

## **ROBERT B. BURN**

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### **OPERATIONS, FINANCE, STRATEGY, BUSINESS DEVELOPMENT**

Experienced health care executive with proven results in building new business, turning around operational challenges, transitioning “smaller” entities into world class integrated delivery systems in the profit and non-profit sectors.

**Interim Management**  
**Marketing**  
**Revenue Growth**  
**Volume Growth**  
**Market Share Growth**

**Operations Management**  
**Customer Service**  
**Physical Plant Changes/Growth**  
**Certificate Of Need Process**  
**Executive Mentoring**

### **CONSULTING EXPERIENCE**

#### **OPERATIONS / STRATEGIC SYSTEM IMPROVEMENT CONSULTANT**

National and international special projects consultant. 2005-2006

NEW YORK CITY HEALTH AND HOSPITALS CORPORATION, New York, NY  
**Consultant** on the Harlem Hospital Modernization Project.

HAMAD MEDICAL CORPORATION, Doha, Qatar.  
**Consultant** for all of the manpower planning needs for two new hospitals; a dedicated Cardiac Hospital, and the Qatar Medicine & Orthopedic Hospital.

### **ADMINISTRATIVE / FINANCIAL EXPERIENCE**

WASHOE HEALTH SYSTEM, Reno, NV

529 bed teaching hospital, is the centerpiece of this highly regarded integrated healthcare delivery system. The level II Trauma Center serves a large geographic area covering over 80,000 square miles. Northern Nevada's dominant insurer with over 100,000 covered lives, operating a multi-location primary care system, multiple site long-term care and rehabilitation facilities, home health care, imaging, pharmacy and therapy centers. 1986-2000

#### **President and Chief Executive Officer, 1991-2000**

Responsible for the transition of this large stand-alone county hospital to a Health System with a major teaching focus, and multiple entity structure to serve a large geographic area. Left position to care for an elderly ill parent.

- Cash reserves increased from \$7 million in 1989 to \$158 million in 1999.
- Built income over the same period from zero to \$25.8 million.
- Responsible for capital expenditures over the same period of \$175 million with an increase of only \$39 million in debt.
- Reduced costs significantly and grew revenues through new services and added volume.
- Significant cultural evolution including sponsorship of nationally recognized WHS University where all 3,200 employees were continually reinforced for internalizing core values and standards for customer service. Winner of the George Land World Class Innovator Award in 1997.
- Led the development of Hometown Health Insurance Company from inception to insuring over 100,000 lives in Northern Nevada.
- Directed awareness campaign to improve community health indicators in Northern Nevada.

**Executive Vice-President and Chief Operating Officer, 1987-1991**

Turned around the 529 bed hospital from \$1.3 million annual income in 1987 to \$13.6 Million in 1999, with several of the interim years exceeding \$25 million.

- Led initiative to achieve Level II Trauma Center designation.
- Established regional Bone Marrow Transplant Center.
- Responsible for expansion of Residency programs to support indigent care in region.
- Instrumental in developing the “Healing Arts Program” to enhance the patient health care experience.

**Vice-President and Chief Financial Officer, 1986 to 1987**

- Created and implemented plan with management staff to improve bottom line income of this 529-bed hospital.
- Designed financial systems to support the expansion into multiple reporting entities for the transition from single hospital to Washoe Health System.

ALTERNACARE CORPORATION, Los Angeles, CA

**Regional Director**

- Responsible for freestanding surgical centers in Reno, Anchorage, Alaska and Bedford, Texas while based in Reno.
- Implemented a marketing strategy which became the company standard for supporting growth, leading to acquisition by Medical Care International.
- Planned, opened, and managed two new centers in the San Francisco area.

SPARKS FAMILY HOSPITAL, Sparks, NV

**Associate Director/Finance, 1982-1983**

BURN CONSULTING, Las Vegas, NV

**National Healthcare Consulting Practice, 1979-1982**

- Led more than 100 successful CON engagements for Hospitals, Ambulatory Surgical Centers, Nursing Homes, CT Scanners, Alcohol Treatment Centers, and outpatient clinics. Clients included Humana, Inc., Universal Health Services, Inc., and others in Nevada, California, Utah, Arizona, Texas, Indiana, Kentucky, Virginia, and Washington.
- Provided financial analysis and management services to public, private, investor-owned, and not for profit Nevada hospitals. Represented all Nevada hospitals for the Nevada Hospital Association.
- Served as interim Financial Director and was credited with restoring a 110 bed county hospital to fiscal health following significant losses.
- Sparks Family Hospital - Sparks, Nevada. Co-developed and co-owned this new hospital from the original Certificate Of Need through opening, and led two subsequent CON's increasing bed size to 157.
- Nathan Adelson Hospice (Las Vegas, Nevada)- Led original CON application for Home Health Program and inpatient facility opening.

SUNRISE HOSPITAL, Las Vegas, NV

**Financial Director, 1973-1978**

- Financial responsibility for 491 bed medical center and led marketing strategies still considered best practices such as personal hospital credit card, rebate and recuperative cruise programs for weekend patient admissions.

**ORGANIZATIONS AND COMMUNITY AFFILIATIONS**

Participated in and led numerous Industry, Community, and Civic organizations.

**EDUCATION**

**MBA** Program, 1973-1976, University of Nevada, Las Vegas, NV  
**BS** - Accounting, 1970, New Haven College, New Haven, C