

# MICHAEL MULLOY, MHSA, OTR/L, CHT

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## GROWTH-DRIVEN HEALTHCARE EXECUTIVE

President / COO / CEO / Board of Directors



ENGAGE • LEARN • ADAPT • LEAD

### STARTUP STRATEGIST | TURNAROUND VISIONARY | DISRUPTING THE STATUS QUO

History of drastically improving patient outcomes, healthcare operations, employee engagement, and organizational profits.

Patient-focused executive respected for revolutionizing healthcare networks. Extensive success in driving rapid organic growth and spearheading profitable clinical acquisitions. Dedicated to accelerating the growth of middle-market, multi-site, and private-equity-backed healthcare organizations. Enthusiastic cheerleader known for inspiring teams and learning each employee's unique value.

Acquired 65 clinics across 10 states in 2 years. | Opened de novo clinics while growing team to 1,600 FTEs. | Maintained 98.7%+ patient satisfaction for 1.2M visits. | Built largest nonphysician-owned hand therapy organization in Florida. | Increased patient visits by 500% across 30 locations. | Slashed corporate expenses by 63%. | Obtained education from Harvard, Stanford, and Columbia.

## PROFESSIONAL EXPERIENCE

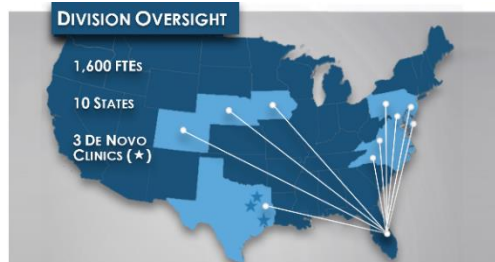
ABC HEALTHCARE, Orlando, FL

01/2019 to 05/2021

### President, Therapy / Applied Behavior Analysis (TABA) Division

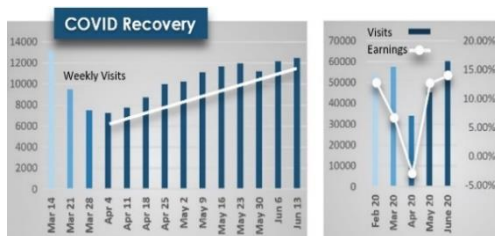
40 Direct Reports | 1,600 Indirect Reports | 260 Locations | \$120M Revenue | Reported to COO

Recruited to lead, expand, and secure the future of the newly formulated TABA division of a \$1.6B pediatric home healthcare company. Held full P&L authority and set bold new vision for both organic and inorganic growth. Enabled TABA to successfully open 3 new clinics in Q4 2019 by adding service offerings and strategizing top-line expansion. Built TABA division support team from the ground up, installed executive team and optimized operations throughout the country. Acted as trusted advisor across national business units.



- **Opened 3 clinics in Texas while growing team to 1,600 employees across 10 states.** Beat \$2M budgeted spend by 5% and met all scheduled location-opening deadlines. Acquired 65 locations across Colorado, Nebraska, Iowa, Delaware, Maryland, New Jersey, North Carolina, Virginia, Pennsylvania, and Texas.
- **Quickly gained respect and buy-in from all stakeholders** to combine disparate business lines and spearhead dramatic organizational shifts. Demonstrated highly effective change management approach with tenacity and strategic influence.

- **Boosted year-over-year (YoY) Therapy earnings 26.7% from 2018 to 2019.** Achieved 100% of volume plan through mid-March 2020 and 96% volume performance to budget for Q1 2020. Increased reimbursement rate/visit by 4.7%+ YoY in 2020.
- **Maintained 98.7% patient satisfaction scores for 1.2M therapy visits in 2019.** Personally visited and engaged with patients and their families to ensure the best outcomes and the highest satisfaction levels.



- **Rescued COVID-impacted Therapy business, realizing 73% growth** with Telehealth strategy; brought business from negative earnings to 17.2% in August 2020. Increased weekly visits by 4,800 from April to June. Maintained 7%+ week-over-week improvement for 8 weeks.

*"Embracing teletherapy [within 6 days] has been a game-changer for our Therapy business. By doing the right thing for our patients and families, we have been able to get back to 90+% of our pre-COVID levels." – COO, ABC Healthcare*

- **Fostered culture of excellence and accountability** while right-sizing the business. Structured leadership team for maximum goal attainment, placing ideal candidates into top roles and inspiring team to see growth opportunities available to superior players.
- **Raised \$230K in employee relief funds** while serving on the fund's Board of Directors. Funds aided 73 employees experiencing hardships. Handpicked by CAO to serve on exclusive grant approval team.
- **Improved compliance of sales process documentation from 65% to 100% in 8 weeks.** Generated significant and actionable information from dozens of sales process data points. Connected teams through single dashboard with real-time data reporting.

## XYZ PHYSICAL THERAPY, Orlando, FL

10/2016 to 12/2018

### Vice President of Sales Excellence

35 Direct Reports | 450 Indirect Reports | 75 Locations | \$90M Revenue | Reported to CGO

Spearheaded initiatives for this leading provider of research-based physical therapy, rehabilitation, injured workers, sports medicine, home health, and specialty solutions with 5,000 employees nationwide. Reinvigorated lagging sales teams specializing in worker's compensation and personal injury. Honed team focus on growing referral volume across robust attorney networks.

- **Introduced "Top Doc 80/20" strategy, which produced up to 57% YoY sales growth.** Ran territories that grew 10%-57% YoY – with 100% of territories experiencing referral volume growth – by narrowing focus on top-performing doctors.
- **Drove immediate and aggressive growth through future-focused sales team leadership** while building a critical sales pipeline throughout Eastern US market. Built metrics-driven accountability plan that directly fed individualized sales leadership strategies.

## ACME REHAB PARTNERS, Orlando, FL

02/2010 to 10/2016

### Director of Sales – Florida

5 Direct Reports | 32 Indirect Reports | 30 Locations | \$40M Revenue | Reported to President

Hired to deliver sales vision and lead the company's national sales organization. Immediately increased top-line revenues and employee engagement. Outperformed all sales goals for 6 consecutive years and elevated company's market leadership while providing clinical and operational oversight. Aligned sales goals to corporate strategy and exceeded all KPIs. Recruited superior sales talent and boosted performance using scientific and highly predictive tools. Collaborated with IT to improve Prime CRM system.



- **Grew staff from 3 Certified Hand Therapists (CHTs) to 32.** Built the largest nonphysician-owned hand therapy services organization in Florida with 30+ locations. Increased patient visits 500% in 2011. Trained occupational therapists to become CHTs and expanded services into remote areas to improve patient care.
- **Realized 89%+ net revenue growth in metro Orlando market,** raising income from \$1M to \$3.5M in just 2 years. Operationalized sales with powerful new strategy.
- **Won Heavy Hitter Award,** receiving President's honor for demonstrating the most impactful and influential leadership throughout the business.
- **Boosted sales team job satisfaction 20.5%** by galvanizing team around sales mission. Raised employee survey scores and led team to be ranked #1 out of 10 departments. Designed performance incentive program that is still in place.

## PAST SUCCESS

**Regional Director / Certified Hand Therapist, Orlando Rehabilitation, Orlando, FL, 07/2007 to 02/2010**

Added 7 locations with 60 employees. | Grew revenues to \$9M while managing full P&L. | Cut expenses by 63%.

**Senior Group Director, Florida Physiotherapy Associates, Orlando, FL, 04/2002 to 06/2007**

Tripled revenue from \$2M to \$6M. | Expanded from 4 de novo clinics to 16. | Facilitated acquisition of 8 additional clinics.

## EDUCATION & CREDENTIALS

Stanford University:

Harvard Business School:

Columbia Business School:

Leading Change and Organizational Renewal (LCOR), 07/2021

Building Competitive Advantage, 06/2021

Finance and Accounting, 05/2021

**Master of Science in Finance,** University of Central Florida, Orlando, FL (Expected 06/2022)

**Master of Health Services Administration (MHSA),** Florida International University, Miami, FL

**Bachelor of Science, Occupational Therapy,** Florida International University, Miami, FL

**Certified Hand Therapist (CHT) | Occupational Therapist, Registered, Licensed (OTR/L)**



## Résumé Strategy

This healthcare executive already had a developed brand with a green “M” logo and images of plants growing up out of the dirt to indicate growth. Of course, this approach confused several potential employers, because his branding materials made him look as though he was in the agricultural industry.

He wanted the résumé to look more corporate and suitable for the healthcare industry. Since employee engagement was so critical to his success, he wanted me to mention it beneath the headline, under his refreshed “M” logo (now blue with a drop shadow), and to incorporate employee images into the header design.

Directly beneath the introductory paragraph, I added a powerful achievement cluster to highlight his incredible, yet varied accomplishments. To spotlight the progressive scope of leadership throughout his career, I started each of his job descriptions with colored lines that clarified the sizes of his teams and budgets.

For his current role, I developed maps and charts to showcase the nationwide growth he spurred for his employer, as well as his COVID-19 recovery successes. I also created a map of Florida for an earlier position that pinpointed all of the clinical locations he opened while building the largest non-physician owned hand therapy services organization in that state.

Since he is incredibly proud of his recent executive education, I included the logos of Columbia, Harvard, and Stanford business schools within his education section.

This résumé was designed to be completely ATS friendly. All headers, sub-headers, graphs, and pictures are simply PNG images that are set behind the text. Each of these elements disappears in ATS systems.

