

# Vern Carda

3715 Parkhill Dr  
Billings, MT 59102

**2015-present**

## **VICE PRESIDENT REGIONAL OPERATIONS**

### **BILLINGS CLINIC**

#### **Billings, MT**

I devise and implement Billings Clinic regional health care strategy for a vast area covering much of Montana, northern Wyoming and the western Dakotas. Within this region, I have operational responsibility for 11 Critical Access Hospitals, 4 regional branch clinics, and other regional partnerships such as a joint venture cardiology program. These operating units generate approximately 51% of the systems net revenue. Additionally, I am responsible for regional development including but not limited to acquisition of medical practices. I have 15 direct reports including 11 CEO's, a regional CFO, HR, Compliance & Risk Management, and a Director of Regional Hospitals. Additionally, I have a matrix reporting relationship with a Regional Chief Nursing Officer and a Regional Chief Medical Officer. Some accomplishments during the last several years include:

- Created and implemented a regional strategic vision that focuses on creating a system of rural hospitals and health clinics. Highlights of the plan include:
  - Installation of common EHR (Cerner)
  - Formation of a clinically integrated network of regional affiliate partners.
  - Devised and implemented a regional population health strategy.
  - Created/Implemented board governance education and board training program.
  - Conduct regional affiliate strategic planning sessions and link plans to Billings Clinic plan.
- Planned and implemented a transitional care discharge program with 5 regional affiliates. Program created 5 additional open beds on a daily basis vs. divert status for Billings Clinic and generated approximately \$5MM in new revenue (approximately \$1MM each) for partnered affiliates.
- Acquired an OB/GYN and a Pediatric practice in Bozeman, MT capturing approximately 60% of the mom and baby market.
- Negotiated a management agreement with Central Montana Medical Center. Agreement will generate approximately \$6-8 MM net new revenue each year for Billings Clinic.
- Negotiating a management agreement with Powell Valley Health Care. The net revenue gain for Billings Clinic will be approximately \$6 MM per year.
- Some of my corporate-team responsibilities include: Brand Committee, Enterprise Digital Governance Committee, People Resource Council, Quality Committee, etc.

**2009-2015**

**VICE PRESIDENT  
SANFORD HEALTH NETWORK  
Sioux Falls, SD**

I was responsible for the development of health care services in a 10,000 sq. mile geographic region in Eastern South Dakota and Northwestern Iowa. In particular, I was the organizational leader for 10 rural hospital systems in SD and Northwest IA. Statistics describing my region: \$160 MM total operating revenue; 5.83% operating margin; 5000 acute patient days; 170,099 outpatient visits; 45 FM supported by multiple subspecialists including orthopedics, general surgery, oncology, etc.; and approximately 900 FTE's. Additionally, I am responsible for Sanford's network development in the state of Montana.

- Lead/facilitate the dynamics of 10 diverse advisory and management governance boards in my region.
- Devise, develop, and implement a strategic plan, medical staff development plan, capital and operational budget, FTE budget and marketing plan for each of my facilities and implement plans via local site CEO.
- Improved region's operating margin from 4.88% to 5.83%.
- Built and implemented a Sanford Health Network (SHN) productivity tool improving the efficiency and effectiveness of each organization while reducing region's FTEs by 2.97%.
- Implemented cost transformation strategies resulting in \$3 MM in savings the past fiscal year in my region.
- Devised a campus master plan, secured funding from corporate administration, and initiated a \$6.5 million outpatient remodeling program for Sanford Canton Hospital.
- Completed a \$7 million replacement nursing home project in Chamberlain, SD. Project Highlights: significantly improved resident and resident family satisfaction, finished the project ahead of schedule and approximately \$150,000 less than budget.
- Created strategy, obtained corporate approval, and successfully negotiated the purchase of Vermillion, SD hospital. Plus, obtained \$12 MM in capital from system to remodel hospital's outpatient facility.
- Cultivated and enhanced a quality culture whereby employees express a willingness to achieve 100% compliance within designated target areas. Example: created and implemented hand-washing campaign for SHN and improved region score from 52% to 88.5% compliance rate.
- Assisted in the creation of an online, real time, risk reporting tool that is driving health network risk levels to their lowest level in the past 5 years.
- Compiled medical staff development plan for region. Recruited 8 FM's, 2 surgeons, 1 oncologist, 2 orthopedic surgeons and 8 mid-level providers for my region last fiscal year.
- Coordinated a region group tasked with improvement of Press Ganey "Top Box" scores. Improved scores in 10 areas.

**2005-2009**

**CHIEF EXECUTIVE OFFICER  
BROOKINGS HEALTH SYSTEM  
Brookings, SD**

Brookings Health System (BHS) is an independent, city owned organization. BHS had approximately 27 physicians serving as full-time active members of the medical staff, while another 85 physicians offered consulting and courtesy services. The health system generated approximately \$70 million in net annual revenues and employed 325 FTE's.

- Created and implemented a multi-disciplinary process involving the Board of Directors, Medical Staff, and Hospital Management team to strengthen strategic development and capital deployment. Additionally, engaged the hospital in scenario based and balanced scorecard focused strategic thinking and business planning.
- Developed \$35 million Master Campus Plan for Brookings Health System. Presented plan and received approval from the hospital board and the city council to complete a 5,000 sq. ft. Emergency and Laboratory department additions.
- Averaged a total margin of 8.35% from 2005 – 2009. Other key financial ratios improved: increased days cash on hand from 268 to 313; decreased days in AR from 64.5 to 48.7; reduced organizational compensation ratio from 60.4% to 54.6%.
- Formed a partnership with local physician groups featuring improved access to hospital based diagnostic imaging services. Improved total imaging procedures by 21% and monthly MRI procedures by 60%.
- Converted inpatient hospital beds from PPS, to Medicare Rural Waiver Demonstration program beds, thus improving the organization's bottom line by \$600,000 per year.
- Created and implemented an IT plan installing MEDITECH for all financial functions, Laboratory, Radiology, Medical Records, Materials Management, EMR, and CPOM modules while maintaining staff and physician satisfaction during this process.
- Employed Emergency Department physicians and discontinued use of contract Emergency Department physicians. Multiple improvements occurred: Press Ganey overall patient satisfaction improved to 96<sup>th</sup> percentile from 86<sup>th</sup> percentile. Patient wait time decreased by 20 minutes per visit, hospital admissions changed from 12% to approximately 17%, and quality of care improved.

**2003-2005**

**CHIEF EXECUTIVE OFFICER  
GOODING COUNTY MEMORIAL HOSPITAL  
Gooding, ID**

Gooding County Memorial Hospital is a county owned, St. Lukes Boise, ID managed CAH. The hospital had 15 physicians serving as full-time active members of the medical staff, while another 47 physicians offered consulting and courtesy services. The hospital generated patient revenues in excess of \$20 million net revenue annually.

- Substantially improved the financial health of the organization. Changes to fiscal policy resulted in decreasing net A/R days from 80 to 31.2 and increasing days cash on hand by 34 days.
- Increased GCMH revenues by 21.11% and it's operating margin by recruiting/purchasing family medicine practice in two neighboring communities.
- Decreased total facility expenditures by 9.89%.
- Refocused Quality Improvement and Infection Control programs. Highlights include: reducing HAI rate from 9.16% to less than 1% of total patient days, and restructuring pain management protocols to achieve greater patient satisfaction levels.
- Collaborated with employees to create an employee safety program and reduced work related injuries by 34%.

**1999-2003**

**CHIEF EXECUTIVE OFFICER  
HEGG MEMORIAL HEALTH CENTER/AVERA HEALTH  
Rock Valley, IA**

The Hegg Memorial Health Center is a community owned, Avera Health managed Critical Access Hospital. The campus consisted of a 25 bed CAH; a 95-bed nursing facility; a medical clinic; a home health agency; a daycare; a condominium association; and a rehabilitation agency. Based on a common vision my staff and I derived via Strategic Planning, we accomplished the following items:

- Pioneered a financial turnaround for the organization: decreased days in accounts receivable from 65.2 to 49.9; improved Total Margin from 0.76% to 6.47%; and increased days cash on hand from 62 to 98.
- Developed a Master Campus Plan for Hegg Memorial Health Center and completed the first three phases of the plan. The construction/remodeling included: a Radiology Suite, Emergency Room, Surgical Suite, an Outpatient Clinic, and reconstructing the hospital front entrance
- Converted Hegg Hospital from PPS to CAH status generating an additional \$250,000 to the facilities net operating margin.
- Planned and conducted a Capital Campaign raising \$1 Million in cash and endowment gifts.
- Created and organized a joint venture Ultrasound Company with three neighboring hospitals.
- Improved customer satisfaction scores to the 98<sup>th</sup> percentile.

**1994 – 1999**

**THE EVANGELICAL LUTHERAN GOOD SAMARITAN SOCIETY**

Based on organizational need, and a willingness to work at challenging facilities, I served as a long-term care administrator in three Good Samaritan facilities.

**ADMINISTRATOR**

**GOOD SAMARITAN CENTER FOR HEALTH AND REHABILITATION**

Spokane, WA

Good Samaritan transferred me to this 131 bed SNF to correct significant quality of care issues. The management team and I directed the facility from 32 deficiencies, stop placement, and stop payment, in November of 1998 to 8 deficiencies and substantial compliance in June of 1999. Other accomplishments during my tenure included:

- Decreased facility turnover from 368% to 28%.
- Reduced agency staffing by 80% saving \$540,000 yearly.
- Re-organized retail laundry program generating \$65,000 annually.

**ADMINISTRATOR**

**FAIRFIELD GOOD SAMARITAN CENTER**

Fairfield, WA

The Pacific Northwest Regional Director recruited me to operate this facility. The facility had an 80 bed SNF; a 15 bed Alzheimer's Unit and 20 Apartments. Accomplishments at this facility included:

- Devised staffing plan and reduced daily per diem expenses from 7.9 to 5.02 per resident day.
- Reduced overtime from 4.5% to 2% of total salaries saving \$280,000 per year.
- Created retention/recruitment committee and decreased turnover by 16%.

**ADMINISTRATOR**

**ROCKVIEW GOOD SAMARITAN CENTER**

Parshall, ND

Rockview Good Samaritan Center was a 60 bed SNF. Accomplishments at this center include:

- Reduced staff turnover by 32%
- Improved facility margin from (4%) to 3%.
- Created program and enhanced resident satisfaction on 10 of 18 measured areas.

## **EDUCATION**

Master of Computer Systems Management, Creighton University, 1994.  
B.S. in Health Services Administration, University of South Dakota, 1991.

## **PROFESSIONAL ASSOCIATIONS/ACTIVITIES**

American College of Healthcare Executives – Member 2001-present  
Montana Healthcare ACE member – September 2015- present.  
Montana Hospital Association – Participating Member, September 2015- present.  
East Central Multi-District – Advisory Board  
Soccer Coach- (my children's teams)  
South Dakota Healthcare Executive Group (ACHE) –President January 2014- August 2015.  
South Dakota Healthcare Executive Group (ACHE) – Vice President 2010-2013.  
South Dakota Healthcare Executive Group (ACHE)- Education Coordinator 2008-2010.  
Brookings Chamber of Commerce – Board of Directors  
Junior Achievement of Brookings – Board of Directors  
SDAHO District III – Secretary 2007-2009  
SDAHO District III – Vice Chair 2008-2009  
SDAHO District III – Chairman 2009-2010  
Brookings Rotary Club  
Knights of Columbus