

JESSE SMITH, MD, FACEP

123 Main Street | Cincinnati, OH 45230 | 513.555.5555 | jessesmith@notmail.com | www.linkedin.com/in/JesseXSmith

Formidable Executive & Board Leadership

Big-Picture Thinking ▪ Strategic Growth Initiatives ▪ World-Class Patient Care

Grew Organization to \$1.5B+ | Achieved 28% Annual Growth | Led National Team of 1,700+ | Partnered 3,500+ Physicians

Industry juggernaut and thought leader with an unmatched track record of positioning physician networks for explosive growth. Nationally-respected winner of many prestigious awards. Transformed CEP USA into one of the largest physician management companies in the country. Extensive success in executive physician leadership and motivation. Expert in leading large physician groups across multiple specialties while devising top-level strategies that enhance hospital market share, performance, and revenue across the entire hospital ecosystem. Known for guiding hospital-based physicians to improve collaboration, patient satisfaction, and quality of care. History of adopting clinical practices that help hospitals minimize future CMS financial penalties.

Notable Strengths

- Billion-Dollar Growth
- Legislative Regulatory Advocacy
- Industry & Trend Analysis
- Emerging Technologies
- Crisis Management
- Professional & Trade Associations
- Consensus & Coalition Building
- Long-Term Business Planning
- Population Health Management
- Client Engagement & Retention
- Diversity Management
- Physician Practices
- Board Leadership
- Marketing Strategies
- C-Suite Relations

Career Narrative

CEP USA, Nationwide Locations, Cincinnati, OH

The 5th largest comprehensive physician management companies in the United States, partnering 3,500 physicians and providers within 100+ unique hospitals to improve patient care in multiple practice specialties.

6.2 Million
Patients Treated Annually



President / Chief Executive Officer (CEO), 1999 to Present
Chairman of the Board, 2005 to Present



Scope of Executive Leadership: Generate and leverage detailed analysis to provide a balanced rationale and broad range of options for the Board of Directors. Provide informed perspective on healthcare trends and ensure seamless integration of medical care and appropriate admissions for acute care patients. Lead and motivate enterprise executives to peak performance levels while driving success of 1,700+ indirect reports.

2100 Physician Partners
950 PAs & NPs
1500 Scribes

Exceptional Growth and Service: Expand the enterprise into new markets and diversify service lines. Identify and capitalize on new ways to create value for hospital clients, surpass the competition, and win client loyalty. Ensure enterprise's success by helping hospitals and healthcare systems succeed in their respective markets and realize their vision/mission for the communities they serve. Maintain remarkably high client retention rate and leverage glowing client testimonials to drive new business success.

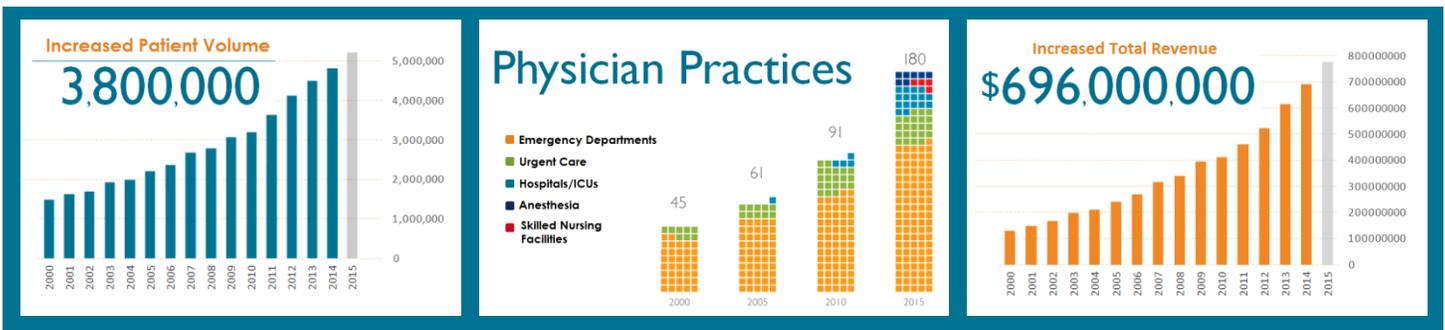


National Industry Events: Oversee planning of 90+ meetings each year, bringing 1,200+ providers, support staff, and hospital clients together from 200+ hospitals across the country to provide educational opportunities and recognize exemplary performance achievements. Act as Master of Ceremonies for annual partnership meeting and host award dinners with 1,600+ attendees.

Positioned \$86 million enterprise to achieve \$1.5+ billion in total revenue; maintained consistent 14% annual growth throughout tenure, realizing yearly increases of up to 28%.

Organizational Growth:

- **Led organization to boost enterprise revenue 10-fold over a 15-year period**, despite decades of stiff competition from larger public/private equity-owned physician management companies.
- **Expanded practice locations from 36 to 178** between 1999 and 2015 by building a robust business development pipeline and employing high-impact marketing communication strategies. Ensure steady growth for new and existing stores.
- **Brought annual patient visits from 930,000 in a Ohio-only physician practice to 6.2+ million across 15 states** between 1999 and 2015. Achieved initial enterprise strategic goal of doubling revenue and amount of total patients seen 2 years early.
- **Built relationships with key clients such as** Pride Health, Plenner Health, Tenet, HCA, Ascension, Providence Health, Norwegian Health, Advocate Health, Adventist Health, and Methodist Health Initiatives.
- **Developed 180+ new physician practices** with a variety of non-profit, faith-based, and public/investor-owned hospital clients.
- **Enabled an affiliated Risk Retention Group (RRG) to achieve \$80 million in assets** and receive an A+ rating by PIAA. Collaborated with RRG to develop innovative capital source to address capital requirements for growth.
- **Successfully implemented the strategic vision to adopt enterprise IT processes** and installed first Chief Information Officer. Provided enterprise direction for multiple IT infrastructure upgrades and revamped public/private websites, which get millions of page views annually. Added numerous enterprise software programs across enterprise such as Salesforce, Qlikview, Ingenious Med, and Lawson.
- **Spearheaded Acute Care Continuum enterprise strategy**, helping hospital clients integrate clinical care for hospital-based physician practices (HBP) and patients with acute conditions as defined by CMS across transitions of care.



“The institution of emergency medicine would not be what it is today without his unparalleled contributions. His work has transcended clinical operations to the establishment of financial paradigms that hospitals and emergency departments use to treat millions of patients a year.” – Sandra Brenner, MD, CEO, Belleview Hospital

Enhanced Performance & Efficiencies:

- **Significantly improved Board efficiency and strategic planning processes** by introducing policy governance approach, calendar agenda, and electronic data packets. Empowered Board and enterprise management with tools to better communicate with 4,000+ individual providers while streamlining processes.
- **Informed clients, built brand awareness, and developed internal thought leaders** by creating newsletter and blog. Served as Executive Editor; generated engaging copy and recruited additional content providers.
- **Created state-of-the-art Web portal** that connects 7,000+ individuals in the enterprise.

Communications & Issue Resolution:

- **Steered critical legislative and regulatory decisions** to influence policy at state/national levels; served on various PACs.
- **Served as expert executive witness**, representing enterprise in many complex legal matters.

*Served as Staff Physician in the Emergency Department at Hamilton County Hospital Medical Center for 35+ years.
Worked as Director of Cincinnati Avenue Urgent Care Center for 2 years.*

“Dr. Smith is an influential figure within the industry. He is a strong advocate for independent democratic groups, patient-centered care, access to care, and greater integration across the acute care continuum. His opinion is frequently sought by both the national and state chapters of ACEP, where he was even president. He received ACEP's highest honor, the Howard G. Edwards Meritorious Service Award, for his efforts to increase emergency department access for HMO patients. He also helps shape the industry as a board member of the Emergency Department Practice Management Association.” – *Janice M. Adler, Founding Executive Director Emeritus, Johnson Center for Entrepreneurship, Stanford University*

Awards & Honors

- Won Howard G. Edwards Meritorious Service Award
- Garnered 10 Nominations for "Top 25 Minority Leaders in Healthcare" recognition program
- Received 9 Outstanding Leadership Service Awards from Ohio Emergency Physicians Medical Group
- Invited speaker at Gregory L. Manor Graduate Management Center Alumni Association Health Center Conference
- Served as Physician Consultant and Legislative Advocate for Ohio Sammy Emergency Medical Services Fund SB 12, Alcohol Tax Initiative Prop 137, and Tobacco Tax Initiative Prop 79
- Recognized as Dynamic Corporation Achievement Scholar by the National Achievement Scholarship Fund

Credentials & Education

Doctor of Medicine (MD) | YALE MEDICAL SCHOOL
Bachelor of Science in Biology | HARVARD UNIVERSITY

Board Certified | AMERICAN BOARD OF EMERGENCY MEDICINE
Diplomate (Recertified in 2013) | AMERICAN COLLEGE OF EMERGENCY MEDICINE

Internship in Internal Medicine | UNIVERSITY OF CALIFORNIA BERKLEY HOSPITAL AND MEDICAL CENTER
Residency in Internal Medicine | UNIVERSITY OF CALIFORNIA BERKLEY HOSPITAL AND MEDICAL CENTER

Medical Licensure: Arizona 24020; California F24530; Georgia 034692; Hawaii MD 25477; Illinois 0827593; Missouri 2008294612; Nevada 19033; New Mexico MD 2006-0402; Oregon MD 27935; Texas M97609; Oklahoma 93402; Michigan 76566

“I am extremely impressed with Dr. Smith’s leadership skills, especially his ability to create a vision for better patient care and then achieve buy-in and full implementation of that vision.” – *Natalie Kingman, Managing Director at Kingman Strategic Advisors*

Media

- **Wall Street Journal Article:** [“In Hospitals, Board Rooms are as Important as Operating Rooms”](#)
- **Washington Post Article:** [“Perspectives on the Acute Care Continuum”](#)

Affiliations

- Board Member, Emergency Department Practice Management Association (EDPMA)
- Former President, Ohio Chapter of the American College of Emergency Physicians (ACEP)
- Member, Ohio Medical Association & American College of Emergency Physicians
- Member, Yale University Medical Alumni Association
- Member, Boule / Sigma Delta Beta Fraternity
- Former Chairman, Ohio Emergency Medicine Political Action Committee (PAC)
- Former Member, Emergency Services Commission, Hamilton County Board of Supervisors
- Former Member, Emergency Health Services Committee, Hospital Council of Southern Ohio

Résumé Strategy

This particular executive was challenging, because he was already essentially an established and nationally-respected brand, a brand that needed to be updated. While he was open to new executive challenges, he was primarily interested in preparing this resume for possible executive board opportunities. The goal was to sell this already well-known entity to his peers who already knew what he was all about. This was like trying to sell Pepsi to a younger crowd – time to update the logo and create a fresher slogan!

His original CV was the all too expected black Times New Roman on a white page – it did not match or suit his brand at all. He wanted to change the color scheme to aqua and tangerine in order to reflect the colors of his existing physician management company. These were signature colors for him. So I added a lot of graphic material to reflect a more modern edge and used graphs to spotlight the impressive growth of his organization.

It was difficult to divvy up his achievements, as they were all pretty much about the astonishing growth of his organization over 15 years. Therefore I decided to separate his duties, which were amazing in scope, into 3 different paragraphs with subheadings that broke up the monotony and strengthened his thesis points. I then highlighted this heavily paragraphed section with clear and attention-grabbing graphics in order to keep the reader engaged.

Otherwise, I stayed true to his brand while showing the full scope of his tremendous accomplishments.