

JANELLE G. REILLY

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CAREER SUMMARY

Healthcare Executive passionate about transforming health care and committed to creating a sustainable model for future generations. Over 25 years of executive leadership experience with a breadth of skills in strategy and operations and an expertise in building health systems.

Operations Integration

- Multi-hospital management
- Performance Improvement
- Large project management

Strategy Innovation

- System strategic leadership
- Merger & acquisitions
- Partnership management

Accountable Care Organizations

- Organizational design
- Contracting strategies
- Payor negotiations

PROFESSIONAL EXPERIENCE

PRESENCE HEALTH, Chicago, IL

2012 – 2015

Presence Health is the largest Catholic health system in Illinois with \$2.6B in revenue. It is comprised of 11 acute care and long term acute care hospitals, 27 long-term care and senior living facilities, dozens of physician offices and health centers, home care, hospice, palliative care, behavioral health services and a clinical integration organization, known as Presence Health Partners with 4,000 providers serving 250,000 members. Presence ministries have achieved top ratings and distinguished hospital and nursing home awards for clinical excellence and patient safety by the nation's leading accreditation organizations such as Leapfrog Group, HealthGrades, U.S. News and World Report, The Joint Commission, Centers for Medicare and Medicaid, and HomeCare Elite.

Chief Operating Officer and Chief Strategy Officer, March 2013 – December 2015

- Responsible for day-to-day operations of the acute and post-acute care operations and for strategic direction of entire enterprise.
- Played significant role in the merger and integration of two health systems propelling new organization to number two position in Chicago market.
- Improved financial performance of hospital and post-acute operations from \$3M bottom line in 2013 to \$69M through Oct YTD 2015.
- Exceeded three-year \$188M improvement goal; significant savings achieved through deployment of new operating model, portfolio rebalancing, and numerous other non-clinical improvements.
- Provided executive direction to annual reduction of readmissions achieving 13.5% across all hospitals compared to national average of 17% and reduced excess days 10-20% annually.
- Achieved annual patient satisfaction goals successfully driving 55% of 300 patient units across enterprise to top quartile performance and rewarding performance with innovative PTO program.
- Developed and deployed new operating model including formation of six regions and centralization of non-clinical functions resulting in more integrated decision making and economies of scale.
- Maintained and improved quality during merger and operating model changes as demonstrated by top decile performance of risk-adjusted mortality levels.
- Re-balanced portfolio including sale of one hospital and two post-acute care facilities, repositioning of three other hospitals, acquisition of a nursing home and a hospice/palliative care organization
- Led formation of new Clinical Leadership Council, a clinician driven approach to standardizing clinical processes, credentialing and privileging to achieve predictable and reliable clinical outcomes.
- Guided assessment of organizational readiness to accept risk and shepherded nine design teams to build critical clinical capabilities for population health strategy.

System Vice President, Strategy, Planning, and Business Development, January 2012 – February 2013

- Responsible for system strategy, growth and mergers & acquisitions
- Facilitated strategic planning process and received Board endorsement for Presence Health's first strategic plan.
- Created delivery model of the future and secured governance approval for merger of two ministry organizations.

- Provided strategic leadership for the Accountable Care Organization/Clinical Integration business plan which guided participation in Medicare (MSSP), Medicaid (ACE), commercial and public exchange products, and private employer/union networks.
- Secured anchor hospital system position with three major Chicago employers (Home Depot, Walmart, United Airlines) through Imagine Health deal worth \$2.4-\$3M in financial benefit for the system.
- Provided executive direction for numerous strategic business plans including new ambulatory centers, joint ventures, clinical equipment and new corporate office location and innovative design.

SAINT ALPHONSUS HEALTH SYSTEM, Boise, ID

1997 – 2012

Saint Alphonsus Health System (SAHS), a member of Trinity Health, was formed in 2010 through the merger of the Saint Alphonsus Regional Medical Center and three CHI medical centers serving 700,000 people in Idaho, Oregon and Nevada. SAHS, a \$1.4B organization, also includes an employed medical group, a multi-hospital telemedicine network, and several joint ventures.

Regional System Chief Strategy and Accountable Health Network Officer, 2010 – 2012

- Responsible for strategic direction of entire system and for developing the accountable care organization for the regional system.
- Participated in formation of new four hospital system through acquisition of CHI assets in the region and facilitated planning process for new system's first strategic plan.
- Developed accountable care organization for system including governance and committee structure, information systems, clinical improvement model, medical home model, and provider incentive model.
- Led formation of a significant affiliations including clinical affiliations with several hospitals.
- Served as executive responsible for payor strategy, negotiations and contracting and ongoing direct contract relationship with largest employer.
- Led system-wide planning process including visioning of a new ambulatory complex on main Boise campus, expansion of ambulatory facilities and service across the region and new hospital campus for Nampa facility.

SAINT ALPHONSUS REGIONAL MEDICAL CENTER, Boise, ID, 1997 – 2010

Saint Alphonsus Regional Medical Center, a member of Trinity Health, is a 387-bed regional referral center with a 270-person medical group and revenues of \$900M. Recognized by Health Grades as a Distinguished Hospital for Clinical Excellence, by American College of Surgeons as the only Level II Trauma center in the region, by The Joint Commission as the only Primary Stroke Center in Idaho, and by Thomson Reuters as a Top 50 CV Hospital.

Chief Operating Officer and Strategy Officer, 2004 – 2010; Interim CEO (2009)

- Responsible for daily operations and strategy of the Regional Medical Center.
- Led annual performance improvement exceeding goal each year and saving \$100M in last three years mostly through process redesign resulting in improved productivity from 127 to 90 hours/CMAED.
- Served as Accountable Executive for \$24M Cerner EMR implementation achieving 95% CPOE rate and for successful installations of Lawson supply chain system and Kronos time and attendance system.
- Led successful negotiations with largest employer taking Saint Alphonsus from 20% to 85% market share as the exclusive hospital within the employer's high performing network.
- Executive responsible for negotiations, and/or ongoing oversight of numerous joint ventures: radiation oncology, air ambulance services, home health, cytogenetics lab, retail pharmacy, lab services, diabetes center, imaging centers, family medicine residency.
- Spearheaded initiative to convert the Family Medicine Residency to a Federally Qualified Health Center Look-A-Like, resulting in financial stability and strengthened education and clinical services.
- Executive responsible for rural hospital management services growing Idaho's largest telehealth network to support rural hospitals and securing 30-acre parcel of land for a replacement hospital.
- Led business planning, construction and installation of operations for several ambulatory centers providing, imaging, ancillary, professional services, rehab, surgical services and a freestanding emergency department.
- Instrumental in development of numerous business plans for new services and major technology/equipment including NICU services, perinatology services, bariatric services, bi-plane angiography, robotic surgery, brain lab Novalis system, CT scans, MRIs and many others.

VP Corporate Development, 1997 – 2004

- Provided instrumental leadership in creating the organization's Vision 2010, a comprehensive, visioning and strategic planning process to guide Saint Alphonsus' entry into 21st century health care.

- Played key role in developing and constructing a \$180M facility that included a state-of-the-art patient tower, OB, NICU, OR, and pharmacy premised on an environment of “Advanced Healing”.
- Led efforts in successfully transition operations to the new Center for Advanced Healing tower including transfer and installation of equipment, work stations, and move of patients.
- Organized, with CIO, a “Healthcare College Event” as kick off to Vision 2010 strategic planning process; faculty included futurists and experts from genomics, biosciences, robotics, medical and information technologies, and alternative medicine.
- Led the acquisition of the 25-member MedPartners physician group and then served as executive operationally responsible for growing physician medical group to 270 practitioners.

MERCY GENERAL HEALTH PARTNERS, Muskegon, MI

1989 – 1997

Mercy General Health Partners is a healthcare system formed through a joint operating agreement between two hospitals in Muskegon Michigan. The \$160M entity provided tertiary services for approximately 200,000 people in west Michigan. Mercy General Health Partners is a member of Trinity Health.

Vice President Medical Surgical Operations, 1995 – 1997

- Spearheaded the formation of a service line structure to drive growth and operational excellence; secured business and physician leaders to serve in a paired leadership model for all the service lines.
- Co-led, with a physician, the Integrated Delivery System Council, an innovative leadership structure premised on physician-led integration across the care spectrum.
- Led the transformation of a newly-organized Medical Surgical Operations line from a function-based collection of services to an integrated customer-driven organizational structure.

Vice President Organizational Advancement, 1994 – 1995

- Played key role in consolidating Mercy Community Healthcare System and Muskegon General Hospital into an integrated delivery network propelling the new entity into the top market position.
- Participated in negotiations to form the joint operating agreement coordinating the legal work, the antitrust defense, the due diligence review, and the financial/operational efficiency study.
- Led the communication efforts for the organization securing community and business endorsement, orchestrating press releases, press conferences, and training of designated spokespeople.
- Led the efficiency study and the implementation of the clinical consolidation between the two organizations reducing costs by over \$8M annually.

Director Business Development, 1990 – 1994

Administrative Fellow, Mercy Health Services, 1989 – 1990

EDUCATION

Master of Health Administration, University of Missouri, Columbia, MO, 1989

Bachelor of Arts in Chemistry and Mathematics, William Jewell College, Liberty, MO, 1987

PROFESSIONAL AFFILIATIONS

Member, American Hospital Association (AHA), Region 5 Policy Board

Member, American College of Health Care Executive (ACHE)

PROFESSIONAL PRESENTATIONS

Accountable Care, speaker and panelist for the Idaho Orthopaedic Association Conference, 2011.
Positioning for the Future, panelist for the Nurse Leaders of Idaho Conference, 2011.
Delivery System Changes, speaker and panelist for the Idaho Health Care Council, 2011.
Top Healthcare Trends, speaker and panelist for Leadership Boise Conference, 2008.
Top Technology Trends, Top Healthcare Issues, presenter at Young President's Organization Conference, 2007.
Vision2010: The Future of Healing, presenter at National Council of Health Facilities Finance Authorities Conference, Florida, 2003.

APPOINTED BOARD POSITIONS

Strategic Operations Council, governing body for Presence Medical Group
Presence Health Partners Board and Compensation Committee, governing body for Presence's clinical integration organization
Boards for St. Joseph Medical Center, Joliet, IL and St. Mary's Hospital, Kankakee, IL
Board of Trustees, Grande Ronde Hospital and St. Benedicts Medical Center
Board of Directors, Family Medicine Residency of Idaho, affiliated with University of Washington
Joint Venture Operating Committee, Intermountain Medical Imaging
Physician Network Council, Saint Alphonsus Medical Group
Joint Venture Operating Committee, Home Health and Hospice
Advantage Care Network Board, Saint Alphonsus' physician hospital organization
Joint Venture Operating Committee, Caldwell Radiation Oncology
Joint Venture Operating Committee, Treasure Valley Lab Board

CIVIC ACTIVITY

Prior Board Member, Idaho Association of Commerce and Industry
Prior Member of the Board, Executive Committee and Finance Committee, Idaho Shakespeare Festival
Recipient, YWCA Salute to Women Award