

**Richard Ouellette, FACHE CLSSMBB**  
**101 Main Street**  
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## **SUMMARY**

*Consultant/process improvement leader with extensive results oriented experience in diverse healthcare organizations focusing on the identification, design and implementation of strategies to respond to strategic and operational opportunities & threats. Lean Six Sigma Master Black Belt expert at operational and financial analyses, lean audits & kaizen event management, post-merger consolidation, interim management and decision support system development and implementation.*

## **Experience**

**1992-Present Management Decision Systems, Inc. Holden, MA**  
*President/Chief Executive Officer*

*Client focused healthcare consulting company employing systems approaches that assure ongoing improvement sustainability and problem resolution for over 100 hospitals, academic medical centers, commercial laboratories, HMOs, insurers and other management consulting companies.*

- Provided departmental consolidation management for recently merged hospital systems. Strategically planned, coordinated, and managed the reorganization, consolidation of personnel, space planning, multi-entity IS selection & implementation management, capital equipment selection and acquisition, statistical count reconciliation, charge master restructuring, and outreach market development.
- Performed operational/lean audits examining profit/loss, process/value stream mapping, 5S, kanban pull systems, work block design, benchmarking and performance service metrics resulting in improved service, reduced cost and minimum ROI factor of 3 or greater.
- Using core clinical & financial information systems performed best practice data modeling for pre-merger due diligence, hospital operations & service improvement, HMO audits, Medicaid Rehabilitation Option planning and community health planning.
- Performed multi-hospital pre-merger clinical department scenario analysis based on best practice and costs examining feasibility and net benefit.
- Conceptualized and engineered interface engine and decision support data warehouse applications (Lazarus & MAST) using Visual Basic, FoxPro, dBase, SQL Server.
- Audited clinical and support departments of distressed hospitals to identify cost reductions typically \$3 - \$10 million hospital wide; worked with client hospitals to realize & sustain cost savings.
- Led 17 week intensive lean six sigma kaizen event at major pediatric children's hospital to address service, workflow and information technology issues. Successfully lead team and implemented major improvements resulting in improved service metrics by a 43% to 590%, while reducing cost and waste estimated at \$250,000 annually.
- Using ASP/SaaS model in cloud environment, provide daily/monthly production management, service metric monitoring, benchmarking, utilization & dashboard reporting to clients throughout United States.
- Conducted market research leading to the development of Strategic Marketing/Sales Plans. Used survey methodology and census demographic databases to identify the dominant market area.

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Identified customers and competitors and developed profiles that influence their present and future decision-making.

- Served as project install manager for Cerner, MediTech, Sunquest, Siemens and Antrim LIS; completed on time, within scope and within budget.
- Provided multi-owner separation management services for health system disaffiliation. Activities included the development of a strategic & operational plan which encompassed personnel migration, equipment & capital asset distribution, facility space planning, client transition coordination, redeployment of courier networks, financial impact analysis and information system redesign & integration.
- Successfully lead multi-specialty response teams for hospital laboratories undergoing CMS sanction and Medicare decertification threat due to quality and safety violations. Activities included operational audit, response document coordination, QA/QC & Safety procedure overhaul, staff reorganization, Laboratory Medical Director mentoring and PR advisement and crisis coordination with hospital executive team.
- Successfully managed over 50 installations of MAST connecting to a wide variety of LIS/HIS such as Cerner, Sunquest, Antrim, McKesson, MediTech and Misys.

### **1987 – 1992 Clini Tech Services, Inc. Worcester, MA**

#### ***Vice President/Chief Operating Officer***

Responsible for the management and P&L of this \$8.7 Million start up commercial laboratory and contract management company with 180 employees located in three facilities. This included strategic/operational plan development, corporate formation, bank financing, licensing, design and management of a \$750,000 physical plant renovation, payer contract negotiation, implementation of a multi-facility computer information system, hospital management & physician contract negotiation, and selection and development of a management team.

- Served as general manager & COO of Clini Tech as well as Vice President of Path Lab, Inc. (Portsmouth, NH); contract management company for Clini Tech Services.
- Strategically planned and initiated all company start-up operations; accomplished on time and within budget.
- Achieved financial break-even goal in 14 months exceeding business plan projections.
- Developed company sales and marketing plan targeting prime accounts. Grew annual revenues from \$6.9 Million to \$8.7 Million in a three-year period.
- Prepared annual operating, capital equipment, and cash flow budgets. Presented budgets and monthly management reports to the Board of Directors.
- Developed company wide productivity program to achieve service level delivery and cost effectiveness. Achieved targeted levels 8 months after program implementation.
- Established an independent licensed laboratory business for a primary care physician practice of 24 MDs.
- Developed and implemented wage & salary system and employee fringe benefit package. Implemented a Third Party Administrator (TPA) self-insurance health plan. Served as trustee to 401K Plan.
- Implemented supply cost accounting & inventory control program that reduced costs per unit 15% during the 1st six months of implementation; consistent cost control management continued.
- Developed company wide customer service focus program concentrating on quality, client response, and cost effectiveness; achieved a client retention level of 99%.

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**1983 – 1988 Burbank Hospital Fitchburg, MA**  
*Administrative Director*

**1981 – 1983 Dartmouth Hitchcock Medical Center Hanover, NH**  
*Department Manager*

**1980 Children’s Hospital Boston, MA**  
*Administrative Resident – University of Missouri Columbia MHA Program*

**1975 - 1979 Southern Maine Medical Center Biddeford, ME**  
*Medical Technologist*

## **EDUCATION**

- Lean Six Sigma Master Black Belt (Certified: VILC116216), Villanova University, Villanova, PA
- Lean Six Sigma Black Belt (Certified: VIL083347), Villanova University, Villanova, PA
- MS, Health Services Management University of Missouri, Columbia, MO
- BA, cum laude, Geography/Anthropology/Biology University of Maine, Portland, ME

## **PROFESSIONAL AFFILIATIONS**

- Fellow, American College of Healthcare Executives (Board Certified: 611667)
- American Society of Clinical Pathologists, MT (ASCP) 130260 H (ASCP) 000684
- National Eagle Scout Association
- Editorial Advisory Board, Washington G2 Reports

## **TEACHING APPOINTMENTS**

Assumption College, Worcester MA - Adjunct Faculty Courses: “Finance” and “Healthcare Information Systems”

## **PROFESSIONAL SPEAKING PRESENTATIONS**

Featured speaker at national and regional management seminars; Washington G2, War College, Quality Confab, CLMA, HFMA and ACHE. Sample topics included accelerating staff performance, project management, cost control, lean process implementation and decision support system implementation

## **PUBLICATIONS (PARTIAL LIST)**

Ouellette R, Kane E. “Laboratory Outreach Financial Boot Camp: Developing Financial Strategies and Metrics for Your Outreach Program”, Business Strategies for Laboratory Outreach, 3rd Edition, Chapter 5 p. 251 - 280, Washington G2 Reports 2009, ISBN: 978-1-58673-318-6

Ouellette R. "Improving Operations in the Clinical Laboratory with Decision Support Systems - A Case Study", HFMA Volume XXXI # 5 MASS Media Journal, August 2004

Thompson W, Ouellette R. “A Market Model for the Purchase of Mental Health Services”, Marketing For Mental Health Services, Health Marketing Quarterly, Volume 1, Numbers 2/3 p. 99 - 109, 1984 Hawthorn Press ISBN: 0-86656-278-8