

Sample Resume: Business Development

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EXECUTIVE SUMMARY

- Extensive management background within varied sectors of the healthcare industry including HMOs, PPOs, Physician Practice Organizations, Integrated Hospital Systems, Out-Patient Surgery Centers, Dental and Vision.
- Broad management experience in operations, sales, finance, organizational planning and business development.
- Extensive “P & L” responsibility managing organizations with revenues in excess of \$350 million.
- Strong business and product development background targeted towards payers, hospitals and physicians.
- Experienced in managing large multi-faceted organizations and national sales teams through rapid growth strategies.
- Managed and developed multi-site surgery centers along with MSO/HMO/PPO administrative support functions.
- Raised venture capital, spear headed joint ventures and successfully managed two financial turnarounds.

KEY COMPETENCIES

Strategic & Tactical Planning	Passionate & Visionary Leadership	Change Management
Multi-Site Management	Physician & Board Relationships	Process Reengineering
Product Development	P & L / Financial Management	Integration Management

PROFESSIONAL EXPERIENCE

PEDIATRIX MEDICAL GROUP, INC. / NYSE: PDX, Orange, CA

Nation’s largest provider of Pediatric sub-specialty care including neonatology/perinatology with 39 locations.

Regional Vice President, Operations, Pacific Region, 2002 – 2005

Managed the growth and development for the Western Region business unit which consisted of 39 physician practices within four states. Product services included neonatology, maternal-fetal medicine, pediatric cardiology, pediatric hospitalist and newborn hearing & metabolic screening. Had direct “P & L” accountability for \$350 million in gross revenue and 600 employees. Managed “day-to-day” operations of physician practices, financial reporting & analysis, business development, compliance, human resources, strategic planning, physician recruitment and acquisitions.

Direct management responsibility for the Western Region Operations Center. Key responsibilities included billing & collections, systems & data management, coding, hospital contracting, credentialing and network development.

- Delivered 20%-25% increase in net annual profits for three consecutive years.
- Restructured payer contracts yielding a 30% increase in annual payer reimbursement for two consecutive years.
- Managed successful “start-up” of two pediatric Hospitalist programs.
- Successfully managed 12-month integration process of OB practices into a regional infrastructure.
- Developed strategic marketing plan with hospital partners in order to increase number of deliveries.
- Grew newborn screening program by 200% over a three-year period.
- Successfully implemented de-centralization plan of “back-office” operations/physician enrollment.

NEW HEALTH VENTURES, Westlake Village, CA

Consulting group geared towards physician groups, managed care plans and hospital systems

Chief Operating Officer, 1999 – 2002

Co-founded consulting practice with the objective of raising financial capital for healthcare organizations. Key focus was developing industry “roll-up” and *e-healthcare* strategies. Also, provided *interim* management for start-up organizations and for companies undergoing expansion, consolidation and reorganization efforts.

- Raised over \$2 million in private funding for the **Healthy America Campaign**, a consumer wellness company.
- Developed strategic business plan for the purchase and consolidation of three dental HMO’s.
- Served as interim COO for **Pacific Laser Eye Centers**; a Lasik-Eye Surgery organization.
 - Developed out-patient surgery units under an MSO infrastructure.
 - Built physician referral network of over 150 Optometry offices.
 - Developed a consumer marketing program .
 - Increased annual revenue by 125 % with 9 months.
 - Helped positioned the sale of the company to an industry competitor.
- Served as Sales & Marketing consultant for **Preferred Health Management, Inc**; a Diagnostic Imaging Company.
 - Developed and organized four / 4 regional sale teams.
 - Expanded provider network from 13 states to 28 states.
 - Increased annual sales volume by 18%.
 - Developed new occupational health product into the marketplace.
 - Developed new web-base marketing program utilizing an *e-health* Internet platform

NATIONAL HOSPICE MANAGEMENT, INC. St. Louis, MO

Multi-state Home Health / Long-Term Care Organization

President & CEO, 1997 – 1998 Company was sold in September 1998.

Led this home health organization in a national expansion effort in marketing “long-term” care services to individuals, physicians and insurance carriers. Managed 40 branch offices with over \$30 million in annual revenues and 250 employees. This was an equity related venture.

- Achieved financial turnaround and a 30% profit margin within 12 months.
- Repositioned the company’s reimbursement model from Medicare to Managed Care & Private Pay.
- Developed a new National marketing strategy aimed at private individuals and physician referrals.
- Restructured field operations resulting in a 15% reduction in annual operating expenses.

COLUMBIA / HCA Woodland Hills, CA

Country’s largest hospital chain and provider of healthcare delivery networks. 1993 -1997

National Vice President / Regional Director, 1994 – 1997

Managed regional operations, business development and network contracting for Columbia / HCA’s managed care / provider networks Division. Developed national group health and workers compensation marketing strategies geared towards large payers and Fortune 500 companies. Supported hospital CEO’s with managed care product development efforts and strategic referral initiatives. Also, managed the Western Region Operations Center consisting of over 100 employees. Key responsibilities included claims, billing & eligibility, call center, provider & member services, utilization review and data analysis.

Served in a dual role as **Chief Executive Officer** for PPO Alliance. Responsible for all business operations including sales, finance, MIS, product development, provider contracting, claims management, member services and payer relations. PPO Alliance was one of California’s premier PPO’s with a

provider network of over 26,000 physicians and 300 hospitals. The company was part of Columbia / HCA's Once Source Health Network, a division focused on increasing patient referrals to company-owned hospitals. PPO Alliance was merged with Community Care Network in April 1997.

- Led financial "turnaround" of California PPO from \$1 million annual loss to \$4 million annual profit.
- Increased the number of patient referrals to Columbia / HCA hospitals by over 40% within two years
- Grew workers' compensation PPO revenue by over 20% for three consecutive years.
- Developed successful EPO / POS product line within a highly competitive HMO market.

Chief Financial Officer, 1993 – 1994

Originally hired by PPO Alliance as CFO in September 1993. Company was owned by UniHealth of America. Had raised over \$8 million from venture capitalist in order to purchase the Company as part of a Management Buyout Offer/MBO. Instead PPO Alliance was sold to Columbia / HCA, April 1994. At that time, promoted to CEO.

SAFEGUARD HEALTH ENTERPRISES, INC./ NASDAQ: Sfgd, Anaheim, CA
Publicly-traded Dental HMO with annual revenues in excess of \$100 million

Director of Corporate Finance & Accounting, 1989 –1993

Managed HMO operations supporting eight regional health plans and 26 "out-patient" dental offices. Key responsibilities included financial planning & analysis, claims, billing & eligibility, call center operations, financial analysis, provider contracting, regulatory reporting, strategic planning, mergers & acquisitions and risk management.

- Developed turnkey systems and operating guidelines for company-owned "staff-model" dental offices.
- Centralized claims & customer service functions resulting in a 30% productivity increase.
- Developed "best practice" guidelines for staff model offices resulting in an annual savings of \$1.0 M.
- Managed billing conversion project resulting in a \$400,000 annual savings.

PACIFICARE HEALTH SYSTEMS, INC./ NYSE: Pacifcre, Cypress, CA
One of the Country's largest HMOs with over \$10 billion in annual revenues

Finance Manager, Secure Horizons, 1987 –1989

Managed financial operations and customer support services for PacifiCare's senior Medicare HMO – Secure Horizons, a \$250 million division. Responsibilities included financial reporting & analysis, data management, claims, billing & eligibility, provider contracting, risk management and strategic planning.

- Successfully managed physician / hospital "shared risk" pools totaling over \$75 million.
- Restructured telemarketing process resulting in a \$300,000 savings in "sales acquisition" costs.
- Redesigned claims analysis of IBNR resulting in \$1.2 million savings in paid claims.
- Negotiated physician contracts resulting in \$1.5 million in annual savings.

Regional Finance Manager, Wang Laboratories, Newport Beach, CA. 1983 to 1987.

Senior Business Analyst, General Dynamics, Inc., El Monte, CA. 1982 to 1983.

Financial Analyst, Johnson & Johnson, Inc., Anaheim, CA. 1981 to 1982.

EDUCATION

MBA, 1982, California State Polytechnic University, Pomona, CA
BS, Business Administration, 1980, San Diego State University, San Diego, CA