



### Methodically Enhancing Quality and Profitability, One Relationship at a Time

#### Lead pharmacy, nursing, and administrative teams to top operational performance.

- At Pfizer and National Medical Care, transformed disjointed groups into cohesive teams.
- Kept overhead in check by building lean, uber-productive, fulfilled teams.

#### Train and support sales teams, empowering them to exceed sales and CS goals.

- Repeatedly turned around underperforming groups and individuals—clinical and sales.
- Leveraged background as an award-winning salesperson to understand employees and provide opportunities for them to have “star moments.”

#### Define services and negotiate favorable terms in highly competitive market.

- Consistently maximized contract value by expanding sphere of influence beyond Purchasing Department to form strong relationships with facility administrators.
- Taught clinicians how to connect with administrators, making service an added value.

#### Create culture and operations that support safe, quality patient care.

- At Pfizer, perfusionist team realized 99.975% success rate—vs. 98% to 99% average—and zero perfusion-related mortalities out of 4,000 heart procedures.
- Built reputation for balancing and aligning patient, client, and branch needs.

**“You set long-term goals, pursue them doggedly, and achieve what you set out to do.”**

– Johnson O’Connor Research Foundation  
regarding 95<sup>th</sup> percentile score for “foresight.”

#### Operations Leadership:

- ☑ Quality: Clinical and Service
- ☑ Customer Service
- ☑ Lean Operations/Infrastructure
- ☑ P&L Responsibility
- ☑ Budget Planning/Execution
- ☑ Proficiency Education
- ☑ In-Services
- ☑ Resource Allocation
- ☑ Productivity
- ☑ Compliance: HIPAA, OSHA, Etc.
- ☑ Policy & Procedure Development
- ☑ Performance Improvement
- ☑ Clinical Outcomes

#### Business Development Skills:

- ☑ High-Value Contract Negotiations
- ☑ B2B Client Relations
- ☑ New Product/Service Launch
- ☑ Revenue Growth
- ☑ Account Penetration
- ☑ Referral Programs
- ☑ New Business Growth

#### Value Added: Real Estate Experience in Privately Owned University Housing

- Large-scale financial management (acquisition of 45 apartments as well as ongoing marketing and management).
- Track record of regulatory compliance and regulator communications.
- Out-of-the box marketing approaches learned in challenging markets.
- Meeting often-conflicting needs of stakeholders (residents, families, school administrators, and city/county officials).

### Career Snapshot

ACME PROPERTY Operations & Business Manager Present (7 years)	With no prior real estate experience, conceived and executed \$24M student housing campus. Earned resident, university, and government acclaim, commanding market-leading rental revenue. <b>Sold 45-unit operation, exceeding profit goals. Continue managing select properties.</b>
PFIZER HEALTHCARE Regional Vice President (3 years)	Hired to consolidate 3 newly acquired perfusion companies. Held P&L accountability for \$25M region of 51 sites and 60 FTEs (including 15 managers) in 13 states. Built cohesive, quality- and sales-conscious team. <b>Delivered highest profitability of any RVP, maintaining margins while others were losing up to 7%.</b>
NATIONAL MEDICAL CARE General Manager & Regional Sales Manager (3 years)	Took over underperforming profit center with interrelated operational and business development challenges. Accountable for Pharmacy, Nursing, Sales, HR, and general operations delivering in-home infusion, respiratory, and durable medical therapy. <b>Transformed group into #1 in region, growing revenue from \$4M to \$15M and profits from 7% to 13%.</b>
WALGREEN CO. National Director of Sales Training (CRITICAL CARE AMERICA: 6 years)	Quickly promoted from award-winning salesperson. Only HQ employee retained after Walgreen acquisition. <b>Only member of Sales to sit on 7-person task force overseeing \$60M central drug compounding pilot project that cut operating costs 30%. Increased DC territory from \$400K to \$4.3M and #1 nationally.</b>
EARLY CAREER	<b>Excelled in sales at Abbott Laboratories and Providence Laboratory Associates.</b>

**Bachelor of Science in Business Administration, PENNSYLVANIA STATE UNIVERSITY, University Park, PA**  
Professional Development: Graduate Level Management and Organizational Design Courses through Harvard University

## Operations and Business Manager, ACME PROPERTY, ROCKVILLE, MD; 2005–Current

**Operations:** Renovated 45 apartment buildings and unified disparate policies and procedures in complex student market. Formed 6-member property management group and oversaw payments, customer service, and maintenance for 450 tenants.

**Business Development:** Built groundswell of support from university and local government officials. Arranged \$24M in financing despite tough market barriers. Negotiated purchase of 45 buildings from 45 unrelated owners, sometimes building relationships over months. Acquired student lists and addresses although university housing refused to share them for fear of competition.

- Overcame substantial political and logistical barriers to form unified, reputable student housing complex.
- Earned student rating as #1 place to live off-campus even after nearby construction of a state-of-the art apartment building.
- Increased rental rates 25%+ and reduced delinquencies from 5% to less than 1% within 2 years.
- Sold complex at a substantial profit due to its unique value in the marketplace.

## Key Healthcare Contributions

### Regional Vice President, PFIZER HEALTHCARE CORPORATION, Washington, DC; 1997–1999

**Operations:** Established satisfaction surveys for employees and medical facilities. Lowered overhead by reducing the number of perfusionists without sacrificing full schedule and backup coverage, without which lives could have been at stake.

**Business Development:** In what was affectionately called “Jill’s MBA School,” mentored perfusionists. Personally attended surgeries and cultivated relationships with hospital administrators who tended to be insular. Developed continuing education programs for hospital staff to strengthen loyalty.

#### Business Impact

- Retained 100% of high-demand perfusionists despite their initial resistance to joining Pfizer after merger.
- Converted client use of Pfizer products from 50% to 100%.
- Improved collections, reducing DSO 32 days.
- Delivered highest profitability of any RVP, maintaining margins while others were losing up to 7%.

### General Manager/Regional Sales Manager, NATIONAL MEDICAL CARE, Columbia, MD; 1994–1997

**Operations:** Immediately expanded delivery to 24 hours to offer unique value. Hired overnight pharmacists, drivers, and per diem nurses to cover nights and weekends. Implemented daily operations meetings to ensure quality and profitability standards were being met. Made select personnel changes in pharmacy and delivery teams. Renegotiated wholesale purchasing contracts.

**Business Development:** Promoted 24-hour delivery to potential and existing clients. Created branch awards for customer service and held special events to brainstorm about and define the meaning of customer service. Personally met with potential referral partners and introduced them to respiratory therapists. Created and delivered professional development programs for salespeople. Assigned liaisons to key referral partners.



#### Business Impact

- Transformed underperforming branch to #1 in region for revenue and referral growth.
- Co-designed Performance Management System that was adopted nationwide.
- Grew sales 275%, from \$4M to \$15M, launching two new service lines and generating as much as \$65K/month/therapist.
- Nearly doubled profitability from 7% to 13%, reducing staff 12% while improving service.

**Career Note:** Promoted from top-performing salesperson to National Director of Sales Training for Critical Care America and was only HQ employee retained when CCA was purchased by WALGREEN. Enhanced leadership skills by taking training and development courses at Harvard. Earned a reputation for turning around troubled salespeople.

Sold diagnostic drug monitoring for ABBOTT. Generated \$1M+ annually, despite yearly cut in territory size. Won multiple awards, including “Sixth Man” (6 of 400 reps).

## 13 Years Out of the Industry and Pursuing Dual Functions

Jill had some big challenges. She wanted to go back to work in healthcare after 13 years out of the industry. Also, she didn't want to choose between sales and operations. Jill felt strongly that each of those skill sets supported the other and did not want to separate them into individual resumes.

To address her challenge of being out of the industry for so long, I used a few strategies:

1. I did all I could to visually make her look like she belonged in healthcare. I put a caduceus in her masthead (though this is technically the incorrect symbol, it is the one most people associate with medicine: <http://bit.ly/15kTS4T>). I also mirrored the brand colors of Jill's top-choice employer.
2. I made the first page a medically-oriented marketing piece that could stand on its own as a networking resume so that prospective employers could fall in love with her *before* they knew exactly how long she'd been out of the industry. I created a detailed opening profile describing her accomplishments at the major and minor healthcare companies she'd worked for. I included a basic chronology, but with number of years instead of dates. I also positioned her real estate experience as a value-add for the exposure it gave her to innovative marketing approaches, regulatory compliance, and politics.
3. On the second page, I de-emphasized her recent real estate experience by not giving it a category heading. The eye is first drawn to "Key Healthcare Contributions."

To present Jill as an "ambidextrous" operations/sales expert, I categorized her skills and actions throughout as either "Operations" or "Business Development" so that readers could easily find the part they need.

Jill did get an interview and an offer with her top target company, and she's currently working towards her healthcare MBA.