

William D. (Bill) Adams, MSHHA, FACHE

1201 W. University Dr. ■ Edinburg, Texas 78539 ■ 956-665-5269 ■ william.adams1@utrgv.edu

Senior Healthcare Executive

Regional CEO | CEO | COO

A visionary leader who works well with teams to raise the bar on operational performance, quality outcomes, patient/physician/employee satisfaction, community relations and community wellness

Senior Healthcare Executive with 30+ year record of accelerating growth by leading teams in expanding service lines, elevating productivity, containing costs at both non-profit and for-profit health systems, and expanding the physician workforce through recruitment, employment and development of graduate medical education programs. A metrics-driven decision maker who sees the “big picture” without losing sight of the details and works collaboratively across the organization and in the community. Mission-focused leader skilled in application of Six Sigma and Lean tools to drive performance improvement.

Signature Strengths

Physician Engagement | Strategic Planning | Employee & Patient Satisfaction | Board & Community Relations | Medical School Relations | Revenue Cycle Management | Physician Recruitment & Compensation Models | Six Sigma & Lean

Executive Highlights

Efficiency & Expense Reduction Specialist who worked with teams to generate millions in total cost savings for three healthcare organizations by effectively deploying Six Sigma/Lean tools, consolidating system departments and implementing industry-leading productivity targets.

Operations Leader experienced in maximizing high-volume environment by implementing programs to reduce length of stay and developing models to provide flexible nurse staffing for a regional hospital system.

Graduate Medical Education Authority adept at partnering with internal and external stakeholders to create accredited residency programs in Internal Medicine and Family Practice (two separate locations).

Community Wellness Leader developed and led a wellness research initiative and research project to encourage obese, diabetic patients in a local Family Practice Residency Program to walk 7,000 steps per day (approximately three miles) or 49,000 steps per week.

Instructor of Graduate and Undergraduate Students at UTRGV developed and taught online courses, ranging from 15 students to 160 students.

LEADERSHIP HISTORY

Instructor at University of Texas in the Rio Grande Valley, Harlingen, Texas 2021 – Present

Teaching undergraduate and graduate classes in areas related to the health care system in the United States, as shown below:

1. HSCI-6307 Health Care Policy, Organization and Financing – Graduate Class
2. HPRS-3319 Compliance and Risk Management – Undergraduate Class
3. HSCI-6300 Introduction to the Healthcare System and Quality Improvement – Graduate Class

Participating in multiple training sessions for Instructors

1. Instructor Training for Lockdown Browser and Respondus Monitor: Prevent Cheating During Online Exams

Community Wellness – Harlingen, Texas 2016 – 2020

Worked with representatives of the University of Houston Health Science Center in Houston (Brownsville campus) to develop a funding request to a local Foundation to provide financial incentives to encourage employees of a local school district to exercise for their health. The funding request was not approved by the Foundation, which led to a voluntary research project at the Valley Baptist Family Practice Residency Program to use non-financial methods to encourage obese, diabetic patients to walk 7,000 steps per day (49,000 steps per week), as measured objectively by the accelerometer in each participant's cell phone.

Notable Outcomes of Research Project

- ❑ Percent of participants who met the weekly step goal ranged from 60% in the initial weeks of the 26-week research project to 19% at the conclusion of the project
- ❑ Comparing baseline to the conclusion of the project, there was a significant improvement (75%) in the percent of participants who indicated they walked 3 or more times per week
- ❑ Significant improvement in self-reported life satisfaction measures at the conclusion of the project, compared to baseline

Knapp Medical Center and Harlingen Medical Center — Weslaco & Harlingen, Texas 2013 – 2015 (Retired)

Knapp Medical Center is a 226 bed hospital with over 200 physicians, 796 FTEs and \$111,000,000 in annual net revenue in 2015. Harlingen Medical Center is a 112 bed hospital with over 300 physicians, 514 FTEs and \$98,000,000 in annual net revenue in 2015. Knapp Medical Center is part of Prime Healthcare Foundation and Harlingen Medical Center is part of Prime Healthcare Services.

Regional CEO

Primary responsibility was Knapp Medical Center to address adversarial relationships with medical staff and community. My role at Harlingen Medical Center was primarily to use longstanding relationships with physicians in the community to change referral patterns.

Notable Outcomes at Knapp Medical Center

- ❑ Improved relations with the medical staff and elected leaders in Weslaco, which led to a settlement of the lawsuit filed by the city in January 2013 to reverse the transaction between Knapp and Prime Healthcare Foundation. The local newspaper for the mid-Valley listed this event as one of the top 5 stories for 2015.
- ❑ Worked with Knapp Community Care Foundation, medical staff, Board, community leaders, and University of Texas Rio Grande Valley Medical School representatives to document need for a family practice residency program and set the stage for opening the program on schedule in 2017.
- ❑ Recruited physicians in key specialties through employment or other recruitment agreements, including orthopedic surgery, gastroenterology, neurology, primary care, and endocrinology.
- ❑ Led Six Sigma teams to reduce length of stay in Emergency Department and percent of patients who left without being seen. Average length of stay for discharged Emergency Department patients was reduced from 189 minutes to 168 minutes and percent of Emergency Department patients who left without being seen was reduced from 3.32% to 1.29%. Average length of stay in Emergency Department for admitted patients was reduced from 361 minutes to 220 minutes.
- ❑ Improved inpatient satisfaction to 4th highest in Prime's network of 32 hospitals.
- ❑ Implemented programs to increase performance on Medicare quality metrics to achieve "4 Star" status.
- ❑ Recognized by The Joint Commission as a 2013 Top Performer for Key Quality Measures.
- ❑ Maintained productive full time equivalent (FTE) per adjusted occupied bed at 4.1

Notable Outcomes at Harlingen Medical Center

- ❑ Persuaded most active admitting physician at competing hospital to start admitting patients to Harlingen Medical Center. This physician had over 600 admissions to Harlingen Medical Center over 12 months.
- ❑ Negotiated contract with respected local Emergency Department group that enhanced reputation of hospital and led to increased Emergency Department admissions.

Valley Baptist Medical Center (VBMC)—Harlingen, Texas**2010 - 2013**

A 611-bed teaching hospital and Lead Level III Trauma Center with 366 physicians, 1,789 FTEs, \$282,000,000 in annual net revenue in 2013. Prior to 2011 Valley Baptist Medical Center in Harlingen and Valley Baptist Medical Center in Brownsville Medical were wholly owned subsidiaries of Valley Baptist Health System. In 2011 Vanguard acquired a majority interest in Valley Baptist Health System (VBHS) and in the fall of 2013 Vanguard was acquired by Tenet.

Senior Vice President & Chief Executive Officer

Recruited back to VBMC in Harlingen by CEO of Valley Baptist Health System to be CEO of largest hospital in system and assist with implementation of proposed plan to reverse deteriorating financial condition of health system through merger with another local not-for-profit hospital. When merger failed to be consummated and the leadership of VBHS decided that Vanguard was the preferred capital partner, I worked with internal and external teams to assure a seamless, smooth transition to Vanguard and achieved financial goals established by Vanguard corporate leaders.

Notable Outcomes at VBMC Harlingen

- ❑ Achieved Vanguard's financial goals as measured by EBITDA margin of 16.1% for December 2012 FYTD, with budget of 15%.
- ❑ Led system team that generated \$11M in savings through productivity improvements in multiple hospital departments at Valley Baptist Medical Center in Harlingen and Valley Baptist Medical Center in Brownsville to offset anticipated reductions in Medicaid inpatient reimbursement.
- ❑ Worked with key orthopedic surgeon, managers and non-clinical staff to become first hospital south of San Antonio to achieve Joint Commission disease-specific certification for hip and knee implants.
- ❑ Led hospital team to develop detailed plan to expand internal medicine residency program at VBMC in Harlingen and create psychiatry residency program at VBMC in Brownsville as integral components of strategic plan to develop a University of Texas-sponsored medical school in Rio Grande Valley by 2016, with VBMC being one of the primary teaching hospitals.
- ❑ Implemented Six Sigma teams to upgrade Core Measure performance for Community Acquired Pneumonia (CAP) and Surgical Care Improvement Project (SCIP).
- ❑ Elevated patient satisfaction through implementation of daily huddles, weekly patient satisfaction meetings with managers, and bedside shift-to-shift reporting.

**Charleston Area Medical Center (CAMC)—Charleston, West Virginia****2004 - 2010**

CAMC is the largest healthcare system in West Virginia, comprised of four hospitals operating under a single provider number with 908 beds and 6,000 employees. As a major teaching academic health system, CAMC features 20 residency and fellowship training programs with over 170 training positions.

Administrator, CAMC Memorial Hospital

With 422 beds, CAMC Memorial Hospital is the largest hospital at CAMC and one of the nation's largest cardiac centers. In 2009, the hospital performed 1500+ open-heart surgeries and 8500+ cardiac cath and electrophysiology procedures. Primary responsibility was to improve relations with the cardiovascular surgeons and cardiologists, reinvigorate the Six Sigma process, improve core measures under the CMS/Premier demonstration project, reduce costs and improve throughput. Led six direct reports with oversight for 2048 FTEs at CAMC Memorial Hospital as well as several system departments, including lab and pharmacy. Administratively responsible for annual operating expense budget of \$237,000,000.

Notable Outcomes

- ❑ Led team of CV surgeons, CV anesthesiologists, EP physicians and vascular surgeons to plan and implement one-year Shared Savings CMS Demonstration Project to improve outcomes while reducing costs by \$1.3M for largest cardiac DRGs. Savings were shared with participating physicians, which aligned physician incentives with the hospital and improved collaboration for cost saving initiatives.

- ❑ Partnered with medical staff to successfully recruit new physicians in specialties of internal medicine, endocrinology, vascular surgery, CV surgery, interventional cardiology, electrophysiology, gastroenterology and pathology.
- ❑ Developed dedicated Cardiac CT service and collaborated with medical staff leadership to assure cardiologists who met credentialing criteria could interpret exams, which enhanced relationships with key referring physicians while expanding diagnostic and screening capabilities for patients.
- ❑ Improved patient flow and increased capacity through adoption of a Nursing Supervisor model to manage the admission process; creating a dedicated observation unit to reduce average length of stay; and constructing 48 beds in new CAMC Heart and Vascular Center.
- ❑ Established centralized IV room at off-site location to avoid costly renovation expenses in three hospital pharmacies following implementation of “USP 797” regulations. Estimated savings in renovation costs exceeded \$1,000,000.
- ❑ Reinvigorated Six Sigma process to improve operational and clinical performance through multiple projects, including Door to PCI, Reprocessing of Single Use Devices, Centralization of Routine Lab Tests at CAMC Memorial, Argatroban Waste, CABG Ventilator Weaning, Perioperative Glycemic Control for CABG Patients, and Sepsis Order Set Utilization. *Full list of projects and results available as addendum upon request.*
- ❑ Increased Core Measure performance under CMS/Premier Demonstration Project for CABG and AMI to second decile nationally, enhancing CAMC’s reputation as a national leader under CMS/Premier Demonstration Project.
- ❑ Developed centralized RN staffing agency for three regional hospitals to eliminate need to close beds due to staffing and reduce contract labor expenses



Valley Baptist Medical Center (VBMC)—Harlingen, Texas

1983 – 2004

See hospital description above

Senior Vice President & Chief Operating Officer

2002 – 2004

Promoted to improve hospital’s productivity, profitability and operational performance, while expanding capacity and enhancing its position in competitive marketplace for pediatric services. Led six direct reports with oversight for 747 FTEs in clinical and non-clinical departments.

Notable Outcomes

- ❑ Let team to implement “Visionware” electronic productivity measurement system for employees across organization, which gave managers regular reports comparing actual to budgeted productivity.
- ❑ Led team to develop Internet-based hospital outpatient scheduling system for use in local physicians’ office, which made the scheduling system more efficient and provided real-time information to the referring physician’s office regarding Medicare’s coverage of the procedure for the patient’s diagnosis.
- ❑ Worked with Lab Director to develop a for-profit reference lab using the hospital’s main core lab to perform most of the tests.
- ❑ Served as executive sponsor for several Six Sigma projects related to reducing patient registration errors, stat lab turnaround time for CBCs and pharmacist verification turnaround time.
- ❑ Enhanced pediatric service line by recruiting pediatric subspecialists, including pediatric intensivist, pediatric gastroenterologist, pediatric pulmonologist and pediatric oncologists.
- ❑ Oversaw final phase of construction of \$8M Children’s Center, which opened in February 2003 with 48 private rooms and 14 pediatric intensive care beds.

Senior Vice President of Operations

2001 – 2002

Led hospital team during transition from community hospital to teaching hospital through implementation of Regional Academic Health Center (RAHC) in Harlingen, a component of University of Texas Health Science Center in San Antonio.

Notable Outcomes

- ❑ Worked with multidisciplinary team to implement RAHC on schedule in July 2002 and avoided “town/gown” divisions among medical staff by partnering with local physicians to serve as paid and volunteer faculty members. RAHC opened in 2002 with eight internal medicine residents and 24 third-year medical students.
- ❑ Worked with Su Clinica Familiar to serve as primary teaching clinic of Internal Medicine residency program, which included construction of new primary care clinic adjacent to RAHC.

Vice President of Clinical Services

1988 - 2001

Promoted to provide strategic direction and daily operational oversight for non-nursing clinical service departments that generated over 50% of the gross revenue for the hospital. Also assigned responsibility to expand number of primary care physicians in community through development of a Family Practice Residency Program.

Notable Outcomes

- ❑ Recruited Program Director for new Family Practice Residency Program, which attracted four faculty physicians and 8 residents in first year. Collaborated with Program Director to implement training program that complemented VBMC’s faith-based mission.
- ❑ Established training programs in respiratory therapy, phlebotomy, ultrasound and radiology to reverse long-time chronic staff shortages in these areas.
- ❑ Led hospital team and partnered with Board, physicians, consultants and community leaders to bring the University of Texas-sponsored Regional Academic Health Center (RAHC) to Harlingen through competitive process.

Assistant Vice President of Business Services

1984 - 1988

Tapped to lead all aspects of Business Office, including admissions, financial counseling, billing collections and nurse auditor. Reduced discharge days in Accounts Receivable to key performance metric of 53.9 days by end of tenure.

Administrative Resident

1983 - 1984

Participated in the planning large expansion projects for hospital and Golden Palms, a full-service retirement community.

EDUCATION, TRAINING & AWARD

University of Alabama, Birmingham—Birmingham, Alabama
Master of Science, Hospital and Health Administration

AUBURN UNIVERSITY—Auburn, Alabama
Bachelor of Science, Health Administration

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Six Sigma/Lean Green Belt Certificate– Villanova University

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Dale Carnegie
Winner of Highest Award for Achievement

PROFESSIONAL AFFILIATION & COMMUNITY INVOLVEMENT

- **American College of Healthcare Executives** | Fellow
- **Young Life of Harlingen** | Board Member & Finance Committee Chairman, 2012 – Present
- **Trauma Regional Advisory Council** | Board Chairman, 2000 – 2004
- **Union Mission of Charleston** | Volunteer, 2005 – 2010
- **Su Clinica Familiar** | Two-time Board Chairman and Board Member, 1986 – 2004
- **Ironman 70.3 Triathlete** | Waco, 2018 and 2019

