

**RITA M. BATTLES-SHANNON**  
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**EXECUTIVE PROFILE**

Results oriented CEO with strong leadership capabilities and a proven track record of success in turning around challenged healthcare systems. Possess strong execution skills in critical entity turnarounds, system strategy, mergers and acquisitions, union and political negotiations, transformation of corporate and board governance structures, provider network development, multi-hospital post merger integration, managed care negotiations, strategic partnerships (growth of top line business opportunities) and information systems integration.

**SELECTED ACCOMPLISHMENTS**

- Created **plan for the integration and rationalizing of programs between 4 hospitals** with a **net reduction in facility beds and costs**.
- Served as New England **acquisition advisor to a national medical laboratory corporation**.
- Achieved **net budget reduction of \$37 million** through revenue cycle management, financial and operations benchmarking and significant improvement in overall operating performance.
- **Developed large primary care network** integrated with Federally Qualified Health Centers (FQHC), primary care physician networks and offices. New business **produced a 15 percent increase in growth**.
- Led installation of **CPOE** and proposed new system implementation **projected to produce a net decrease in IT expenses of \$15 million**.
- Revamped **Faculty Practice** administration with institution of **RVU** based compensation models. This **significantly reduced operating exposure of the hospital for faculty salary and expense**. Targeted faculty visit rates to increase by 15 percent.
- System leader for the implementation of Hunter Group recommendations and University campus turnaround, **reversing multi prior year losses (\$32 million loss FY 2000) which resulted in \$29 million net revenue increase**.
- Revamped the Hospital Home Health Agency's administration and billing processes producing a **net revenue gain of \$6 million**.
- Supported the University Campus Revenue Cycle enhancement project (PARC, PAVE), resulting in the **recovery of \$20 million in lost revenue**.
- Led the post-nursing strike turn around; **reversed revenue losses of \$10 million**. Ended fiscal year (2001) with **3.5 percent EBITDA (\$17 million), with a return to profitability**.
- Led implementation of service excellence program. Achieved the **highest patient satisfaction score of 117 hospitals** (Studer Program).
- Designed physician denial reduction program which improved documentation to pass medical audit process and **improved operating revenue by an estimated \$1.3 million**.
- Directed the first major review and update of charge master in ten years, **resulting in several million dollars in new revenue**.
- Negotiated strategic joint venture with national clinical reference laboratory, leading to **exclusive contracts in Clinical and Surgical Pathology**.
- **Developed shared service therapy relationship** (Medicare and managed care) with national home health care services organization.
- Instituted laboratory redesign projects that served to **consolidate and restructure laboratory services** throughout the facilities with **large expense reductions (\$2 million annualized and recurring)**.
- Led the roll out of Boston Health Plan (BHP); comprised of three hospitals and community health centers. BHP was the precursor plan of **Neighborhood Health Plan (NHP)** acquired by HCHP.

## PROFESSIONAL EXPERIENCE

**Commonwealth of Massachusetts** 2011 to present  
**Department of Mental Health**  
**Director of Inpatient Services, Statewide**

Provide oversight of all DMH IP facilities, facilitated Standardization of operations, practice with integration across facilities of all programs and services. Facilitated redesign of clinical programs to reduce variations in care and improve outcomes. Integration with all community based programs operated or contracted with the Department of Mental Health.

**BATTLES ASSOCIATES, INC.**, Boston, Mass. 2009-2011  
**Health Care Consulting Practice, President**

Provide proven, innovative, performance, and value driven services to C Suite executives and their teams.

**University Hospital of Brooklyn (SUNY Downstate at LONG ISLAND COLLEGE HOSPITAL (LICH))**,  
Brooklyn, NY 2004-2008  
**CEO / President**

LICH is the University Hospital for State University of New York (SUNY), Downstate and oldest teaching hospital in the US (150 years) (500+ beds, \$330 million net patient service revenue (NPSR), 3000 employees, and 22 academic programs, 75,000 ER visits). Reported to the Board Chairman of LICH; management relationship with executive leadership of Continuum Health Partners.

**U MASS MEMORIAL MEDICAL CENTER (UMMMC)**, Worcester, Mass. 2001-2003  
**President, University Campus**

The University campus, the largest facility of the UMM Health System, serves as the System Tertiary and Quaternary referral center with control of all cross campus integrated programs and Home Health Agency. University campus is integrated with the University Mass Medical School (UMMS) and is their primary training, referral center and site for its basic and translational research and affiliated programs.

Responsible for campus administration, management and strategic direction with NPSR of \$350 million, 450 beds, 5,800 employees, over 500,000 ambulatory visits, Level I Trauma Center (75,000 ER visits), Central Mass. EMS. Reported to the CEO of UMM Health System.

**TENET HEALTHCARE** 1999-2001

Served as regional (Northeast) authority for post-acquisition privatization of not-for-profits into for-profit healthcare system.

**ST. VINCENT'S HOSPITAL [aka Worcester Medical Center (WMC)]**, Worcester, Mass.  
**Interim President / CEO**

Responsible for "new facility" with NPSR of \$220 million and 350 beds, Level II Trauma Center, multi-site skilled nursing facilities, and MSO agreement with Athol Hospital. Reported to Board Chairman and the Regional Vice President of Tenet Healthcare. Top 100 Solucient Hospital.

**Chief Operating Officer**

COO for WMC (all campuses), managed network and affiliation relationships (Fallon Clinic-Fallon Health Plan); oversaw management contract for Athol Hospital. Reported to CEO.

**METRO WEST MEDICAL CENTER**, Framingham, Mass.

**Chief Operating Officer**

Managed operations for all hospital services integrated across the three campuses as well as the day-to-day operation of the Framingham Union Campus, 450 beds, 20,000 admissions, 75,000 ER visits, NPSR of \$220 million. Reported to CEO.

**ERNST & YOUNG, LLP (E&Y)**, Boston, Mass. 1996-1999  
**Senior Manager, Health Care Consulting Practice**

Recognized leader in the Northeast practice of E&Y; specialized in all aspects of hospital operations, technology assessment and implementation, system development, acquisition valuation and post merger integration. Reported to partners in the Business Transformation, Strategic Operations and Technology Units.

**NEW ENGLAND MEDICAL CENTER**, Boston, Mass. 1991-1996

Primary teaching hospital for the Tuft's University School of Medicine, 450 beds, 3200 employees, NPSR \$300 million. Reported to the COO.

#### **Administrative Director for Clinical Services**

Key responsibilities: Ambulatory Operations, Clinical Service Operations, Surgical Operations, Satellite Affiliates/Operations, Accreditation and Compliance.

#### **Administrator, Department of Pathology**

Directed all aspects of Pathology Services (Clinical, Surgical, Research, and Tuft's Medical School affiliated programs).

**BOSTON CITY HOSPITAL (BCH)**, Boston, Mass.

1980-1991

#### **Assistant Deputy Commission, Associate Hospital Director**

BCH was (now part of Boston Medical Center) the quaternary academic medical center serving as the primary teaching hospital for the Boston University School of Medicine, 700 beds, \$200 million appropriated budget. Appointment was to senior management at 3 healthcare facilities of the City of Boston. Reported to the CFO.

#### **Associate Controller**

Directed all *managed care* hospital and physician contracting and negotiations. Departmental responsibilities included utilization review, medical records, information systems management, operations improvement (PI) and cost accounting.

#### **Director of Program Implementation, Office of the Commissioner**

Development of departmental structures and budgets for privatization of BCH as a separate entity from the City of Boston, forming Boston Medical Center (BMC).

#### **Director of Management Engineering/Manpower Development**

Responsible for the introduction of newly created human resource management functions which included management engineering services and internal auditing. Conducted operational audits on all hospital departments. Received over \$4 million in Economic Development Grants (E.D.A.); \$11 million in C.E.T.A. funds.

### **EDUCATION**

**BA**, Suffolk University, Boston Mass. with Honors

**MS**, Boston College, Chestnut Hill, Mass. with Honors

**MBA**, Suffolk University, Boston, Mass. with Honors

Boston University, School of Public Health, selected programs

Post Graduate Researcher, Children's Hospital Medical Center, Boston, Mass.

### **PROFESSIONAL AND EDUCATIONAL AFFILIATIONS**

American College of Healthcare Executives, HCMA (Mass. Chapter)

Healthcare Financial Management Association

Medical Group Management Association

**President**, Atlantic Heights Pharmacy, ex officio

**President**, LICH, School of Nursing, ex officio

**Executive Director**, LICH, School of Radiology, ex officio

**Clinical Instructor**, Tuft's University School of Medicine, Life after Residency

**Instructor**, LICH, Department of Medicine

BU Women's Council

### **SPEAKING ENGAGEMENTS AND KEYNOTES**

Co Chair (Honorable Marty Markowitz, Borough President) **Brooklyn CEO Forum: Public Policy and Public Health, the Role of Hospitals, 2006**

**AHA / HRET White Paper, National Steering Committee member on Role of Hospitals in Determining Community Health, 2005-2006**

Keynote Speaker, **2006 Annual Conference, AHA, Association for Community Health Improvement (ACHI)**, Engagement of Hospitals and their Boards in Community Health

Keynote Presenter, **2007 Congressional Black Caucus**, Primary Care Network Development and IT Linkages, **Health Disparities in the Borough of Brooklyn**

Keynote Speaker, **Kings County Medical Society Annual Meeting, 2007**

### **CURRENT BOARD MEMBERSHIPS**

Mechanics Hall, Worcester, Mass.

Catholic Charities, Worcester, Mass., Board and Governance

**PAST BOARD MEMBERSHIPS**

Children's Medical Center, UMMHC

YMCA, Framingham, Mass.

National Society to Prevent Blindness

Junior Council, Boston Symphony Orchestra

St. Vincent Health Care System/St. Vincent Hospital, Board member, ex officio

Fallon Clinic, Executive Council, Board member, ex officio

Continuum Health Partners, Executive Vice President, Board member, ex officio

Long Island College Hospital, BI and St. Luke's & Roosevelt Hospitals, Board member, ex officio

NY City Representative, **2006-2008 AHA Governing Council** (Metropolitan Hospital Section)