

RODNEY DEAN REIDER

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EXPERIENCE

Aurora Health Care – January 2007 to present **Aurora St. Luke's Medical Center - Vice President** Milwaukee, Wisconsin

Aurora Health Care is a 13 hospital multi-system serving southeast Wisconsin with \$4.0B in net revenue, 100,890 admissions and 3+ million outpatient visits. St. Luke's Medical Center is Aurora and Wisconsin's largest hospital with 938 beds (Net Revenue: \$1.7B+). Internationally known for expertise in heart care, St. Luke's also offers exceptional care for cancer, geriatrics, endocrinology digestive diseases and hyperbaric medicine, and houses the Vince Lombardi Cancer Clinic. Aurora St. Luke's has been named to U.S. News & World Report's Best Hospital Ranking, 100 Best Places to work by Modern Healthcare and Top 100 hospitals for heart care by Thomson Reuters. Aurora Health Care is the top performing health system in the country in a National Centers for Medical and Medical Services (CMS) Premier Healthcare Alliance pay for performance projects. Benefits Services Group lists Aurora most cost efficient hospital system in the Milwaukee area. AARP magazine lists Aurora St. Luke's Medical Center among the 126 Best Hospitals in the United States.

- Working with the physicians, established the strategy and lead the cancer/oncology services to 17% overall growth with continual focus upon surgical services, radiation oncology, cyberknife, gamma knife, brachytherapy & the Vince Lombardi Cancer Center integrating into inpatient medical oncology.
- Governing member Aurora Health Care IT Steering sub-committee, working to facilitate improved efficiency and improved communication utilizing Cerner, EBoard, EDIS ESA/Softmed, PAS-EEM/WHIN and all back office software in conjunction with chairing the Physician Information Technology Committee [also, first hospital in the nation to "Twitter" while performing an orthopedic surgery case].
- Emergency Services leadership includes successfully implementing metro wide systems and processes to enhance patient care, increase efficiency, improve standardization while improving diversion rates and growth among the 4 metro hospitals [Total visits: 175+k].
- Working with the Emergency Room physicians and metro urgent care clinics was able to establish Best Demonstrated Practices in CMS (MI, pneumonia, SCIP): MI – 100% aspirin upon admission, Beta Blockers – 100%, Door to EKG time – 7 minutes, Door to lab for AMI – 21 min., Pneumonia – 100% antibiotics, 45 minute "turn-around time" door to CT result for Brain Attack/Stroke Center - >80%.
- Working with the physicians lead the GI/surgical/cardiac services/ambulatory treatment center increasing profitability by 25%.
- Increased profitability of a complex radiology services department (250k procedures/year) through growth/cost management while simultaneously establishing a long-term contract with an individual Radiology group.
- Administrator for the Clinical Research Institute at St. Luke's Medical Center. This includes cancer/immunotherapy, NIH, establishment of a biorepository (orbit), to name a few.
- Lead the System Wide Patient Access Team for Aurora Health Care to implement Best Demonstrated Practices in pre-registration, registration, scheduling and admitting.

Spectrum Health Partners, LLC – July 2006 to January 2007 **Consultant**

Brentwood, Tennessee

Perform specialization work in financial and operational performance improvement services for the healthcare industry. This has included merger and acquisitions, management transitions and financial operations.

**Community Health Systems/University of Pennsylvania Health System – May 2005 to May 2006
President/Chief Executive Officer**

Chestnut Hill Health System – Philadelphia, Pennsylvania

Administer all aspects of a 2 campus urban and suburban health system (Net Revenue: \$413M) which includes an acute care hospital, independent and assisted living, rehabilitation hospital, geropsych, adult daycare, women's health center and physician clinics. Total bed capacity: 416. Residencies in Surgery, Internal Medicine, Family Practice, Obstetrics & Gynecology and Podiatry are also coordinated throughout the health system.

- Worked with Board, physicians, employees and community to develop and implement a facility master plan to address current as well as future needs [\$110M].
- Developed, negotiated and monitored clinical programs, residencies and affiliations with University of Pennsylvania Health System, Temple University, Thomas Jefferson University and Einstein Medical Center and successfully recruited the following physicians to CHS which increased inpatient volume by 17%:
 - ❖ University of Pennsylvania: Chair(s) – Department of Surgery, Department of Obstetrics and Gynecology, and Physical Medicine and Rehabilitation.
 - ❖ Primary Care – four Family Practice physicians and three Internal Medicine physicians.
 - ❖ Surgical – one Orthopedic Surgeon, four OB/GYN physicians, one general surgeon, one general/colorectal surgeon and one vascular surgeon.
 - ❖ Specialty Care – one endocrinologist and one rheumatologist.
- Implemented PACS/digital IT throughout health system and instituted Mysis Electronic Medical record in primary care clinics to enhance quality patient care/physician satisfaction.
- Reduced ED diversion status from 700 hours to zero (48,000 visits) and established hospitalist program.

Mercy Health Partners – January 2002 to May 2005

President/Chief Executive Officer

Mercy Franciscan Hospital – Mt. Airy, Cincinnati, Ohio – January 2002 to May 2005

Mercy Franciscan Hospital – Western Hills, Cincinnati, Ohio – March 2003 to March 2005

Managed operations for a 297-bed facility and a 248-bed facility [\$400M, 1700 FTEs] including a university residency program and freestanding clinics. This led to a financial improvement at both hospitals; in fact, the first profitable year for one site (in 7 years) and improved the other by 30% while improving market share at both.

- Spearheaded operational improvement plans and controls that led to a financial turnaround from an \$11M and \$14M loss to 16 consecutive profitable months and the first profitable year in 7 years.
- 15 percent volume growth in three years [acute discharges] in a non-expanding population market.
- Maintained only diversion free hospital in Cincinnati (67,000+ visits) while increasing employee satisfaction.
- Developed a shared governance model with both medical staffs, establishing leadership teams at both sites.
- Partnered with physicians to develop new programs including “Vidas Preciosas” which introduces and provides prenatal care/delivery services to the underprivileged in the Hispanic community.
- Employer of choice with nursing vacancy rates decreasing from 31% to 11%.
- Promoted an IT SSL VPN; the network of 18 greater Cincinnati healthcare facilities could access clinical reports through one portal, benefiting the operational process, quality and cost (HealthBridge).

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- Regional leader for the following Mercy Health Partners initiatives: (1) Quality and (2) Ease of Use/Access and Board of Director member for MHP system-wide Finance and Strategic Planning Committee.
- Oversaw family practice and surgical residencies with the University of Cincinnati.
- Established Mt. Airy Hospital as the spiritual benchmark for all of Catholic Healthcare Partners, by promoting our mission and spirituality in the workplace.

HCA – January 1997 to January 2002

President/Chief Executive Officer

North Monroe Medical Center, Monroe, Louisiana – March 2000 to January 2002

Oversaw all aspects of operations for a regional 293-bed facility tertiary facility and 50-bed rehabilitation hospital. This growth was necessitated due to business development and unmet demand. Managed 960 FTEs, increased EBDITA to \$26 million per annum while reducing EEOB to 3.3.

- Successfully reduced RN vacancy rate from 25% to 5%.
- President – Physician/Hospital Organization.
- Board member of hospital/physician owned health plan.
- Initiated successful heart (250 – Year 1) and new neurology/neurosurgery programs.
- Oversaw \$20M hospital expansion and a \$4M physician office building construction.
- Achieved 28% improvement in physician satisfaction. Achieved improvements in patient satisfaction for inpatient, outpatient surgery and ER (10 %+) and employee satisfaction.

HCA - Administrator

Los Robles Regional Medical Center, Thousand Oaks, California – June 1998 to February 2000

Managed the operations of a 3 campus, 255-bed acute care tertiary facility with EBITDA of \$32 million per annum, 1,027 FTEs and an approximate EEOB of 4.2. Administration and coordination of all hospital and systems activities (including SurgiCenter, Urgent Care Center and working with UCLA in the development of programs and research.).

HCA - Vice President - Operations, Far West Division

Los Gatos, California – January 1997 to June 1998

Reporting to the Division CEO oversaw the operations of 15,681 FTEs at 21 hospitals, including tertiary, 15 surgery centers and 11 home care agencies, generating \$2.2 billion in net revenues. Instituted operational improvement plans throughout the division resulting in increased profitability.

Memorial Health System - Associate Administrator/COO

Saddleback Memorial Medical Center, Laguna Hills, California – December 1993 to December 1996

Managed the operations for 223-bed acute care facility with 950 FTEs. During the first year served as the acting CFO/Director of Decision Support handling all financial reporting and budgeting. The second and third years served in the Chief Operating Officer role. Developed and implemented systems and controls that led to a financial turnaround from an \$11M and \$7M loss to a profit of \$4.1M. Established strategic development and business plans while working with the community on programs to maintain the hospital's role as a community asset. Worked with UCI in OB/Gyn residency programs for placement and oversight.

AMI - Director of Program Development/Operations

Irvine Medical Center, Irvine, California – December 1991 to December 1993

Board member and project leader with University of San Diego joint ventures and Univ. of Calif – Irvine faculty.

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Various full-time positions with leading companies including Adventist Health/Corona Community Hospital (4 years), advertising agency and manufacturing while completing graduate degrees.

EDUCATION

- **Doctorate of Arts** candidate – Harrison Middleton University.
- **Masters in Business Administration** - Loma Linda University.
- **International Scholar** - Curtin University, Western Australia – International Business.
- **Masters of Science** - Cal Poly Pomona.
- **Bachelor of Arts** - Chapman University.
- **International Scholar** in Salzburg, Austria - University of Redlands.

ADDITIONAL INFORMATION

While utilizing my Fellowship Grant, I traveled extensively throughout China, Hong Kong, New Zealand, Fiji, Thailand and Australia. In addition, I lived, traveled and studied in Eastern and Western Europe as recipient of my International Scholarship. These opportunities enabled me to gain a deeper understanding and appreciation of different cultures in all walks of life.

- Established healthcare business ventures with large employers in Western Australia.
- Served as Paul Harris Fellowship “International Ambassador of Goodwill” recipient for Rotary International – speaking and promoting American interests and positive attributes overseas.

HONORS AND MEMBERSHIPS

- Fellow (FACHE), American College of Healthcare Executives.
- HFMA, past member.
- Gold Member, Fine Arts Fund.
- Member of American Lung Association board/leader of American Lung Association walk.
- Board Member of Danceworks, an inner city focused contemporary dance troupe.
- Past member, Greater Cincinnati Chamber of Commerce.
- Past Member, Colerain Township Business Association
- First graduate class of Leadership Academy through Center for Creative Leadership sponsored by CHP. Later appointed by Catholic Healthcare Partners to be a Committee Member for Leadership Academy.
- Instituted successful Studer program across area hospitals.
- Established Planetree patient focused care across medical center and clinics.
- Instituted successful Disney Customer Service training program across medical system.
- United Way Planning Committee member – Monroe, Louisiana.
- Past member, Economic Development Council – Monroe, Louisiana.
- Received Leadership Award from National Committee for meritorious leadership and initiative from the Louisiana Committee – Support of the National Guard and Reserve.