demonstrate competence.
- Increased production of work relative value units (wRVU) by 7% on E&M codes while increasing collections per wRVU by 10% and reducing expenses per wRVU by 5%.
- Reduced overall Accounts receivable (A/R) while improving days in A/R from 70 to 34. Accounts over 120 days represent 9.5% of total A/R.
- Co-chair for the Ambulatory Steering Committee for implementing the Epic EMR in the outpatient practices.

CENTRAL DUPAGE HEALTH, Winfield, IL

1998 – 2004

Community based, not-for-profit, integrated healthcare system comprised of a 386-bed full service hospital, a skilled nursing facility, independent and assisted living retirement campus, homecare and hospice companies, joint-venture surgery centers and health clubs, and CENTRA.

CENTRA

The employed physician network under the CD Health umbrella, comprised of 17 primary and specialty care practices (52 FTE physicians), five convenient care locations (53 physicians), and two occupational medicine practices (three physicians) with combined net revenues of \$65M.

Executive Director – CENTRA

- Improved bottom-line performance and operating loss / provider 15% per year on average.
- Managed to “*best-in-class*” business operations with DSO = 37 days; A/R over 90 days at 9.5%.
- Created disease-specific registries and key performance indicators (KPI’s) for managing populations with chronic disease, producing above-average performance and outcomes.
- Introduced Advanced Access technology that allows primary care patients to see their own physician, for any reason, within 24 hours of the request while increasing revenues. This initiative decreased delays in access to primary care from over 3 weeks to 2 days.

NOVANT HEALTH, Charlotte, NC

1994 – 1998**PRESBYTERIAN HEALTHCARE ASSOCIATES**

The employed physician network for Presbyterian Healthcare comprised of 150 physicians in 30 sites in and around Charlotte. The group consisted of internal medicine, family medicine, pediatrics, OB/GYN, cardiology, oncology, pulmonary medicine, rheumatology, endocrinology, gastroenterology, infectious disease and occupational medicine practices.

Chief Operating Officer

Provided vision, leadership and management for the day-to-day operations of physician practices including short and long-range planning, practice standardization and development, and the oversight of 20 practice managers, and the central billing office managers.

EARLIER PROFESSIONAL EXPERIENCE

THE ATLANTA CARDIOLOGY GROUP, Atlanta, GA

1991 – 1994**Chief Administrative Officer**

CHARLOTTE EYE EAR NOSE & THROAT ASSOCIATION, Charlotte, NC

1982 – 1991**Administrator**

HYATT REGENCY HOTEL, Crystal City, VA

1981 – 1982**Hotel Assistant Manager, Rooms Division**

MEDICAL ARTS CLINICS OF AMERICA, INC, Atlanta, GA

1980 – 1981**Vice President of Operations**

NEUROLOGICAL INSTITUTE OF SAVANNAH, PC, Savannah, GA

1977 – 1980**Administrator****EDUCATION/CERTIFICATIONS**

Master of Business Administration, Fuqua School of Business, Duke University, Durham, NC, 1989

Master of Health Administration, University of Alabama, Birmingham, AL, 1977

Completed all requirements except the Thesis

Residency - Administrative Resident, Ochsner Clinic, New Orleans, LA, 1976 – 1977

Bachelor of Arts, Psychology, University of Alabama, Huntsville, AL, 1975

Certified Medical Practice Executive (CMPE), American College of Medical Practice Executives

PROFESSIONAL AFFILIATIONS

Member, **Medical Group Management Association**

Past President, North Carolina MGMA

Member, **American Medical Group Association**

CAO/COO, Leadership Council

COMMUNITY INVOLVEMENT

Episcopal Church

United Way

Habitat for Humanity

Community Leadership Development Programs

The Bridge Clinic