

Sheila M. Clough

692 Vansant St
Ashland, OR 97520

CAREER GOAL: A challenging executive opportunity with longevity potential in which I may fully utilize my unique skill set to serve and enhance the organization and community as I have done successfully in the past.

EXECUTIVE PROFILE Accomplished healthcare executive with 24 years of successful clinical, operational, strategic and financial leadership for a variety of healthcare organizations. Proven success in building relationships with patients, employees, board members, medical staff and community. Diverse background combining clinical expertise, business knowledge and progressive management experience. Backed by a Masters in Business Administration for Health Care Executives.

CAREER HIGHLIGHTS **ASANTE ASHLAND COMMUNITY HOSPITAL – Ashland, OR**

Chief Executive Officer

September 2013 to Present

Selected Accomplishments:

- Lead affiliation integration between hospital and Asante health system.
- Implemented a significant financial recovery for hospital moving from an operating loss in fiscal year 2013 to operating income in fiscal year 2015 and 2016. \$8 million turn around in three years. Positive operating income continues into 2017-19.
- Improved patient satisfaction from mid- 50th percentile in 2013 to over 80th percentile in 2016 for inpatients and over 90th percentile for obstetric and emergency patients. Satisfaction scores remain over 90th percentile for all areas in 2017 through 2019.
- Improved employee engagement from 7th percentile rank to 91st percentile rank in 3 years.
- Assumed executive responsibility for system wide Risk Management services and oversight of self-insured Risk Retention group.
- Assumed executive responsibility for implementation of call center to consolidate phone, electronic and tele-video based interactions with patients for acute and ambulatory services for entire health system. The call center is a prominent tool in Asante's population health strategy.
- Assumed Chair role for Ashland Chamber of Commerce Health and Wellness Initiative leading committee through assessment of Blue Zone and Oregon Healthiest State Initiative. Gained Board approval for development of Ashland Wellness Model using Collective Impact framework. Engaged leadership from business community including the city, university, school district and other prominent community businesses.

HOWARD YOUNG HEALTH CARE (HYHC) – Woodruff, WI

(Regional affiliate of \$2 billion Ministry Health Care system)

President (Chief Operating Officer),

January 2005 to July 2013

Executive leader with operational responsibility for Ministry's Howard Young Health Care consisting of: Howard Young Medical Center (99 bed acute care hospital), Eagle River Memorial Hospital (25-bed Critical Access Hospital), One Penny Place (51 apartment assisted living facility), Woodcourt Apartments (20 unit HUD housing project) and Dr. Kate Convalescent Center (65 bed nursing home- sold 2008).

See next page for accomplishments

CAREER HOWARD YOUNG HEALTH CARE,
President (Chief Operating Officer)

HIGHLIGHTS

Selected Accomplishments:

- Completed business plan and secured financial resources through philanthropic means to purchase \$1.5 million *da Vinci*® and build first robotic surgical services program in northern Wisconsin.
- Through a collaborative effort, implemented a significant financial recovery for HYHC improving our position from an \$8 million deficit in fiscal year 2008 to a breakeven in fiscal years 2009 and 2010 despite national economic down turn, reductions in government reimbursements and a 10% increase in government payers. Progressive operating margin gains for next three fiscal years.
- Implementation of Lean and Six Sigma resulting in numerous operational improvements including: 25% reduction in wait times in Emergency Department; 50% reduction in time to admit from the Emergency Department to inpatient units; increased revenue capture by \$200K for observation patients.
- Led governance improvement effort with the board of directors through implementation of consent agenda, board orientation program, board member evaluations, institution of educational programming and dedicated focus on quality.
- Foster effective relationships with government officials leading to advocacy for rural health initiatives at a state and federal level. Hosted Governor Doyle, Secretary Timberlake, and Secretary Bicha for panel discussion on hospital's work to improve access to underserved populations. Hosted Secretary Jackson for discussion on improving nursing and physician licensing processes. Facilitated discussions with State Representative Meyer and State Senator Holperin regarding \$18 million reductions in Medicaid for critical access hospitals in Wisconsin. Discussions resulted in Senator Holperin co-authoring bill for Hospital Assessment which offset reductions. Held routine meetings with US Congressmen Kagan, Ribble and Duffy as well as local town officials.
- Appointed by Wisconsin Director of Medicaid Services to Wisconsin Department of Health and Human Services- Badgercare Advisory Committee.
- Orchestrated *Patient's First* campaign to increase patient satisfaction scores by implementing focused rounding, recognition programs, discharge follow up phone calls and communication forums. Inpatient excellence scores went up from 40th percentile to over 65th percentile and Emergency department excellent scores went from 70th percentile to high 90th percentile.
- Strengthened the relationship with Marshfield Clinic-Minocqua Center and served as the primary negotiator of the Howard Young Medical Center emergency department professional services agreement, Hospitalist contract and contract for the provision of professional radiology services.
- Established *Community First* partnership with Marshfield Clinic-Minocqua Center to foster clinical integration and enhance continuity of care for patients transitioning between the clinic and hospital services. Partnership resulted in increased patient and medical staff satisfaction as well as improved community image of organization.
- Partnered with Tribal Council of *Lac Du Flambeau band of Ojibiwe* to support expansion of periodontal services for Medicaid pediatric population for county reducing incidences of patients being seen in the Emergency department.
- Productivity improvement of 2-3% annual for fiscal years 2006-2013.
- Hospital teams and individuals were recipients of the Ministry Health Care Circle of Excellence Award in 2007 (*Medical Transport Team*), 2009 (Laboratory Food Pantry Initiative), and 2010 (Diabetes Coordinator- patient advocacy).

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CAREER HIGHLIGHTS HOWARD YOUNG HEALTH CARE, continued

Assistant Vice President, Ancillary Services

2003 to 2005

Member of the Howard Young Health Care executive leadership team with clinical and operational management responsibility for the Laboratories, Pharmacies, Facilities Engineering, Biomedical Engineering, Medical Transport, Courier Services and Materials Management.

Selected Accomplishments:

- Facilitated sale and successful transition of Medical Transport services to transport services company ensuring continuity of services for community and divestiture of non-profitable business line for hospital.
- Coordinated partnership and development of a Pathology Regional Network that brought two hospitals and competing clinic together to successfully secure pathology services for hospitals within local system.
- Participated on Ministry corporate Supply Chain Team. Team responsible for improving the supply chain process and reducing corporate supply expenses by \$1 million a month.
- Served in the lead administrative role for several service expansion and construction projects, including but not limited to:
 - A \$1 million renovation of the HYMC inpatient units.
 - Following extensive business planning, implemented a three-bedroom Sleep Lab in March 2005.
 - Campus redesign and master plan with architectural firm.

EARLY CAREER

Howard Young Health Care – Woodruff, Wisconsin Director of Laboratory and Pharmaceutical Services	2001 to 2003
Howard Young Health Care – Woodruff, Wisconsin Director Laboratory Services	1998 to 2001
Statlanders Pharmaceutical – Arden Hills, Minnesota Phlebotomy Supervisor	1997 to 1998
Allina Health Care- Coon Rapids Medical Center – Coon Rapids, Minnesota Laboratory Assistant Supervisor	1993 to 1997

EDUCATION Cardinal Stritch University – Milwaukee, Wisconsin
Masters of Business Administration for Health Care Executives ~with honors

University of Minnesota- Minneapolis
Bachelor of Science-Medical Technology ~with distinction

COMMUNITY & OTHER SERVICE

Current

Southern Oregon University	Board Member -Governor appointed
Southern Oregon University	Chair Finance and Administration committee
American College for Healthcare Executives	Fellow
Ashland Chamber of Commerce	Board Member
Chamber Health and Wellness	Chair
Mountain States Risk Retention Group	Board Member
Southern Oregon Insurance, Inc.	Board Member
Rotary Club Lithia Springs	Member
Rotary Youth Exchange Committee	Member
District 5110 Rotary Youth Exchange	Country Liaison, District Inbound Coordinator
Oregon Hospital and Health System	Member
Health Delivery Transformation Taskforce	Member
Small and Rural Committee	Member

Previous

American College for Healthcare Executives	Treasurer, WI Chapter
Howard Young Foundation	Board Member
Wisconsin Hospital Association (WHA)	Member
WHA, Rural Health Council	Member
Congressman Duffy Advisory Council	Member
Rotary Minocqua Breakfast Club	President, Committee Chair
Lakeland Sharing Foundation	President, Board Member
Lakeland Food Pantry	Volunteer
Rotary Student Exchange Program	Host Parent, Youth Officer