

KEN MARSHALL, MBA, FACHE

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SUMMARY

Senior health care executive with extensive experience in both community and academic healthcare systems in highly competitive and dynamic settings. Reputation for successfully leading and managing operations in a highly complex and matrix environment and bringing a strategic vision to life. My strengths include strategic thinking and implementation; being results focused; operational efficiency improvement; developing clear organizational expectations; building collaborative teams among staff and physicians that can solve complex problems; creating lasting relationships with stakeholders. I have always said, "I look for an experience. Experiences are deeper, more passionate and teach us lessons. These lessons and passion lead to personal and professional growth and in turn create value in our work."

PROFESSIONAL EXPERIENCE

U of L Health, Louisville, KY

2019 – Present

UofL Health, an academic-focused health care system in Louisville, Kentucky. The organization is home to a 1,300-provider academic and community based physician practice, 6 hospitals, 4 outpatient centers, and over 12,000 employees. The system has \$2 billion annual net revenue, 50,000 discharges, 250,000 ER visits, and 1 million outpatient and physician visits across the Louisville metropolitan area.

Chief Operating Officer

- Responsible for operations and implementation of strategic initiatives across the health system.
- Maintained 5%+ EBITA margin over a three-year period year
- Lead the transition of health system acquisition that doubled organizational size including negotiation and implementation of transition service agreement supporting acquisition activities.
- Managed development of organizational structure across new health system.
- Successfully worked with state legislators to secure \$35 million in funding used to support development of new health system.

University Medical Center, Louisville, KY

2017 – 2019

University Medical Center manages and operates University of Louisville Hospital, a 404-bed academic system for the University of Louisville and the James Graham Brown Cancer Center, an outpatient cancer center. University Medical Center is home to a Level One Trauma Center and the only burn center in Kentucky. It is also home to the first Comprehensive Stroke Center in Kentucky. The James Graham Brown Center is the center of oncology treatment and research for the region. The organization has annual net patient service revenues of \$500 million, 17,000 annual admissions, 213,000 outpatient visits, and 3,000 employees.

PRESIDENT

- Successfully transitioned organization away from a national health care company back to local control.
- Lead the development of strategic and operational plan for organization.
- Improved year over year EBIDA by \$22 million.

- Implemented strategies to improve acute admission year over year by 4%.
- Reduced year over year length of stay by 0.5 days.
- Developed new organizational governance structure, leadership team, employee benefits structure, IT infrastructure.
- Transformed revenue cycle operations resulting in highest cash collection in organization's history and revenue realization rate improvement.
- Improved quality metrics performance specifically around reduction in overall mortality and medication errors and hospital acquired conditions.
- Implemented organization wide lean – six sigma performance improvement with over 100 improvement projects organization wide.
- Developed collaborative plans with physician practice to grow services locally and regionally.
- Lean-Six Sigma process trained.

Kentucky One Health, Louisville, KY

2013 to 2016

An integrated health system that blends both academic and community-based health care providers. The system has 200 locations including hospitals, physician groups, clinics, primary care centers, specialty institutes and home health agencies, with approximately 17,000 employees, 3,000 physicians, and 2,700 licensed beds across Kentucky and southern Indiana.

PRESIDENT, UNIVERSITY OF LOUISVILLE HOSPITAL AND JAMES GRAHAM BROWN CANCER CENTER

The President is responsible for operations and strategic direction of the University of Louisville's 404 licensed bed teaching hospital and outpatient cancer center. The academic medical center is home to the only Level One Trauma and Burn Center in Kentucky and the first Comprehensive Stroke Center in Kentucky. The James Graham Brown Center is the center of oncology treatment and research for the region. The organization has annual net patient service revenues of \$450 million, 17,000 annual admissions, 213,000 outpatient visits, and 2,000 employees. This role had some operational responsibilities across the downtown medical center, inclusive of University of Louisville Hospital and Jewish Hospital. The combined enterprise has 800 licensed beds over \$700 million in net patient service revenues and 33,000 admissions.

- 10% EBIDA margin and 2% admissions growth for 2016 fiscal year.
- Achieved 98.7% of the value-based purchasing clinical process of care measures. Seven of the 11 measures scoring at 100%.
- Provided leadership and direction regarding the implementation of the joint operating agreement and academic affiliation agreement between University of Louisville School of Medicine and Kentucky One Health.
- Implemented \$8 million management integration and cost savings initiatives involving clinical services consolidation across the downtown campus in areas of Cardiology, Oncology, Surgical Services, Diagnostic Radiology, Pharmacy, Laboratory Services, and Quality.
- Negotiated physician recruitment support agreements in collaboration with academic physician leaders.
- Successful project implementation of Cerner clinical information system and revenue cycle system across the academic medical center.
- Only Level One Trauma Center in Kentucky that has continuously maintained verification by the American College of Surgeons.
- The first Comprehensive Stroke Center verification by the Joint Commission in the State of Kentucky.

Academic medical center and safety net hospital associated with the University of Louisville School Of Medicine. Clinical services include a 404-licensed bed acute care hospital, outpatient cancer center, and Level One Trauma Center, Certified Comprehensive Stroke Center, Level III Neonatal ICU. Annual net patient service revenues of \$450 million, 17,000 annual admissions, 213,000 outpatient visits, and 3,000 employees.

SENIOR VICE PRESIDENT AND CHIEF OPERATING OFFICER (2008-2013)

Member of executive management team overseeing operations and strategic direction. Managed a \$119 million operational budget over several hospital departments including radiology, laboratory, outpatient oncology, neuro-diagnostics, human resources, environmental services, food and nutrition, planning/business development, patient experience, and communications.

- The leader of organizational development efforts involving the implementation of management accountability resulting in 25 percentile point improvement in patient satisfaction and improvement in value-based purchasing measures.
- Introduced LEAN principles to the organization and developed a structure to disseminate continuous operational improvement methods across the organization.
- Successfully re-established department of neurosurgery and secured physician coverage and Level One Trauma status.
- Managed a \$119 million expense budget and generated a 7% positive variance in the fiscal year 2011.
- Reorganized organizational patient experience functions and improved language translation service efficiency.
- Annually managed discussion with governmental leaders regarding contracts in place to support of medical care for the uninsured resulting in the continuation of \$24 million funding source.
- Annually analyzed and negotiated support agreements between the hospital and the departments of Neurosurgery, Orthopedics, Emergency Medicine, and Ophthalmology.

VICE PRESIDENT OPERATIONS (2003-2008)

Served as a member of the executive management team. Managed several hospital departments including environmental services, food and nutrition, cardiopulmonary, physical therapy, planning/business development, patient experience, and communications. Provided operational oversight of Level One Trauma services including collaboration with departments of Emergency Medicine and Trauma Surgery.

- Developed and implemented strategies to improve Trauma Institute including staff reorganization and improvements in abstracting patient charts resulting in better data availability for trauma surgery research.
- Successfully managed two Level One Trauma verification surveys by the American College of Surgeons.
- Negotiated and lead development of outsourcing agreement of environmental services and food and nutrition services including the conversion of 200 organizational employees to contractor payroll resulting in a \$2 million savings over five years.
- Developed and implemented incentive-based performance metrics into physician contracts. Lead improvement effort to reduce patient who left the emergency department without being seen, resulting in a 19% reduction in patients who left without being seen.

VICE PRESIDENT BUSINESS DEVELOPMENT (1999-2003)

Reported to the President and CEO and served as a member of the executive management team. Directly managed several hospital departments including environmental services, food and nutrition, planning/business development, patient experience, and communications. Worked with physicians and real estate developers to build outpatient center to serve as the primary faculty practice site.

- Worked with physicians and real estate developers to build an outpatient center to serve as the primary faculty practice site.
- Member of joint Hospital and School of Medicine leadership team responsible for developing strategically significant inpatient and outpatient initiatives to grow market share.
- Experience developing data-driven strategic marketing initiatives with demonstrated results, including the creation and implementation of branding strategies for academic based health system.
- Member of joint Hospital and School of Medicine team that developed statewide telemedicine physician consulting service for the department of neurology and the stroke program.

INTERIM EXECUTIVE LIAISON FOR ENVIRONMENTAL SERVICES (1998-1999)

Reported to the Chief Financial Officer regarding interim operations and oversight of environmental services department during the transition to outsourcing contract. Oversaw 120 FTEs.

- Served in this capacity while simultaneously holding the position of Director of Marketing and Communications. Served on negotiation team for \$3.9 million environmental services outsourcing contract resulting in a \$500,000 in saving and a reduction of 29 FTEs in the department.
- Assisted in the successful transfer of internal management to the outsourcing of hospital environmental services function.
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DIRECTOR MARKETING AND COMMUNICATION (1995-1999)

The Director of Marketing and Communications served as a member of the executive management team. Provided management and leadership to the marketing and communications function of teaching hospital and associated outpatient cancer center. Developed and executed marketing and advertising campaigns and presented marketing analysis to senior level executives.

- Created successful brand launch of “U of L Health Care” creating a common identity among clinical delivery sites and physician practices and achieved 78% community awareness in the first year.
- Developed and implemented advertising and communications initiative for James Graham Brown Cancer Center resulting in a significant increase in consumer preference, from 4th in the market to first. Developed and implemented advertising and communications initiatives for emergency services resulting in a 5% increase in emergency department patient visits after program launch.

Columbia/HCA Kentucky Division, Louisville, KY**1994 to 1995**

A nationwide for-profit hospital system. The Kentucky division consisted of seven acute care hospitals, ranging in size from 100 to 400 licensed beds including an academic medical center.

PUBLIC RELATIONS MANAGER

EDUCATION

Bellarmine University, Louisville, KY

MBA

Indiana University, Bloomington IN

BA-Journalism

CERTIFICATIONS

American College of Health Care Executives Fellow

PROFESSIONAL AFFILIATIONS

American College of Health Care Executives, FACHE

Kentucky Chapter ACHE, Board of Directors

Kentucky Hospital Association Board of Directors

American Hospital Association Regional Policy Board 3 Member

COMMUNITY SERVICE

American Hospital Association Regional Policy Board Member

Health Enterprises Network Board of Directors

Brain Injury Alliance of Kentucky Board of Directors

American Red Cross Board of Directors

River Cities Community Sailing Program Board of Directors