

# MARK SLOAN, MD, MBA, CPE, FAAFP

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## SENIOR EXECUTIVE PROFILE, HEALTHCARE

### TARGET POSITIONS: CMO / COO / CEO

Over 20 years of C-level leadership experience in the healthcare industry, directing teams of over 1,500. Extensive portfolio of achievements that include a full-scale turnaround and significant financial improvements for struggling organizations and programs, new medical operations launches, and team performance improvements.

- Patient Care – Prioritize patient care as the #1 area of focus in every position and organization. Instill the importance of patient care in all staff members and establish quality care as the fundamental basis for all executive-level decisions.
- Creative Solutions – Thrive on transforming complex, problematic situations into opportunities for improved efficiency and profitability. Proven success in team restructuring, operations/process reengineering, and new operations launches.
- Information Services Expertise – History of leveraging data and implementing new technologies to improve patient care, including Crimson, MedKinetics, and EPIC systems.
- Collaborative Environments – Skilled in gaining buy-in from initially reluctant individuals for key initiatives (e.g. persuaded medical staffs of 2 competing hospitals to merge into a single team; convinced teams of value of EPIC).
- Integrity-Driven Leadership – Maintain uncompromising focus on personal and professional integrity at all times.

**Visionary Leadership | Patient Care Excellence | Management and Medical Team Building & Leadership  
Quality Assurance Standards | Strategic Planning | Full Turnaround Management | Operations Reengineering  
Cost Reduction/Avoidance | TJC Standards | Financial Acumen | P&L/Budgeting | Process Improvement**

#### Selected Highlights:

Singing River Health System: High risk of failure and bankruptcy	New Island Hospital: Substandard clinical care	Lake Forest Hospital: Focus on status quo vs. improvement
<b>Breakthrough turnaround; improved excess margin by \$32.8M</b>	<b>Full-scale improvements; Commendation on JC survey</b>	<b>Leadership of hospital to the best financial year in its history.</b>

## PROFESSIONAL EXPERIENCE

**Emerald Enterprise – Gautier, MS**

2006-2016

*A 2-hospital system with numerous outpatient diagnostic centers, primary care clinics, and specialty clinics. \$108M in annual revenues.*

### CHIEF OPERATING OFFICER, 2014-2016

Oversaw entire operations for both hospitals and all outpatient functions, assuming all responsibilities previously held by 2 full-time COOs. Led team of 1,500 FTEs, including 50 physicians and their clinics, which included the CMO, CNO, CIO, Hospital Administrators, and multiple Directors as direct reports. **Key challenges: Leading turnaround for significantly under-performing organization (on the verge of bankruptcy).**

#### Turnaround Leadership

- Drove 180-degree turnaround that included \$32.8 million improvement in excess margin between 2014 and 2015 to keep the organization from a Chapter 11 filing.

#### Management Structure

- Eliminated 5 executive positions through management team restructuring and implemented dyad structure (CMO and Administrator supervised all physicians and their clinic operations).

#### Outpatient Clinic Reorganization

- Closed 3 primary care clinics and consolidated functions from all 3 into other existing clinics, as well as closing unproductive occupational medicine clinic, and revising operating standards for all clinics.

#### Contract Renegotiations

- Renegotiated employed physician and mid-level provider contracts; switched all providers to productivity standards that would determine compensation.

- Captured \$2 million in annual savings through revising contracts for food services, biomedical services, and other areas.

**CHIEF MEDICAL OFFICER, 2006-2014**

Recruited and hired as the primary physician executive for all system hospitals and clinics, with full P&L responsibility for the system quality of patient care. Led, mentored, and coached cross-functional team. Oversaw strategies, budgets, and goals, including system strategic plan to achieve world-class clinical quality. **Key challenge: Addressing lack of effective systems for credentialing, physician peer review, and quality improvement.**

**Operations Reengineering**

- Rebuilt the medical staff infrastructure. Instituted state-of-the art systems for credentialing and peer review, refined goals and structure for medical committees and work groups, implemented MedKinetics software to track credentialing and peer review, and consolidated 2 medical staffs.

**Team Accountability**

- Implemented Physician Report Card system using Crimson and Statit software to increase physician accountability, with the system well-accepted by the medical team.
- Worked with medical leaders and administration to remove privileges for several medical staff members who did not meet standards.

**Performance Measurements**

- Developed new reporting to the Board of Directors for quality, never and sentinel events, and key medical staff activities, with core measures results reaching #1 in the region.
- Created a Professional Committee of the Board to conduct detailed reviews of patient care and medical staff operations.

**New Program / Systems Launch**

- Instituted clinically and financially successful cardiovascular surgery program that replaced previously failing program. Additionally led implementation of new Epic EMR system.

**Team Building**

- Co-led 2 annual Board/Medical Staff Retreats to align goals and build consensus on strategies.

**Colour Corporations – Chicago, IL**

2005-2006

*International consulting corporation with services provided to a broad range of organizations.*

**DIRECTOR, HEALTHCARE CONSULTING**

Recruited and hired by the Medical Director to provide leadership, expertise, and support to client healthcare organizations.

**Organizational Leadership**

- Provided a broad range of healthcare consulting on a nationwide basis, including executive leadership roles. Engagements included:
  - ♦ Interim CMO, New Island Hospital, Bethpage, NY
  - ♦ Performance Improvement Project, Lincoln General Hospital, Ruston, LA
  - ♦ Performance Improvement Project, Metro General Hospital, Nashville, TN
  - ♦ Evaluation Physician Services, Trinity Health System, Detroit, MI
  - ♦ Interim CMO, Singing River Hospital System, Pascagoula, MS
  - ♦ Family Practice Residency Review, Sutter Medical Center, Santa Rosa, CA

**Star Trek Corporation – Farmington Hills, MN**

2005

*Missionary outreach corporation of Trinity Health.*

**COMMISSIONING TEAM LEADER, EMERALD MEDICAL CENTRE, IBADAN, NIGERIA**

Hired to serve as the Chief Administrative Representative of Trinity Health International in Nigeria based on prior experience working in Africa. Provided on-site leadership for multidisciplinary team prior to and during opening of Emerald Medical Centre (600-bed hospital designed to provide new, higher level of patient care and halt departure of both physicians and patients from Nigeria). **Key challenges: Gaining buy-in from multiple parties with differing agendas and cultures.**

**Policy & Procedure Implementation**

- Developed all bylaws, policies, and procedures for the hospital, as well as procedures for patient care and all hospital operations.

**Strategic Planning & Execution**

- Prepared and integrated comprehensive business plan for the institution; prepared all aspects of the physician facility for full operation.

**Relationship**

- Worked jointly with Nigerian government officials, tribal leadership, and local business leaders

**Building**

to gain consensus and establish the hospital.

**Staff Training**

- Trained local board members in leadership, governance, and facility operations.

**Blue Lake Hospital** – Springfield, IL

1999-2005

*Single hospital north of Chicago with a reputation as an exclusive healthcare service provider.*

**EXECUTIVE VICE PRESIDENT / CHIEF OPERATING OFFICER / CHIEF MEDICAL OFFICER**

Held full P&L accountability for all operations and medical staff relations in concurrent EVP-CMO-COO role. Supervised team of 1,000 FTEs. **Key challenges: Improving governance, credentialing, and quality performance.**

**Patient Care Optimization**

- Drove strategies that improved patient safety and quality of care significantly, including:
  - Hospitalist programs for Obstetrics, Pediatrics, and Internal Medicine.
  - FMEA program for safety of new program involving women’s services.
  - Professional Committee of the Board for detailed review of patient care and medical staff.
  - Change in culture to heighten recognition of preeminence of patient care.
  - Quality scorecard regularly reviewed by the Board of Directors.
  - Changes that enabled the hospital to become the only one in the region with above-average scores on Hospital Quality Indicator section of JCAHO website (led entire system to near-perfect JCAHO survey in 2004).

**Operational & Financial Performance**

- Facilitated substantial improvements in financial and operational results, including:
  - Best fiscal year in the hospital’s history while simultaneously improving physician relations and quality of patient care.
  - New technologies (e.g. PACS, Interventional Radiology, Remote Internet Access for Imaging Studies, Real-Time Fetal Monitoring, Acquisition of PET/CT)
  - “Same Day Service Commitment” that promised same-day completion of any radiologic study requested; improvements in scheduling access for physicians and their offices.

**Medical Staff Relations**

- Spearheaded improvements in medical staff relations and their decision-making contributions:
  - Strengthened relationships between administration and medical team members, replacing previous conflict-based environment with a cooperative, mutually respectful one.
  - Increased medical team involvement in planning and operations, including development of a Physician Operations Advisory Group.

**ADDITIONAL POSITIONS:**

COO at Chandler Central Perk

Adult & Adolescent Chemical Dependency – Developed full range of psychiatric and chemical dependency programs.

Chief of Family Practice, USAF – Supervised 5 physicians and multiple physician assistants for Primary Care Clinic of USAF Academy.

Private Practice – Added occupational medical clinic to existing private practice.

**EDUCATION & CREDENTIALS**

**Doctor of Medicine** – University of Central Perk, School of Medicine – Little Crowd, AR

**Master of Business Administration** – University of Gotham– Denver, CO

**Bachelor of Science** – Olivet Garden University – Kankakee, IL

**Diplomate** – American Board of Family Practice; American Board of Medical Management

**Certifications/Designations** – Certified Physician Executive; Fellow, American Academy of Family Practice

**Professional & Community Affiliations** – Board of Directors, Health Partners (medical assistance HMO), 3 years ♦ Member, National Physician Leadership Council, Voluntary Hospitals of America, 3 years ♦ Member, National Advisory Committee, The Healthcare Forum, 8 years ♦ Board of Directors, Novare Services, 5 years ♦ Chairman, Board of Trustees, Preferred Health Care, 3 years ♦ Penrose Community Hospital: Chief of Staff, 2 years; Vice Chief of Staff, 2 years; Chief of

Internal Medicine, 2 years ♦ Chief of Family Practice, United States Air Force Academy, 3 years ♦ Missionary Work in North Africa and East Africa ♦ Community of Hope ♦ True Impact (Board of Directors) ♦ Walter Anderson Museum of Art

**SAMPLE**