

Allan Brown

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Regional Operations Director — Health Care

Dynamic record of building success of multiple business groups with P&L accountability and verifiable achievements driving program transformation, revenue and market growth, and clinical integrations for hospitalist and health care organizations.

Strategic, forward-driven business and operations executive with progressive leadership career in health care, working across several vertical market segments. Track record of optimizing revenue, margins, and market growth. Known for strong business acumen, executive presence, and communication strengths with distinctive talent for securing buy-in of key leadership, influencing up and down the organization, and executing to plan to achieve operational and financial excellence.

- Strategist and operator with success leading change effort to maximize growth and profitability of multiple hospitalist programs, targeting key areas of improvement and ensuring sustainability and operational effectiveness while mitigating risk.
- Disciplined P&L driver with record of exceeding financial budget every year through budget optimization, financial planning, forecasting, and reporting, with talent for presenting complex information to diverse audiences.
- Servant leader and strong mentor with focus on strategically coaching and motivating teams by drawing on their strengths and building on their areas of opportunity while fostering a culture of trust and inclusion to consistently exceed goals.

Core Competencies Include

Business Strategy & Execution • Operations Management • Competitive Strategies • Budget & P&L Management • Strategic Operating Plans • Financial & Revenue Growth • Labor Management • Contract Management • Clinical Outcomes • Quality & Compliant Patient Care • SWOT Analysis • Program Development & Program Management • Team Building, Training & Leadership

HEALTH CARE OPERATIONS LEADERSHIP EXPERIENCE

Regional Director of Operations | SIMPLY THE BEST PHYSICIANS INC., San Antonio, TX

2/2016 – Present

Simply the Best Physicians is a national hospitalist company that expanded into additional hospital-based service lines such as ER, critical care, advisory services, tele-medicine, along with post-acute coverage.

Manage team of direct reports in providing operational management and oversight of 10 hospitalist programs in two (2) core markets: San Antonio market (Baptist Health System) of six (6) HM programs with 70+ providers and one post-acute program with four (4) providers (physician and advanced practice); El Paso market (THoP System) of three (3) HM programs with 30+ providers. In matrixed team environment, report up to Regional VP with accountability to Regional Chief Medical Officer.

- **Re-deployed to a larger market overseeing eight (8) programs in Southern California market** when programs in San Antonio selected new vendor for HM services. Additionally, added three (3) new programs in San Antonio that are affiliated with the other region within Sound Physicians.
- **Appointed to manage six (6) hospitalist programs in Phoenix market for 12 months** and 10 hospitalist programs in Kansas/Colorado market for nine (9) months over past two (2) years while those regions were without an RDO.

Hold full P&L accountability across all 10 hospitalist programs and drive site-level staffing, training, operational, administrative, and budgeting processes. Collaborate to set and measure performance metrics and coordinate support services and management resources to meet these objectives. Develop and direct new programs/projects related to strategic initiatives. Provide account management and problem solve operational challenges. Complete due diligence and staffing design for all sites. Review proposals for new business and expansions. Identify areas to help hospital partners improve operations and business development efforts with commitment to improving outcomes for patients and hospitals through performance management model and collaboration with clinical lanes.

- **Achieved/exceeded financial plan each year for the division with direct involvement in budgeting process**, including key financial drivers, staffing, and temp labor projections. Delivered \$42M+ annualized revenue and \$7M+ annualized profits. Budgeted at 15% margin and operated at 16.6% for 2021. On track to exceed financial budget for 2022.
- **Consistently operated under budgeted temp labor projections** by cultivating a positive culture that supports providers and promoting pursuit of quality improvements.
- **Minimized provider turnover and decreased time to back fill open positions**, operating at average of <10% turnover vs. 18%+ national average turnover for clinical colleagues. Operated programs with zero (0) turnover on operations team for San Antonio and El Paso markets for six (6) years over tenure.
- **Ensured leadership presence at program sites** with focus on building relationships with entire hospitalist team, hospital and system-level C-suite executives, case management, nursing, medical staff office, community providers, and specialty physicians.
- **Played major role in market growth**, established business development relationships, and executed new contractual agreements with clients in post-acute and acute care setting while ensuring operational excellence to support quality care outcomes.

Operations Officer, Clinical Integration | BEST HEALTH SYSTEM, San Antonio, TX

3/2011 – 1/2016

Best Health System consists of five (5) hospitals in San Antonio market.

Hired to build-out the Clinical Integration program, a business model compliant with Federal Trade Commission (FTC) guidance on clinically integrated networks and utilization of health care services—allowing independent physicians to work together to build an organization focused on improving quality and efficiency of patient care. Key responsibilities included strategic and operational planning, financial/revenue management, business/program development, and clinical operations administration. Ensured high quality patient care and services, including management of patient flow/access, coordination of ancillary services, and enhancement of patient support and service improvements. Drove growth priorities and provided leadership and direction to practice administrators, management, and staff.

- **Established FTC-compliant Clinical Integration program**, from concept to operational, with aim to bring value to all participating physicians within the San Antonio marketplace, working jointly with legal team. Drove achievement of strategic, financial, and operational objectives to ensure seamless integration of physician practices within Baptist Health System.
- **Recruited physician leadership team** from five (5) hospitals and various specialties and generated program growth through recruitment of 450+ physicians, providing a robust physician network of Tier One offering for BHS self-insured population. Generated cost savings year over year, and achieved the CMS shared savings bonus starting in performance year two, with \$660K+ in total savings shared with physician network.
- **Stood up various committees, including installing initial Board of Trustees**, and worked with participating physicians to document, track, and report on specialty-specific quality metrics to improve quality of care.
- **Successfully secured the first Center for Medicare Services (CMS) approved Accountable Care Organization (ACO) program** in San Antonio to serve the Medicare population as the Clinical Integration program serves commercially insured population. Ensured CMS compliance for ACOs and completed comprehensive annual quality audit and information requests on time.

EARLIER SALES EXPERIENCE

Sales & Marketing Representative | LV MEDICAL EQUIPMENT, San Antonio, TX

4/2009 – 3/2011

LV Medical is a distributor of medical equipment and supplies, representing 400+ manufacturers.

Drove sales and support of medical products and services, building and deepening relationships with both current customers and vendor representatives to generation new sales/up-sales opportunities. Arranged appointments, delivered presentations, built relationships with medical staff at health facilities.

- **Earned Preferred Vendor status within local public health system** by providing top-caliber sales support and expertise in assisting customer with procurement processes for medical equipment, streamlining identification and selection of new equipment for system expansions or upgrades, yielding cost and time savings.
- **Partnered with military and government customers through GSA contract** to identify right solutions for their needs.

Diagnostic Sales Specialist | CIRCUMSTANCES DIAGNOSTICS INC., San Antonio, TX

12/2003 – 10/2008

Circumstances Diagnostics is a leader in esoteric, diagnostic testing for neurological disorders.

Promoted in January 2008 to lead, train, and coach regional sales team of nine (9) reps across the south-central US. Managed full cycle sales process, including owning quota, producing accurate forecasts, delivering against KPIs, educating neurology community on test product, closing deals, and maintaining strong sales pipeline. Earned top sales recognition.

- Pace Setter Award for Top Rep in the New Hire Training Class, achieving 106% to goal in top 15% of all reps, 2004.
- Transformed stagnant territory of \$540K in sales in 2003 to \$1.2M by 2007.
- Selected as Regional Trainer from 2005 to 2006. Completed Management Training Program in 2006.
- National Regional Sales Rep of the Quarter 4x.

EDUCATION

Bachelor of Business Administration, emphasis in Marketing | St. Mary's University, Moraga, CA