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## WAYNE FAIRCHILD

**OBJECTIVE** My ambition is to bring my financial, operational and clinical skills and experience together with the skill sets I developed while working at various healthcare facilities to a Healthcare Facility desiring growth and change.

**EXPERIENCE**      **2005-2006**      **PETALUMA VALLEY HOSPITAL**  
**PETALUMA, CA**

*Vice-President of Operations*

- Established a five (5) year operational vision to ensure facility profitability
- Created a culture of empowerment and accountability for leadership team
- Enhanced and fostered an environment of staff satisfaction resulting dramatic improvement in overall morale resulting in enhanced retention and recruitment of staff
- Increased census and cash collection by > 20% within one year
- Recruited new physicians to the Petaluma Valley Hospital Medical Staff
- Help established the South Sonoma Medical Group
- Negotiated new contractual relationship with Marin IPA and Petaluma Valley Hospital
- Expanded scope of surgical procedure types demonstrating profitability
- Developed profitable relationships within immediate and extended community at large: Police Force, Fire Department, Community Service Groups
- Successfully negotiated union contract with CAN
- Established Petaluma Valley Hospital within multi-facility healthcare system as a center of outstanding service and optimal patient care while demonstrating profitability

**2001 – 2004**      **MAUI MEMORIAL MEDICAL CENTER/ KULA HOSPITAL**  
**Maui, HI**

*Regional Assistant Administrator/Chief Administrative Officer*

- Restructured Radiology Department
- Renegotiated Anesthesia and Radiology professional contracts
- Initiated development of a new business plan for growth based on improved quality of care
- Refocus organization to a service/product-line model
- Negotiated new Kaiser agreement as an addendum to the current contract to increase outpatient business
- Acted as Corporate (HHSC)/Regional Compliance Officer
- Responsible for day-to-day regional activities for the three facilities in Maui Region

**KULA HOSPITAL**

**Maui, HI**

*Chief Executive Officer*

- Restructure operational business model
  - Increase SNF volume by 600%

- Increased rehab volume
- Increased non-Medicaid revenue from 15% to 25%
- Increased admissions by 600%
- Created an environment of empowerment and change
- Expand outpatient services (clinic, rehab and acupuncture services)

**1999 – 2001**

**KAHUKU HOSPITAL**

**Kahuku, HI**

***Chief Executive Officer***

- Increased facility revenue over two years by 32%
- Reduced operational REVENUE/EXPENSES ratio by 3%
- Reduced operational losses from \$2M to \$700,000 with projected breakeven in FYE 2003
- Increased number of primary care physicians in service area
- Recruited support specialty physicians (e.g., General, Orthopedic and EENT surgeons)
- Developed uninsured/underinsured clinic, resulting in reduction of uninsured admission to facility
- Upgraded billing and data management systems, resulting in increased cash collection and reduction of contractual adjustment
- Implemented community-wide public relations program to improve community perception of facility
- Converted facility to a Flex Critical Access Hospital

**1997 – 1999**

**COLUMBIA WEST HILLS HOSPITAL**

**West Hills, CA**

***Associate Administrator***

- Hired to increase revenue in key ancillary services and maintain or reduce resource utilization
- Increased cardiac volume by 30-40%
- Structured a cost containment plan, resulting in a 10-15% reduction in resource utilization for ancillary services
- Initiated the first phase of a PPMC being formed by local cardiovascular groups
- Appointed the facility compliance director for the implementation of the clinical lab compliance program

**1996 – 1997**

**GRANADA HILLS/RAYTEL HEART CENTER**

**Granada Hills, CA**

***Director of Operations***

- Responsible for the daily operation of an integrated heart center
- Coordinated activities between the hospital and the management company
- Negotiated a number of new contracts that resulted in the growth of the heart program to record levels
- Implemented cost reduction program with the goal of achieving a 30% resource reduction with no loss of quality
- Set up ancillary programs: CHF Clinic, Chest Pain Center
- Operational budget of \$17M for FYE 1997

**1989 – 1996**

**BROTMAN MEDICAL CENTER**

**Culver City, CA**

***Associate Administrator of Ancillary Clinical Services***

- Areas of primary duties: Cardiac Cath Lab, Cardiac Rehab, Vascular Lab, Ultrasound, Cardiology, Physical Therapy, Occupational Therapy, Speech, Audiology, Pain Center, Pulmonary Therapy, Pulmonary Function Lab, Respiratory, SNF Outreach Program, Cardiac Surgical Program
- Operational budget of \$55M for FYE 1996
- Responsible for the fiscal and operational aspects of above listed areas
- Responsible for the development and initiation of business development programs for above listed areas
- Developed and maintained a cost reduction program that resulted in a cost per unit that was the same in 1996 as it was in 1992
- Maintained a high quality delivery system to meet the need of our customer
- Project Manager for the construction and installation of Cardiac Cath Lab (\$2.5M project)
- Co-Project Manager for the installation of the facility-wide SMS computer system

***Administrator – Home Health Agency***

In addition to the aforementioned responsibilities, I was the Acting Administrator for the Home Health Agency at Brotman Medical Center for a period of six months.

- Accountable for all daily activities which encompass the overall clinical and fiscal operations
- Completed DHS Recertification Survey
- Reduced A/R to below 50
- Development of the Budget and Strategic Plan for Home Health

**1988 – 1989**

**ST. JOHN'S HOSPITAL**

**Santa Monica, CA**

***Senior Cardiovascular Technician***

- Functioned as Senior CVT for the Cardiac Cath Lab
- Lead clinical person for the installation of the ADAC computer system
- Developed database quality program

**1988 – 1990**

**COLONY FINANCIAL GROUP**

**Los Angeles, CA**

***General Manager***

- Worked with companies to refinance and restructure their debt and operations
- Applied analytical knowledge to client companies to:
  - Develop new operational plan
  - Implement recommended changes
  - Arrange for the appropriate financing

**1986 – 1988**

**COLLWELL FINANCIAL GROUP**

**Los Angeles, CA**

***Workout Specialist (Industrial Division)***

- Negotiated between the company's investors (e.g., insurance companies, banks and pension funds) and the client who are in financial distress
- Develop a compromise package to all parties
- Assist client to develop new operational plan, with the goal of achieving a financial turnaround

**1978 – 1986**

**CEDARS-SINAI MEDICAL CENTER**

**Los Angeles, CA**

***Manager of Invasive Cardiology***

- Responsible for the overall daily operation of the Invasive Cardiology Department
- Designed and purchased Toshiba Cath Lab and the Post-Cath holding area
- Managed a clinical team of 38 staff members
- Developed and managed Quality Control and Quality Assurance programs

**EDUCATION**

**Charter State College**

B.A. Business finance and Accounting

Supplemental Education:

University of West Los Angeles (law school)

Torts, Contract, Constitutional Law (2 years)

**INTERESTS**

Biking, running, surfing, computers