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### **FIELDS OF COMPETENCE**

Healthcare finance and hospital operations, physician organizational development, payor contract analysis and negotiation, pay-for-performance incentive programs, strategic planning and operations management; design, development and implementation of new healthcare initiatives; product line redesign, hospital-physician partnerships, and medical practice financial management.

### **EXPERIENCE SUMMARY**

Healthcare consulting and management executive with thirty-four years of progressively responsible experience in assisting community hospitals, multi-hospital systems, academic medical and research centers, nursing homes and assisted living facilities, managed care organizations and large physician entities achieve strategic business objectives.

**Extensive involvement in complex healthcare-related litigation pertaining to identification of breach of standards of care in the operation of hospitals, nursing homes and ambulatory care environments, negligent hiring, physician credentialing in both hospital and managed care organizations, interpretation of JCAHO standards, hospital and medical staff bylaws, third party billing disputes, administrative and billing compliance, managed care contracting, economic analysis related to enterprise value and fair market value compensation analyses.**

Consistent proven ability to conceptualize, analyze and implement effective approaches and solutions to enhance strategic position, operational effectiveness and financial results of healthcare organizations. Regional and national consulting experience includes market planning, product line initiatives, operations improvement, business valuations, medical staff development, hospital-physician joint ventures, healthcare system reorganization, group practice formation, third party contract review and negotiation, physician and hospital business office issues.

Mr. Podrat is a frequent speaker and presenter on various topics including managed care contracting, hospital and physician joint ventures and timely healthcare management, financial and operational issues.

### **CREDENTIALS**

MBA/MHA - Northwestern University  
B.A. - State University of New York at Stony Brook  
Healthcare Financial Management Association  
American College of Healthcare Executives

### **EMPLOYMENT HISTORY**

2013 - Present	Practical Healthcare Solutions, LLC. - Partner/DGA Partners - Director
1997 - 2013	Practical Healthcare Solutions, LLC. - Partner
1993 - 1997	Medical Advisors, Inc. - Principal
1990 - 1993	PKF/Ernst & Young - Healthcare Management Consulting Director
1989 - 1990	Rolling Hill Hospital - Executive Director
1985 - 1989	Touche Ross - Director, Healthcare Consulting Services
1978 - 1985	Ernst & Whinney - Senior Manager, Healthcare Strategic Services
1975 - 1978	Georgetown University Medical Center - Executive Assistant to Chancellor and Assistant Hospital Director

**BRUCE PODRAT, MBA/MHA**  
**PRACTICAL HEALTHCARE SOLUTIONS, LLC - PARTNER**  
**DGA PARTNERS - DIRECTOR**

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**KEY PROJECTS**

***Strategic Business Planning***

***Multiple Clients, Various Locations***

Designed and established organizational and operating management systems including compensation planning and incentive benefit programs, infrastructure for centralized billing process, contract management protocols, and business plans for regionally based physician specialty organizations such as pediatricians, obstetricians, gastroenterologists, urologists, cardiologists, and a statewide radiology network.

***Multiple Clients, Various Locations***

Developed and implemented primary care network plans for both hospital system and physician-owned organizations. Work included analysis of targeted geographic locations for physician development, identification and negotiation with physician candidates, organizing group practices without walls, and clustering primary care practices to promote market visibility and enhanced financial viability.

***Northern New Jersey Multi-Hospital System***

Analyzed and developed a multi-specialty medical group practice model for a regional medical center which included geographic assessment, organizational structure, utilization projections, operating infrastructure, executive search selection and contract protocols for risk sharing arrangements.

***Multiple Clients, Various Locations***

Assisted numerous health care organizations to plan, design, and implement strategic business objectives. Activities included market analysis, product development, economic viability analysis, organization design, and operating plans. Specific programs and services developed include an offshore insurance company, a startup HMO, a purchasing cooperative, a physician practice management and billing company, sports medicine, urgent care, hemodialysis, hospice care, acute partial hospitalization, specialty outpatient clinics, ambulatory surgery, a comprehensive geriatric center, including a sub-acute care unit, and a cardiac center of excellence.

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***Central Pennsylvania HMO***

Assisted an insurance company in developing a start-up HMO. Activities included development of organizational structure, capital requirements, operating budgets, preliminary financial forecasts, operating procedures and policies, design of program benefit options, recruitment of providers, obtaining Certificate of Authority, and recruitment of chief executive.

***Multiple Clients, Various Locations***

Facilitated several board and management workshops as part of the strategic planning process and in connection with strategic management and cultural change issues such as marketing, customer satisfaction, and quality.

***Multi-State Hospital System***

Developed marketing and business plan for hospital system diversification into long-term care. Results included initial target market identification and prioritization for future nursing home development.

***Children's Specialty Hospital, Philadelphia, PA***

Developed strategic plan for distressed children's specialty hospital. Analysis resulted in programmatic changes emphasizing existing strengths and development of new services, which reversed negative operating results and prevented the facility's closure.

***Major Baltimore Academic Medical Center***

Evaluated and developed framework for negotiations with target facilities identified to complete a health system's plans to develop a fully integrated delivery system. Acquired programs included an HMO, two low cost community hospitals, a home health agency, an ambulatory surgical center and a full service reference laboratory.

***Start-Up Biotechnology Company, New Castle, DE***

Assisted a biotechnology company develop a strategic plan. The analysis formulated an alternative approach to products, pricing, customer relations, and financial performance.

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**KEY PROJECTS**

**Operations Management**

***Multiple Hospital Clients, Various Locations***

Reviewed, analyzed and successfully implemented operations improvement initiatives in hospital patient care areas as well as ancillary service departments including Emergency Room, Clinical Laboratory, Operating Room suite and Diagnostic Radiology.

***Philadelphia Area Group Practice***

Reviewed operations of a large group medical practice to identify potential source of improvement including cost structure and revenue potential. Analysis included an evaluation of staffing, coding, billing and collection practices, physician compensation, productivity, use of ancillary facilities, and appropriate service mix. An action/business plan was developed to quantify benefits of identified operational and financial changes.

***Multiple Hospital Clients, Various Locations***

Conducted mock surveys for hospitals to facilitate their readiness in preparation for Joint Commission Surveys.

***Central Pennsylvania HMO***

Reviewed financial, marketing, delivery system and operations of an HMO and prepared action plans for improving profitability. Analysis included all phases of operations including provider contracting, review of various health insurance products administered by the entity, claims management processes, care delivery, utilization management and information systems. Implementation assistance focused on directing necessary changes to the current organization and operating structure including redesign of executive and middle management compensation programs and a reduction in the number of marketed health insurance benefit programs.

***Philadelphia Multi-Hospital System***

Implemented consolidated business office operations for multi-hospital system resulting in \$12 million cash flow improvement, a reduction in accounts receivable days from 101 to 72, improved productivity of 86%, and overall enhanced service levels.

***Suburban Florida Acute Care Hospital***

Achieved reduction in operating costs of \$7 million during an 18 month period for 305-bed acute care hospital. Reduced layers of management, established a revised salary and benefit structure tied to productivity goals, implemented a modified budgeting process and developed a monitoring program to ensure productivity benefits were not lost over time.

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***Central Michigan Group Practice***

Directed complete operational turnaround for a large physician multi-specialty group practice. Results included 50% improvement in business office efficiency, \$750,000 increase in cash position, design of a physician compensation system, restructuring of group's capitalization, renegotiation of lender agreements and redesign of practice billing and collection function.

**KEY PROJECTS**

***Financial and Transactional Assistance***

***Maryland Teaching Hospital***

Completed planning and financial feasibility study for executing the sale and redevelopment of hospital facilities involving a joint venture between the City of Baltimore and a major university teaching hospital.

***Philadelphia Urban Hospital***

Conducted financial analysis culminating in bank financing for hospital acquisition. Study identified new market and program opportunities, the organizational and programmatic fit with the acquiring institution, the potential to consolidate overhead services, and critical requirements to plan a successful integration of the acquired facility.

***Pennsylvania Regional Medical Center***

Assisted multi-hospital system in technical default on outstanding revenue bonds plan a financial turnaround. Activities included cash forecasting and control, planning revenue enhancements, planning and implementing cost control measures and initiating plans for reorganization alternatives.

***Suburban New Jersey Hospitals***

Completed major planning and financing analysis for a joint venture between a multi-hospital system and a community hospital. Project included market feasibility for construction of a new replacement acute care hospital and development of alternative use programs for two existing hospitals. Alternative programs evaluated included physical rehabilitation, psychiatric services ranging from geriatric psychiatry, acute and intermediate psychiatry, psychiatric day care and dual diagnosis care for mental illness chemical abusers (M.I.C.A.), addiction services, hospital-based skilled nursing, and comprehensive ambulatory care services.

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***Southern Florida Corporation***

Assisted a venture capital group evaluate the possible acquisition and breakup of a public health care company. Assistance included evaluation of the company, development of breakup scenarios and evaluation of possible financing alternatives.

***Pennsylvania Health Insurance Company***

Assisted an insurance company in developing a start-up HMO. Activities included development of organizational structure, capital requirements, operating budgets, preliminary financial forecasts, operating procedures and policies, recruitment of providers and obtaining Certificate of Authority.

**PAPERS/PRESENTATIONS**

- “Life After PHOs”; Hospital Planning and Marketing Society
- “Ensuring the Adequacy of the Delivery System”; Medical Group Management Association
- “Integrating Strategic and Capital Planning”; Health Care Marketing Consortium
- “Strategies for Improving Operating Cost Performance”; Firm Symposium
- “Identifying Targets for Support of Hospital Acquisition Strategies”; American Hospital Association
- “Everything You Ever Wanted to Know About Regulation But Were Afraid to Ask”; Healthcare Financial Management Association
- “Implications of Regulation on the Maryland Health Care Environment”; Delegation of Maryland Legislators
- Lifecycle of Physician Practice, Planning for Eventual Transition; American Medical Association
- Keys to Successful Negotiation of Payor Contracts; National Consortium of IPAs