

MARC H. BAILEY

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MARC H. BAILEY & ASSOCIATES, Culver City, CA **President and Owner**

1997 – Present

Provide physician practice management consulting services to medical group practices, clinic networks and solo practitioners. Consultation services include: operational/financial assessment, productivity improvement through re-engineering, strategic business planning, managed care contracting strategies, compliance program development, practice start-up, practice valuation, medical group formation and practice consolidation.

CENTINELA HOSPITAL MEDICAL CENTER, Inglewood, CA **Acting Chief Operating Officer (3/97 – 11/97)**

1991 – 1997

Reported to CEO and assumed CEO responsibilities in his absence. Responsible for hospital and clinic operations at this 403-bed acute care medical center with 1,300 employees and annual revenues of \$310 million. Assisted in preparation of operating, capital and construction budgets. Implemented new policies and procedures to improve operational efficiency and quality of care.

- Effected a \$2.3 million (5%) reduction in annual salary expense through consolidation of ancillary, support and clinical management staff during first sixty days in position.
- Renegotiated 19 physician directorship agreements resulting in \$200,000 annual savings.
- Coordinated program development and architectural planning for the hospital's new Cardiac Program with projected first year revenues of \$35 million.
- Coordinated development of the master plan for renovation of the hospital's Emergency, Obstetrical and Neonatology Departments.

Vice President, Clinic Administration (10/91 – 3/97)

Reported to hospital President/CEO and had complete P&L responsibility for eight outpatient clinics with over 100,000 visits and \$15 million in revenue annually. Supervised all clinic managers, eight employed primary care medical directors and fifteen contract specialists. Responsible for all marketing and business development activities, preparation of operating and capital budgets, initiation of new clinic services/programs, and negotiation of all contract specialist agreements and occupational health services contracts with major area employers. Assisted with development and operation of the hospital's 250-physician Independent Practitioners Association.

- Improved operating results by 10-20% annually despite lowered revenue/visit resulting from increasing HMO patient volume (growing from 5% of total visits in 1991 to 50% in 1997). Achieved this growth through new business development, expansion of clinic sites and services, improved budgetary controls and staff reduction.
- Opened two new satellite clinics that were profitable after the first year of operation and increased total clinic patient volume by 22%.
- Successfully recruited ten primary care and specialty physicians as clinic medical directors.

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BELLFLOWER MEDICAL GROUP, INC., Bellflower, CA **Administrator**

1987 – 1991

Reported to Medical Director/President of the Board of this 20-physician multispecialty group with four offices, 185 employees and \$15 million in annual revenue. Responsible for the group's financial performance, preparation of operating and capital budgets, and contract negotiations with health plans, physicians and vendors. Managed all marketing activities and recruited all group physicians and referral panel specialists. Also responsible for employee benefit plans, group insurance policies, pension fund administration and investments, and securing legal representation for professional liability claims.

- Restored the group to a financial breakeven during first year in position after a \$1.4 million prior year loss.
- Successfully maintained group's profitability following the 1987 bankruptcy of Maxicare which represented 50% of the group's 18,000 enrolled lives. Achieved by: (1) downsizing clinic and physician staff, (2) renegotiating all referral specialist contracts from a discounted fee-for-service basis to a fixed fee schedule and (3) securing contracts with new HMO plans.
- Transitioned group from "cash basis" to "accrual basis" accounting system.
- Implemented new software program to track and better control referral specialist expenses.
- Opened two new satellite offices in neighboring communities and an extended-hours urgent care center that dramatically reduced patient utilization of hospital emergency services.
- Reduced group's HMO inpatient utilization and insured days/1,000 were consistently in the lowest quartile of major Los Angeles medical groups as reported annually by Unified Medical Group Association.
- Secured and negotiated new HMO agreements with PacifiCare, California Care (Blue Cross), Blue Shield HMO, Universal Care and SCAN HMO.
- Initiated negotiations with UniHealth for the group's eventual acquisition in 1992.

BELLFLOWER DOCTOR'S HOSPITAL, Bellflower, CA **Hospital Administrator**

1986 – 1987

Reported to Corporate Regional Vice President. Increased profitability through staff reduction and improved utilization management effectiveness. Enhanced overall quality of care through restructuring quality assurance activities and recruitment of new management staff and physician department chairmen.

BELLFLOWER MEDICAL GROUP, INC., Bellflower, CA **Accreditation Project Consultant**

1985 – 1986

As full-time consultant, prepared medical group for survey by the Accreditation Association for Ambulatory Health Care. Preparation included development of personnel policy manuals for supervisors, department procedure manuals and job descriptions for all positions. Group underwent a 3-day on-site survey and received a 3-year accreditation that distinguished Bellflower as one of only three medical groups in the greater Los Angeles area accredited by this nationally recognized organization.

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PARACELSUS HEALTHCARE CORPORATION, Pasadena, CA
Hospital Administrator

1983 – 1985

Reported to Corporate Regional Vice President and responsible for operations at two acute care for-profit hospitals (Buena Park Community 1983-85 and Van Nuys Community 1985). Organized medical staff for implementation of Medicare DRG Program and strengthened utilization management function to achieve more favorable cost-to-DRG reimbursement ratios. Improved hospital census through successful marketing strategies and physician recruitment.

BOTSFORD GENERAL HOSPITAL, Farmington Hills, MI
Associate Administrator

1972 – 1983

Reported to President/CEO of this 336-bed acute care teaching hospital. Responsible for all ancillary service departments, coordinated all medical staff peer review committees and directed all accreditation surveys. Developed hospital's utilization management, quality assurance and infection control programs.

EDUCATION: MASTER OF ARTS, HEALTHCARE ADMINISTRATION 1972
George Washington University, Washington, D.C.
BACHELOR OF ARTS, ZOOLOGY 1967
Miami University, Oxford, OH

MILITARY: United States Army, Military Police Corps, Sergeant E5, Vietnam 1968-1970.

AFFILIATIONS: National Society of Certified Healthcare Business Consultants
Medical Group Management Association
California Medical Group Management Association
Los Angeles Medical Group Management Association
Association of Dermatology Administrators and Managers
Professional Association of Health Care Office Management

REFERENCES: A listing of past and current clients is available upon request.