

JONATHAN BURROUGHS, MD, MBA, FACHE, FAAPL

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HEALTHCARE CONSULTANT

THE BURROUGHS HEALTHCARE CONSULTING NETWORK, Glen, New Hampshire
PRESIDENT AND CEO (3/2012 – present)

Medical Affairs / Healthcare Administration / Leadership Development

Repeated effectiveness in creating comprehensive healthcare management, training, and delivery solutions to optimize service operations of 900+ healthcare organizations nationwide. Highly articulate and astute professional, presenting complex information to executive managers, physicians, and governing board members with clarity and consummate accuracy. Outstanding relationship-builder and program manager, utilizing exceptional understanding of medical center operations, financial systems, and continuous quality improvement strategies to build cross-functional hospital teams dedicated to the topflight provision of healthcare services. Recently awarded with Dr. David Nash a national development grant by the American College of Healthcare Executives (ACHE) to develop a new national program in 2015 on population health and the innovative business models necessary to support it.

Core competencies include:

- Strategic Physician Engagement Strategies
- Integration / Alignment Models
- Legal / Regulatory Compliance
- Expert Witness in Medical Staff Affairs
- Contract Negotiation & Management
- Physician Leadership Programs
- Medical Staff/Corporate Bylaws
- Peer Review/Quality oversight
- Population Health
- Accreditation /Credentialing/ Privileging
- Innovative Healthcare Delivery Models
- Team Building & Leadership
- Process Redesign & Change Management
- Physician Performance and Behavioral Management
- Medical Staff Affairs and Redesign
- Patient Safety
- Service Line Management

PROFESSIONAL EXPERIENCE

THE GREELEY COMPANY (a division of HCPro, Inc.), Danvers, Massachusetts
DIRECTOR OF EDUCATION SERVICES / SENIOR CONSULTANT (1/2011 – 2/2012)

Earned promotion following highly successful 7-year tenure as Senior Consultant to oversee production and marketing of national and on-site education programs for healthcare consulting firm generating \$18.5 million in annual revenues. Recruit and coordinate bureau of 11 healthcare professionals to deliver on-site course content; design dynamic program marketing materials and standardize training methodologies. Collaborate across creative, marketing, production, and operations divisions to facilitate full-lifecycle development, promotion, and delivery of education programs; launch numerous on-site programs in areas to include healthcare law, healthcare finance, accreditation and regulatory compliance, and patient satisfaction. Reliably structure and adhere to annual operating budget and business plan.

Selected accomplishments:

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Professional Experience Continued

- Triggered 35% growth of education division, within 12 months of assuming position as director, by creating innovative program content, providing outstanding service, and tightly controlling costs.
- Spearheaded introduction and marketing of in-demand national programs including "Physician-Hospital Integration and Alignment," "The MEC Institute," "Peer Review Boot Camp," "The Credentialing Solution," and "Physician-Management-Board Summit."
- Skillfully optimized and allocated \$2.3M budget to support achievement of annual 20% growth objective.
- Created extensive library of education programs for use by all employees and consultants.

THE GREELEY COMPANY (a division of HCPro, Inc.), Danvers, Massachusetts
SENIOR CONSULTANT (6/2004 – 1/2011)

Leveraged extensive expertise in healthcare management and administration to deliver national and on-site consulting services to thousands of physicians, healthcare managers, senior executives, and governing board members representing 800+ healthcare organizations. Partnered with clients to identify program needs, develop clinical care pathways, and provide educational programs / advising in areas including accreditation / regulatory requirements, policy creation, physician / governance training, the redesign of bylaws, rules, regulations, and peer review processes, medical staff assessment, quality review, strategic medical staff development planning, Emergency Department On Call projects, and management of behavioral and impairment issues.

Selected accomplishments:

- Provided superlative caliber of service that consistently captured satisfaction rating of 4.86 / 5.00 from internal and external customers throughout tenure.
- Instrumental in the development of key national programs including "Leading Physicians through Change," "Mastering Medical Leadership," "The Advanced MEC Institute," "EMTALA," and "Emergency Department On Call Challenges."
- Authored or co-authored nationally distributed articles, publications, and books on healthcare management, clinical, operational, and financial topics.

MEMORIAL HOSPITAL, North Conway, New Hampshire
**EMERGENCY DEPARTMENT DIRECTOR / EMERGENCY PHYSICIAN
MEDICAL STAFF PRESIDENT / GOVERNING BOARD MEMBER
(7/1988 – 6/2008)**

Led 165 licensed physicians, nurses, and hospital support staff in provision of quality emergency department care and service. Developed, implemented, and enforced clinical protocols, pathways, and policies / procedures; prepared and submitted quality metrics reports to emergency department staff, medical executive committee, and governing board. Facilitated launch of and staff training in electronic medical record (CPSI) technology. As Medical Staff President, oversaw all medical staff committees, leading teams of physicians in adopting efficient new approaches to governance, management, and patient care.

Selected accomplishments:

- Created comprehensive quality improvement program with indicators and targets to drive positive change in areas including patient satisfaction (Press Ganey), productivity, efficiency, resource management, peer

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Professional Experience Continued

and co-worker relationships, CT and X-ray interpretation, internal / external customer perceptions, and staff commitment to organizational mission / vision.

- Implemented aligned contracts enabling physicians to be compensated based upon established metrics in quality compliance, customer service, productivity, resource utilization, and accuracy in interpretation of films / CT scans.
- Developed and delivered orientation program for new department staff in use of CPOE and PACS radiology interpretation system.
- Served as voting ex-officio member of governing board tasked with developing programs including centralized multi-disciplinary peer review, core privileging, medical staff orientation, policy development, and contemporary bylaws / rule and regulations compliance.
- Designed one of New England's first comprehensive medical staff succession to ease selection, training, and transition of future medical staff presidents.
- Commended by former hospital CEO as the finest Medical Staff President in his 30-year tenure.

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Additional experience as Medical Director of Emergency Departments at Littleton Hospital (Littleton, NH) and Valley Regional Hospital (Claremont, NH); also served with Emergency departments at Kaiser Permanente (Sacramento, CA), Metro-west Medical Center (Framingham, MA), Speare Memorial Hospital (Plymouth, NH), Baystate Medical Center (Springfield, MA), and Good Samaritan Hospital (Mesa, AZ).

Selected accomplishments:

- *Partnered with Dartmouth Hitchcock Medical Center and Mickey Eisenberg's Physio-Control Demonstration Project to introduce defibrillation and automatic defibrillation into the field.*
- *Served as President of the New Hampshire Chapter of the American College of Emergency Physicians (ACEP), as Councilor to the ACEP, and as a national faculty member for ACEP's Director's Academy.*

EDUCATION & CREDENTIALS

ISENBERG SCHOOL OF MANAGEMENT, Amherst, Massachusetts

MBA (with honors), 2008

Graduated first in class; Beta Gamma Sigma National Business Honor Society

CASE WESTERN RESERVE UNIVERSITY, Cleveland, Ohio

M.D., 1977

JOHNS HOPKINS UNIVERSITY, Baltimore, Maryland

Bachelor of Arts in Humanistic Studies, 1972

4.00 GPA; First in senior year class

Residencies

General Surgery Junior Residency – University of Massachusetts / BMC (Pittsfield, MA)

Family Practice Residency – University of California, Davis (Davis, CA)

Professional Certifications & Affiliations

American Association for Physician Leadership (2005-Present)

American Board of Emergency Medicine (1985-2015)

American College of Healthcare Executives (2005-Present)

American Medical Association (2012-Present)

American College of Legal Medicine (2013-Present)

American Health Lawyers Association (2012-Present)

Member, Physician/Attorney Affinity Group and Medical Staff, Credentialing and Peer Review Practice Group,

American Health Lawyers Association (2013-Present)

Fellow, American College of Healthcare Executives (2012-Present)

Fellow, American Association for Physician Leadership (2005-Present)

Technical Proficiencies

Microsoft Word, Excel, PowerPoint, and Outlook on Windows

Publications and Corporate Publications

- "Redesign the Medical Staff Model-A Collaborative Approach," Health Administration Press (January, 2015)
- "The Complete Guide to FPPE," HCPro (2012) • "Medical Staff Leadership Essentials," HCPro (2011) • "Engage and Align the Medical Staff and Hospital-Expert Strategies and Field Tested Tools," HCPro (2010) • "A Practical Guide to Managing Disruptive and Impaired Physicians," HCPro (2010) • "The Top 40 Medical Staff Policies and Procedures, Fourth Edition," HCPro (2010) • "Emergency Department On-Call Strategies: Solutions for Physician-Hospital Alignment" HCPro (2009) • "Peer Review Best Practices: Case Studies and Lessons Learned," HCPro (2008)