

TRACY J FARNSWORTH, FACHE

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SUMMARY

Twenty two years of healthcare leadership/management experience in successful, high-profile organizations. Proven skills with demonstrated results in operations improvement, financial performance, community relations and organizational change. Effective relationships with physicians, board members, peers and staff.

- Hospital Administration (senior operations level)
- Single and Multi-Entity Leadership
- Strategic Planning / Program Development
- Expense Management
- Performance Improvement
- Team Development

EXPERIENCE

STATE OF IDAHO

Visiting Assistant Professor, Idaho State University, Kasiska College of Health Professions, Department of Health Care Administration, Pocatello, Idaho (Fall 2008 -)

Administrator, State Hospital South, Blackfoot, Idaho (2005 -)

Responsible for the management and operation of Idaho's Joint Commission accredited 135 bed State Hospital. As member of the Idaho Department of Health and Welfare Executive Leadership Team, also assume responsibility for planning and general oversight of IDHW's other programs and services, including: Health, Welfare, Medicaid, Family and Community Services, Management Services, Human Resources, and Information Technology and Development.

COMMUNITY MEDICAL CENTERS – Fresno, California. Fully integrated community owned regional healthcare system affiliated with the University of California at San Francisco Medical School. Operating budget \$630M; 7,300 FTEs.

Executive Vice President / Chief Operating Officer (2003-2004)

Responsible for the operations of Community Regional Medical Center (375 beds), University Medical Center (221 beds), and Clovis Community Hospital (101 beds); three long term care centers (200+ combined beds); home health agency and various outreach clinics.

- Directed system-wide financial turnaround resulting in fiscal '03/'04 improvement in EBIDA from \$29M to \$40M.
- Developed three-phased transition plan for integrating 221-bed University Medical Center onto an expanded 550-bed Community Regional Medical Center campus.
- Initiated and secured board approval for five-year strategic plan, including establishment of CMC's top seven corporate priorities and actions plans.

POCATELLO REGIONAL MEDICAL CENTER, Intermountain Health Care (IHC) – Pocatello, Idaho. Mission driven and widely regarded for its clinical and financial performance, IHC's system of 21 hospitals was recognized from 2000-2003 as the #1 integrated healthcare delivery system in America.

Chief Executive Officer / Administrator (2000 – 2003)

Responsible for 110-bed regional medical center; skilled nursing facility; acute rehabilitation unit; home Health agency and various employed physician clinic operations.

- Initiated and led efforts to successfully consolidate and integrate PRMC with long-time rival Bannock Regional Medical Center to form Portneuf Medical Center.
- Directed financial turnaround from <\$2M> in 1999 to near break-even in 2001 through physician realignment, increased volumes, organizational restructuring and productivity improvement.
- Improved employee perception and morale scores in 26 of 26 measured areas from 2000 – 2002.
- Restructured organizational approach to performance improvement and scored 98 on 2001 Joint Commission accreditation survey.

CALIFORNIA HOSPITAL MEDICAL CENTER, Catholic Healthcare West – Southern California

Chief Operating Officer (1998 – 1999)

Directed clinical programs and support services at 313 bed medical center; 90,000 outpatient visits; Operating budget \$120 million; 1100 FTEs.

- Implemented organizational improvement and expense management measures, including a management reorganization, new labor productivity system, expanded case / utilization management, and restructured contract management services, resulting in 4% reduction in operating expenses.
- Led business development initiatives in urgent care services (resulting in 50% increase in volume), established a primary care school-based clinic, restructured family practice residency program, and implemented a joint-ventured radiation oncology program.
- Facilitated due diligence and organizational readiness for successful merger (12/98) between UniHealth and Catholic Healthcare West – Southern California. Assisted with integration of management and support services in the CHW-Southern California/Los Angeles market. Restructured CHW Shared Business Services as member, system-wide review committee.

ENCINO TARZANA REGIONAL MEDICAL CENTER, Tenet Healthcare, Los Angeles, California

Chief Operating Officer (1997)

Directed clinical programs and operations at both Tarzana Hospital (221 beds) and Encino Hospital (151 beds). Operating budget \$115 million; 950 FTEs.

- Improved center-wide patient satisfaction scores at Encino Hospital by 15% through facility renovations and increased employee / management attention.
- Reduced operating expenses by 3.5% through aggressive productivity monitoring, enhanced position control, value analysis and improved utilization management.
- Developed the Women's Cancer Center of Tarzana, resulting in two-fold increase in hospital-based gynecologic/oncologic surgeries.

CITY OF HOPE NATIONAL MEDICAL CENTER, Los Angeles, California

Vice President, Administration (1993 – 1997)

Directed general administrative, patient care and support service areas at this 212-bed nationally renowned cancer hospital and research center; 100,000 outpatient visits; Operating budget \$168 million; 1,200 FTEs.

- Led center-wide strategic planning process, including development of new mission, vision and values statements, and supporting strategic initiatives.
- Performed master facility planning, including oversight of design and construction of two major clinic and hospital expansion projects of \$52 and \$147 million.
- Reduced patient care operating expenses by 3% through restructuring, work redesign, skill-mix changes and re-negotiated union contracts. Reduced overhead by 3% through outsourcing, restructured benefits program, and realigned/renegotiated group purchasing affiliations.
- Facilitated development of a computer-based medical record as chairman, information systems steering committee. Assisted with integration of clinical, financial, and research information systems organization-wide.
- Assisted in planning/development of the City of Hope Oncology Network (800,000 covered lives) as board member, COH network MSO. Planned, developed and operated off-site diabetes clinic.

VHA WEST REGIONAL HEALTHCARE SYSTEM, Los Angeles, California

An association of 29 hospitals and health systems affiliated with Voluntary Hospitals of America

Vice President, Operations (1989 – 1993)

Responsible for regional office operations, including planning, human resources, finance, corporate/legal, and facilities management functions.

- Developed and supervised over 25 multi-hospital clinical and operational performance improvement initiatives, resulting in an estimated \$2 million savings at member hospitals.
- Directed multi-hospital group purchasing and shared services initiative combining \$35 million in annual purchasing and generating \$1.8 million in savings.
- Collaborated in development of a regional managed care initiative with over 15 prominent Southern California Hospitals resulting in a regional hospital/medical group managed care contracting network.

PALOMAR POMERADO HEALTHCARE SYSTEM, Escondido, California

Associate Planner / Administrative Resident (1986 – 1989)

PROFESSIONAL ASSOCIATIONS / APPOINTMENTS

- American College of Healthcare Executives (ACHE), Fellow; Former Chairman, Credentials Committee (2000-2001); Regents Advisory Committee, Los Angeles, California (1993-1999)
- American Hospital Association, Foster G. McGaw Prize Review Panel (2003, 2005)
- Idaho Hospital Association; Government Relations Committee (2000 – 2003)
- Greater Los Angeles Area ACHE Regents Advisory Council (1995 – 2000)
- Healthcare Executives of Southern California, Board Member / Los Angeles Area Representative
- Healthcare Association of Southern California, Professional Services Committee (1998 – 1999)
- Board Member, Community Clinic Association of Los Angeles, California (1998 – 1999)

EDUCATION AND LICENSURE

Graduate School of Business, Arizona State University, Tempe, Arizona

Master of Health Services Administration, 1986

Master of Business Administration, 1985

Brigham Young University, Provo, Utah

Bachelor of Arts, Organizational Communications, 1982

National Association of Boards of Examiner of Long Term Care Administrators, Washington, DC;

and Idaho Bureau of Occupational Licenses, Boise, Idaho

Nursing Home Administrators License, 2001-2003

COMMUNITY SERVICE / ACTIVITIES

- Duarte California Chamber of Commerce, President (1994-95); Executive Committee (1994-1996)
- Fresno Rotary Club (2004); Pocatello Rotary Club (2000-2003)
- Valley Pride Treasurer and member of the Executive Committee, Pocatello, Idaho (2005 – Present)
- Chairman, American Heart Association – Pocatello Heart Walk (2000-2001)
- Boy Scouts of America, Grand Teton Council Executive Committee (2008-Present) and Executive Board (2001-Present); Chairman, annual holiday auction (2005-2006); Woodbadge staff (2001; 2006-Present); Chairman, Tendoy District Training Committee (2001-2003); Various youth and adult leadership positions throughout Southern California (1987-2000); Eagle Scout (1973).
- Pocatello Brass Quintet (2001-Present)