

# Richard O'Brien, MBA, MHSA

## Regional Healthcare CEO

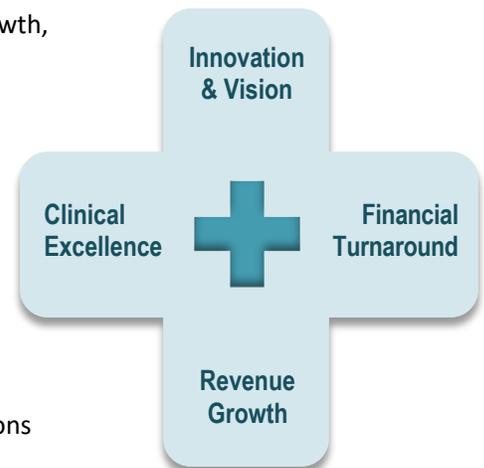
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### Executive Offering

#### Transforming operations in an evolving healthcare environment

Healthcare turnaround wizard with unprecedented achievements in margin growth, business development, service expansion, and quality of care enhancements.

- ✦ **Financial Performance:** Propelled revenue growth with consistently robust operating margins that shatter industry boundaries.
- ✦ **Visionary Leadership:** Introduced innovative concepts of patient-centered care delivery, technology, and cutting-edge campus design.
- ✦ **Clinical Distinction:** Established nationally recognized clinical service lines that met the highest standards of quality.
- ✦ **Change Management:** Shepherded cultural shifts and stabilized organizations through rapid growth, mergers, JVs, and integrations.



### Core Proficiencies

Turnaround Strategy | Business Development | Strategic Planning | Mergers and Acquisitions (M&As) | Joint Ventures (JVs) | Physician Relations | Physician Retention | Board Partnerships | Organizational Alignment | Policy Development | Quality Enhancement | Accreditation | Compliance | P&L Management

#### Recent Impact Snapshot

Achieved industry-leading operating margin of 7.2%+

Saved \$14M over a two-year period

Boosted patient satisfaction into the 85<sup>th</sup> percentile

## Career Trajectory

**SYNERGY HEALTH** | Chicago, IL | The second largest for-profit healthcare system in the U.S.

### Regional President & CEO – Illinois

1/2018 – Present

Executive Oversight: 10 hospitals | 5 trauma centers | 4 medical groups | \$5.4B revenue | 23,000+ FTEs | 14 direct reports

Competitively selected to direct Synergy's largest region. Oversee strategic planning, business development, growth, operations, P&L, quality of care, and compliance. Cultivate strong partnerships with hospital staff, physicians, board members, and community leaders.

- **Powered and sustained high operating margin** performance of 7.2% – far exceeding industry median of 2.7%.
- **Trimmed operating expenses \$14M** by integrating east and west Illinois into a single statewide region.
- **Boosted** patient satisfaction from the 71st to the 85th percentile.
- **Grew** the medical group by 45%, generating an additional \$10M in revenue.
- **Led joint ventures (JVs)** with Illinois Medicine and Arborwood Hospital.



**UNITY HEALTH SYSTEM** | Northbrook, Illinois | A for-profit health system with 125 hospitals nationwide.

### Regional President & CEO

1/2015 – 12/2017

Executive Oversight: 6 hospitals | 4 medical groups | \$3.9B revenue | 17,000+ FTEs | 11 direct reports

Promoted to lead strategic planning, vision, growth, P&L, and business development for the region.

- Achieved a **region-wide operating margin of 7.3%+** annually.
- **Grew** covered lives and market share by 16%.
- **Expanded** the clinically integrated network (CIN) to include all hospitals and multiple physician organizations.

### President & CEO – Unity Hospitals

10/2009 – 1/2015

Oversight: 4 hospitals | 2 ambulatory centers | 2 medical groups | \$2B revenue | 6,300+ FTEs

Charged with managing operations, strategy, compliance, and business development. Member of the Unity Health System Regional Executive Council.

- Spearheaded a **cultural and operational transformation** from a hospital-centric business and care model to a health care system encompassing the full continuum of patient care.
- **Doubled medical group providers** within two years.
- **Improved margin trend** from 1.2%, to 7.1% by consolidating and reconfiguring system assets.
- **Negotiated and formed a Clinically Integrated Network (CIN)** that included four hospitals and three large IPAs.
- **Expanded outpatient and surgical services** with a freestanding ER and a center for advanced surgery.



**DESTINY HEALTH SYSTEM** | Chicago, Illinois | A for-profit health system with 95 regional facilities.

**President & CEO**

11/2006 – 10/2009

Hand-picked to oversee a strategic, \$385M capital project. Directed the research, planning, and construction of a new health park on a 220-acre campus.

- **Piloted the vision, strategic planning, and design of a new health campus** that included a new hospital, medical office space, surgical center, ambulatory medical center, neuroscience institute, and an extended stay, on-campus hotel.
- **Innovated new model of care** and instituted patient safety pilot technologies, including acuity-adaptable patient units, a closed-loop medication administration system, integrated bedside devices, and an eICU.
- **Established physician business relationships** leading to \$70M+ of on-campus physician investment in medical offices.
- **Negotiated an equity JV** with the University of Illinois for a new cancer center on the Destiny Park campus.

**Best Place to Work – Crain’s Communications**  
**Workplace of Tomorrow – Chicago Women’s Economic Club**  
**Certificate of Excellence Award – Cook County Employment Diversity Council**

**President – Destiny Medical Center**

4/2002 – 11/2006

Executive Oversight: A 572-bed hospital | 4 ambulatory centers | 20 clinics | \$480M/yr. operating budget | 3,800+ FTEs

Promoted to take the helm during the integration of St. Mary’s Hospital into Destiny Health System. Led system-wide initiatives, including strategic planning and governance restructuring.

- **Drove financial turnaround**, increasing net income from \$2.4M to \$10.1M in one year.
- **Improved operational and financial performance** of physician network by 63% over a three-year period *without* loss of physician loyalty or referrals.
- Established **nationally recognized clinical service lines** in Cardiology, Oncology, and Intensive Care.
- Spearheaded phase one of a master plan for a **“Hospital of the Future”** design concept.

**Early Success:** Destiny Medical Center | EVP and COO | Grew oncology by 30% and cardiology by 20% in three years.

**Education**

**Master of Health Service Administration (MHSA)**  
**Master of Business Administration (MBA)**  
Northwestern University

**Bachelor of Arts in Business Administration (BBA)**  
University of Illinois – Chicago  
Dean’s List, four semesters

**Affiliations & Awards**

**Industry Leadership**

Board Member, American Hospital Association  
Chair, American Hospital Association Policy Board  
Past Chair, Illinois Health and Hospital Association  
Guest Lecturer, Eastern Illinois University Health Administration Program

**Personal Awards**

Meritorious Leadership Award,  
Illinois Health and Hospital Association, 2020  
Health Care Hero, Crain’s Chicago, 2018  
Distinguished Leadership Award, Leadership Illinois, 2017  
Leadership Award, Make-a-Wish Foundation Chicago, 2017

## Explanation of Project & Strategy

When Richard contacted me for his most recent update, he'd been my client for over 20 years. The best practices for a modern resume had evolved a great deal since our last collaboration. It was time to refresh the look of his resume – and not just the content. Since his accomplishments were numerous, I recommended that we include graphics to break up the content *and* communicate his achievements at a glance.

### Design

Richard was an innovator, and I wanted the presentation to reflect his modern, forward-thinking mindset. For the banner, I used abstract medical crosses in the soft blue-green hues that are widely used in the medical industry for their soothing effect.

### Summary

For the summary, I began with a branding statement and followed with four highlights, using cross-shaped bullet points to continue the theme and draw the eye downward.

Richard's accomplishments fell into four key categories. To quickly convey these strengths, I created a cross-shaped graphic in hues and style to match the banner. I layered another smaller cross on top and added text to highlight the four key areas.

Below the Core Proficiencies, I created an Impact Snapshot of Richard's recent accomplishments. To do this, I designed a graphic with upward and downward facing arrows.

### Experience

Under each of Richard's positions, I summarized his executive oversight and shaded it in aqua. (Exception: In 2006-2009, he led a large capital expansion project rather than an organization, so I omitted the executive oversight summary.) I followed this with a short paragraph for his job description and bulleted accomplishments.

One of Richard's most impressive achievements was improving and maintaining operating margins that were significantly higher than the industry median. He raised these margins over a six-year period and has maintained them ever since. To demonstrate this growth, I created a line graph with an arrow to further emphasize the upward trajectory.

Under his leadership, Richard's hospitals had received multiple awards. I gathered the logos for each of these recent awards and layered them over a teal background. This helped break up the text and separate the awards from his other accomplishments.

### Affiliations and Awards

In addition to the awards the organizations earned, Richard also received multiple personal awards. I placed these in a rounded aqua text box, side by side with his affiliations/industry leadership.