

# James Agard, MD, MBA, CPE

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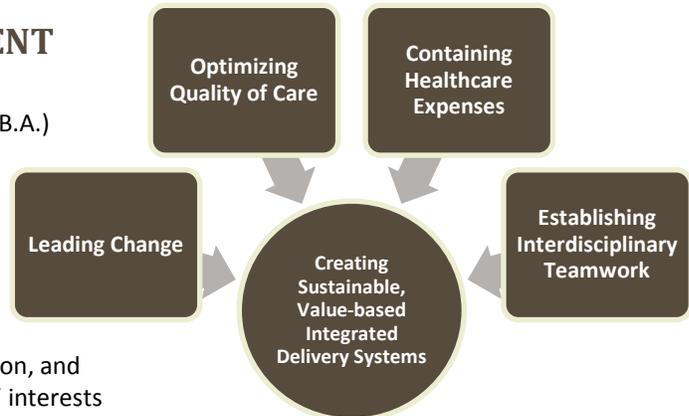
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## HEALTH CARE INDUSTRY MANAGEMENT EXECUTIVE: CEO/President

Practicing physician (M.D.) and management executive (M.B.A.) with extensive medical operations management experience in a complex perioperative environment. Within an industry undergoing major, fundamental changes, offer the rare and valuable ability to combine...

- + clinical expertise in patient care with
- + hospital operations experience,
- + deep understanding of physicians' behavior and motivation, and
- + extensive knowledge of care delivery models and payers' interests

... into a unified, seamless, high-quality, and cost-optimized "value-based" sustainable system founded on common purpose, vision, and teamwork.



Physician Practice Management ■ Operating Room (OR) Management ■ Organizational Vision & Mission Planning ■ Strategic Planning ■ Value-Based Healthcare ■ Physician & Hospital Integration ■ Physician Compensation Planning ■ Quality of Care Improvement ■ Leadership Development ■ Consensus & Relationship Building ■ Business Negotiations ■ Financial Analysis/P&L Management ■ Resources Optimization ■ Government Regulatory Compliance

## Clinical expertise: Cardiac Anesthesiology and Transesophageal Echocardiography

### EXECUTIVE HIGHLIGHTS

**Ann Arbor Anesthesia Associates, Inc. – Ann Arbor, MI** ..... **2003 – Present**

Private practice corporation generating \$17 million annual revenue and providing all anesthesia physician services to Michigan Health Network. Deliver services to more than 60 anesthetizing locations daily through 28 Board-certified anesthesiologists and pain management physicians, 6 allied health professionals, and 34 administrative staff. Operations include independent in-house billing and comprehensive practice management services.

- ▶ **PRESIDENT** (Feb 2009 – Present)
- ▶ **CHIEF FINANCIAL OFFICER** (Jan 2007 – Feb 2009)
- ▶ **BOARD OF DIRECTORS** (May 2005 – Jan 2007)

Joined the corporation as a cardiac anesthesiologist in 2003; then immediately upon eligibility elected by shareholders to Board of Directors. Promoted again to serve as Secretary/Treasurer/CFO of the corporation. During a period of change and growth, and in a highly competitive election, elected as President then re-elected in 2011 for a second term.

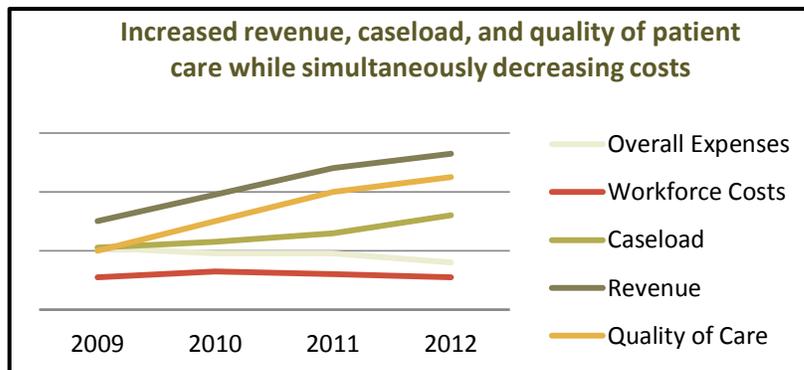
**Enduring Leadership Contributions:** Catalyst for creation of a cohesive, well-functioning practice with outstanding credibility in local, state, and national markets. Developed a well-defined customer base, organizational priorities and governance structures, and a strong corporate culture that embraces challenges, adapts flexibly to industry changes, and actively seeks to provide integrated, patient-centered care through a system that optimizes both quality and costs. Grew revenues 10+% annually while concurrently maintaining or decreasing expenses.

#### Representative Achievements:

- ❖ Faced with costly scheduling inefficiencies following merger of 3 medical groups under a single corporate umbrella, championed cross-facility training of medical staff and implementation of a web-based scheduling system, effectively breaking down barriers to integration, increasing efficiency, and holding professional workforce costs steady while the caseload increased 15% over the next 3 years.

...Continued

- ❖ Vaulted quality of patient care 25% higher, strengthened relationships with surgeons and other care providers, and improved feedback from all stakeholders through increased physicians' participation in leadership roles throughout the corporation, the department, the health network, and at state and national levels.



- ❖ Facilitated changes that transformed a medical private practice corporation, building a strong foundation for continued success into the future through establishment of a clearly defined mission, organizational priorities, and corporate strategy that created stronger governance and reporting structures while promoting a culture of self-governance and accountability.
- ❖ Reinforced market positioning and strengthened internal and external communication through initiatives that resulted in rollout of the corporation's web site, formal monthly reports from site directors and division chiefs (easily accessible by physicians), and quarterly financial reporting to shareholders.

#### Michigan Health Network (MHN) – Detroit, MI

2005 – Present

Not-for-profit tertiary care hospital with a level-1 trauma center, 3 hospital and surgical centers, and 998 beds. Recognized by US News & World Report for 16 consecutive years as one of America's Best Hospitals; and honored 8 straight years among the top integrated health networks in the U.S. Listed by Becker's Hospital Reviews in 2011 as one of the 50 Best Hospitals in America and was designated as one of 30 hospitals nationwide to receive the 2007 Leapfrog Group Top Hospital award honoring top ranking health care safety, quality and customer value.

#### ▶ VICE-CHAIR OF OPERATIONS, DEPARTMENT OF ANESTHESIOLOGY (May 2011 – Present)

Recruited internally to provide leadership for 27 MDs and 100 CRNAs conducting 40,000 anesthetic cases annually in 48 operating rooms and 12 outside anesthesia locations. Subspecialty anesthesia services include cardiac, pediatric, obstetrics, and acute and chronic pain management.

**Enduring Leadership Contributions:** Instrumental in developing and managing a highly functioning department known for delivering high quality of care with an efficient delivery system. Created an organizational culture based on respect and teamwork. Instituted dashboarded quality metrics that help to drive continuous process improvements and operational efficiency increases.

#### Representative Achievements:

- ❖ Cultivated and fostered a patient-centered collegial team approach that created new bridges of communication and cooperation between physicians and allied health professionals. Established forums for open discussion of issues and built a respectful work environment based on trust and common purpose.
- ❖ Achieved and sustained 99.9% compliance with complex and frequently evolving government regulations, implementing changes such as new administrative policies, multidisciplinary education programs, internal controls, and information management systems.

↓ 8% decrease in overall expenses  
 ↓ 3% decrease in workforce costs  
 ↑ 12% increase in workload  
 ↑ 19% increase in quality of care  
 ↑ 14% increase in revenue

#### ▶ CO-CHAIR, OPERATING ROOM GOVERNING BOARD (ORGB) EXECUTIVE COMMITTEE (May 2011 – Present)

#### ▶ MEDICAL DIRECTOR OF OPERATING ROOMS (Jan 2006 – Mar 2012)

#### ▶ OPERATING ROOM GOVERNING BOARD EXECUTIVE COMMITTEE (Nov 2005 – May 2011)

Appointed to a series of high-profile leadership roles, governing the provision of surgical services (Depts of Surgery, Anesthesiology, OB-Gyn, Dentistry, and Perioperative Services) through interdepartmental teamwork and collaboration.

...Continued

**Enduring Leadership Contributions:** Made major contributions in developing the ORGB charter as a proactive, multidisciplinary response to anticipated national changes in health care. Provide strong interdisciplinary leadership in aligning interests and priorities of all stakeholders and medical service providers, creating a functional and efficient system that provides fiscally responsible, high-quality care with excellent outcomes.

**Representative Achievements:**

- ❖ Improved operating room (OR) utilization and delivered major successes through increased process consistency and clearly defined “patient centered care” priorities as results of leadership on a multidisciplinary committee that established a network-wide surgical case triage policy.
- ❖ Delivered, in just 6 months, 20% decrease in OR first case starts (FCS) delays and 35% improvement in OR turnover time (TOT) through establishment of dashboard performance reporting that enabled ability to identify, analyze, and counter root causes of inefficiencies, resulting in establishment of standard work protocols.

### CLINICAL HIGHLIGHTS

**Michigan Anesthesia Associates, Inc. – Ann Arbor, MI** ..... **2003 – Present**  
 ▶ **CARDIAC ANESTHESIOLOGIST**

**University of Detroit Medical Center Health System – Detroit, MI** ..... **1998 – 2003**  
 ▶ **ASSISTANT PROFESSOR OF ANESTHESIOLOGY / STAFF ANESTHESIOLOGIST**

### EDUCATION

**Master of Business Administration (M.B.A.) – 2001**  
 University of Detroit, Graduate School of Business, Detroit, MI, USA

**Medical Doctor (M.D.) – 1988**  
 University of Paris, Paris, France

### OTHER PROFESSIONAL TRAINING

Certified Physician Executive (CPE) – October 2010  
 The Certifying Commission in Medical Management, American College of Physician Executives

Institute for Physician Leadership – 2005 – 2007  
 Michigan Hospital and Health Network, Detroit, MI

Residency & Fellowship Training in Anesthesiology – 1994 – 1998  
 University of Detroit, Hospitals of the University Health Center of Detroit

US and Canadian Medical Board Preparation Studies – 1990 – 1993  
 Kleiner University, Montreal, Quebec, Canada

Internship in General Surgery – 1988 – 1989  
 Paris Cancer Center, Paris, France

### CERTIFICATIONS

American Board of Anesthesiology, Diplomate # 76098 (April 1998)  
 American Board of Echocardiography, Diplomate in Transesophageal Echocardiography  
 Michigan Medical License MD-3289-L

### PROFESSIONAL AFFILIATIONS & APPOINTMENTS

American Society of Anesthesiologist, Committee on Economics (2010 – Present)

International Anesthesia Research Society ♦ Society of Cardiovascular Anesthesiologist ♦ American College of Physician Executives ♦ Medical Group Management Association

Frequent and accomplished public speaker at the local, regional, and national levels.

## Résumé Explanation and Strategy

Dr. James Agard was a European-trained MD and U.S.-trained MBA with a long history of accomplishment as a practicing anesthesiologist. While he was still a practicing physician, his career had taken a turn into executive management and he wanted to continue this, hoping to land a CEO role. He offered a very distinctive value proposition: the proven ability to transform medical operations into a unified, seamless, high-quality, and cost-optimized “value-based” sustainable system founded on common purpose, vision, and teamwork. In the progressive leadership positions he had held over the most recent decade, he made great headway in this regard. We used a variety of charts, graphs, and callouts to illustrate this very distinguishing value proposition throughout the résumé. In particular, we illustrated Dr. Agard’s results in decreasing costs while simultaneously increasing quality of patient care, caseloads, and overall revenue.

When Dr. Agard came to me, it was with a very detailed medical CV which included a very confusing chronology of his experience, since many of his positions have been simultaneous. I rewrote his résumé into a traditional executive format that showcased his stories of challenge-action-result-strategic impact success, particularly as they related back to his value proposition. The emphasis throughout is on his leadership and management competencies, though his clinical highlights and medical credentials add essential credibility and are highlighted in his summary profile.

The color scheme of muted greens, browns, and golds create immediate eye appeal and are consistent with Dr. Agard’s conservative personality.