

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 had operational responsibility for regional Critical Access Hospitals, regional branch clinics, and been involved in developing other regional partnerships. Additionally, I am responsible for regional development. I have multiple direct reports including regional hospital CEO's, and regional support staff. Some accomplishments during the last several years include:

- Hire, coach, mentor, teach and consult with multiple regional hospital CEOs.
- Created and implemented regional strategic vision focused on creation of a robust system of affiliated rural hospitals and health clinics. Plan highlights include:
 - Clinical integration of regional affiliate partners.
 - Implemented regional population health strategy.
 - Instituted board governance education and training program.
 - Linked regional hospital strategic planning with Billings Clinic driving regional growth.
- Planned and implemented a transitional care discharge program with 5 hospital affiliates.
- Assist regional hospital CEOs with development and implementation of a strategic plan, medical staff development plan, capital and operational budget, FTE budget and marketing plan for each regional hospital.
- Acquired clinic practices in the region which assisted with developing and serving new markets.
- Negotiated 3 new management services agreements with regional facilities.

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 led 10 rural hospital systems in SD and Northwest IA. 45 FM supported by multiple subspecialists including orthopedics, general surgery, oncology, etc.; and approximately 900 FTE's. Additionally, I was 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 productivity tool improving the efficiency and effectiveness of each organization while reducing region's total FTEs by 2.97%.
- Implemented cost transformation strategies resulting in \$3 MM in savings the past fiscal year in my region.
- Completed a \$7 million replacement nursing home project in Chamberlain, SD. This project significantly improved resident and family satisfaction. The project concluded and move in occurred 3 weeks ahead of schedule and less than budget.
- Created strategy, obtained corporate approval, and negotiated the purchase of Dakota Hospital.
- Cultivated a quality culture whereby employees expressed a willingness to achieve 100% compliance within designated target areas.
- Compiled medical staff development plan for region.
- Coordinated region task force and improved of Press Ganey "Top Box" 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.

- 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 Master Campus Plan for Brookings Health System. Presented plan and received approval from the hospital board and the city council for plan.
- Averaged a total margin of 8.35% from 2005 – 2009. Other key financial ratios improved: increased days cash on hand from 268 to 313; and decreased days in AR from 64.5 to 48.7.
- Formed a partnership with local physician groups fostering improved access to hospital based diagnostic imaging services.
- Converted inpatient hospital beds from PPS, to Medicare Rural Waiver Demonstration program beds, thus improving the organization's bottom line.
- 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 vs. utilizing the services of contract ED physicians. Multiple improvements noted because of the change: patient satisfaction climbed to 96th percentile from 86th percentile, patient wait time decreased by 20 minutes per visit, hospital admissions improved 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.
- Created and organized a joint venture Ultrasound Company with three neighboring hospitals.

- Improved customer satisfaction scores to the 98th 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 at 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

American College of Healthcare Executives service award.

Montana Healthcare ACHE member – September 2015- present.

Montana Hospital Association – Participating Member, September 2015- present.

East Central Multi-District – Advisory Board