

**John R. Tucker, FACHE**

P.O. Box 157  
Trinidad, CO 81082

**Summary:** Accomplished healthcare executive with 18 years of progressive experience in Rural PPS and Critical Access Hospitals.

Significant knowledge of expanding services, increasing volumes, and recruiting physicians in the rural environment, as well as evaluating service offerings, reducing costs and creating efficiencies when necessary for facilities to thrive in the post-reform era.

Lead with a collaborative and transparent leadership style focused on physician and patient satisfaction, quality, and financial stewardship that result in high levels of employee engagement. Actively involved in the local community.

**Education:** Masters of Health Services Administration  
University of Arkansas at Little Rock, 2001

B.B.A. - Accounting  
Harding University, Searcy, AR, 1994

**Work Experience:**

**Mt. San Rafael Hospital — 25 Bed Critical Access Hospital - Trinidad, Colorado** (8/15 — present) *Chief Executive Officer*

CEO of a hospital with decades-long struggles with Leadership, Board, and Physician instability, along with poor financial performance.

Led multiple initiatives to improve the operations and culture of the organization:

- Improved communication with Board, Physicians, Medical Staff, and employees with a transparent and collaborative leadership style.
- Expanded services by recruiting Family and Internal Medicine Physicians as well as an Orthopedist to develop the hospital's first Orthopedic Service Line.
- Balanced facility-wide improvements resulted in our iVantage Health Index Score improving from a percentile rank of 24.9 in February 2016 to 85.9 in February 2019.
- Brought contracted Hospitalist Program in-house which resulted in large improvements in patient and staff satisfaction and a nearly 30% improvement in admissions volumes.
- Ended the management relationship with the for-profit company that had managed the facility for the past 32 years.
- MSRH is the only fully-Unionized hospital in Colorado. Successfully negotiated an Open Shop in the 2016 CBA with the United Mine Workers of America that has resulted in 50% of eligible employees opting out of Union membership.
- Facilitated a Master Facility Planning process and are in the midst of a \$35MM facility improvement project replacing the majority of the patient care spaces (Inpatient, ED, Imaging) in the hospital.

**Dallas County Medical Center — 25 Bed Critical Access Hospital - Fordyce, Arkansas**  
(6/13 - 7/15) *Administrator and CEO*

Approached by the Board and asked to return to Dallas County Medical Center to remedy the operational issues and large operating losses the facility had been incurring over the past few years.

Worked with leaders to streamline service offerings and reduce unnecessary costs that had been growing rapidly during a period of population and volume declines in the service area. Improved total margin from (7.7%) in 2013 to 2.9% in 2014.

Restarted initiatives around patient satisfaction and quality that had also begun to suffer and engaged leaders and staff with an open and transparent leadership style. Restored physician and community confidence in the leadership of the hospital.

**Atmore Community Hospital — 49 Bed PPS Hospital - Atmore, Alabama**

(9/ 11 - 6/13) **VP and Administrator, Baptist Health Care**

Administrator of Baptist Health Care, Pensacola's affiliate hospital in Atmore, Alabama. Atmore Community Hospital is a 49-bed acute care hospital with three provider-based Rural Health Clinics and a Home Health agency and has combined gross revenues of \$85MM.

Addressed recent profitability challenges at the hospital by working with employed and local physicians and providers to improve utilization of the hospital and hospital services and better managed operating expenses. Brought clinics to profitability by eliminating outsourced management. Fostered significant growth at the hospital's HHA.

Secured a donation from the Poach Band of Creek Indians of just under a million dollars designated for capital improvements and operational support at the hospital.

Represented the hospital in the community and advocated for the hospital at the health system level. Participated in *all* senior-level initiatives at the system, and served on the Advisory Board of Baptist Leadership Group, the system's consulting organization.

**Five Rivers Medical Center — 50 Bed PPS Hospital - Pocahontas,**

**Arkansas (1/08 - 9/11) Chief Executive Officer**

Chief Executive Officer of a 50 bed acute care hospital that had recently transitioned to City ownership. Five Rivers Medical Center offers general medical and surgical care, and has inpatient and outpatient behavioral health programs. There are 12 physicians on active staff, and the facility has gross revenues of \$30MM.

Effectively manage a multitude of financial, operational, and service line issues that had caused the facility to struggle in previous years while promoting a culture of quality and patient satisfaction. Improved the relationships with the Medical Staff and community with a transparent and collaborative leadership style.

Expanded services by recruiting Hospitalists, Family Practice Physicians, and a General Surgeon.

Provided significant leadership in developing the *Coalition for Critical Access*, a consortium of 50+ small rural hospitals across the country seeking to reinstate "necessary provider" designation which would allow small rural hospitals to convert to Critical Access Hospital status. Secured lead sponsors of the legislation which is still pending in both the House and Senate.

**Dallas County Medical Center — 25 Bed Critical Access Hospital - Fordyce, Arkansas**  
(7/06 -1/08) *Chief Executive Officer*

Provide overall leadership to a 25 bed Critical Access Hospital in the midst of a financial, operational, and cultural turnaround. Made rapid improvements in associate morale and community confidence, while continuing the financial improvements already underway. Implemented a "pillar" methodology to structure all meetings and communications around pillars of Service, Quality, Finance, People, and Growth and made significant progress in each. Significant achievements include: startup of in-house RHC, implementation of patient safety initiatives and marked improvement in quality and patient satisfaction. Disciplined financial management resulted in significant cost reductions in several areas to free capital to invest in service expansion and capital improvements in the facility.

**Harding University - Searcy, Arkansas**  
(8/04 - 12/10) *Adjunct Instructor — College of Business Administration*

Taught Healthcare Finance and Operational Planning and Budgeting classes to undergraduate students in the school's Healthcare Management program. Consistently received student evaluation scores among the highest in the College of Business.

**White County Medical Center - Searcy, Arkansas**  
(1/02 - 7/06) *Director of Operative Services*

Responsible for the hospital's Operative Services, including the main operating rooms, an outpatient center and an off-site Ambulatory Surgery Center with combined revenue budgets of approximately 40 million dollars. Managed rapidly growing departments and facilitated the addition of new physicians and a renovation and expansion of the main operating rooms. Chair the hospital's performance appraisal committee.

(4/01 - 12/01) *Administrative Fellow*

Completed an administrative Fellowship under the direction of the Medical Center's CEO and CFO. Worked on numerous projects related to staffing, financial management, budgeting, reimbursement, and hospital operations.

**Professional Membership / Recognition / Civic Activities:**

- Fellow of the American College of Healthcare Executives, 2007
- Arkansas Hospital Association's Young Administrator of the Year, 2008
- Board Member, Colorado Hospital Association
- Board President, Trinidad Community Foundation
- Board Member, Trinidad Golf Association
- Active in local church

**Interests:** Cycling, Swimming, Running, Guitar, Piano, and Golf.

**Personal:** Married to Laura, 26 years  
Children: Emily, age 18, Ethan, age 15