



County of Santa Cruz

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BOARD OF SUPERVISORS

701 OCEAN STREET, SUITE 500, SANTA CRUZ, CA 95060-4069

(831) 454-2200 FAX: (831) 454-3262 TDD: (831) 454-2123

JANET K. BEAUTZ
FIRST DISTRICT

WALTER J. SYMONS
SECOND DISTRICT

MARDI WORMHOUDT
THIRD DISTRICT

TONY CAMPOS
FOURTH DISTRICT

JEFF ALMQUIST
FIFTH DISTRICT

AGENDA: 11/9/99

November 2, 1999

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

RE: APPOINTMENT TO PUBLIC HEALTH COMMISSION

Dear Members of the Board:

I recommend the appointment of the following person to the Public Health Commission in accordance with County Code Chapter 2.76, Section 30, for a term to expire April 1, 2003:

Barry S. Schneider, CEO
Watsonville Community Hospital
76 Nielson Street
Watsonville, CA 95076
763-6040 (B)

Sincerely yours,

TONY CAMPOS, Supervisor
Fourth District

TC:ted

cc: Barry Schneider
Public Health Commission

1768A4

APPLICATION FOR APPOINTMENT TO A COUNTY ADVISORY BODY

INSTRUCTIONS

If you are interested in serving on a County Advisory Body please complete the following application and return it to the Board of Supervisors, 701 Ocean St., Room 500, Santa Cruz, California. If you are interested in being considered for more than one advisory body a separate application should be submitted for each appointment you are seeking.

Upon receipt, your application for appointment will be routed to each Board member and then filed for further consideration by Board members when there is a vacancy on the advisory body. If a Supervisor Is Interested in nominating you for appointment, the Supervisor will contact you and discuss the appointment, the appointment process, and requirements for the advisory body in question.

Please specify below the Commission/Committee or Board to which you are seeking appointment and provide the requested information.

Thank you for your interest in County Government.

COMMISSION, COMMITTEE or BOARD Health Services / Public Health

Name Barry S. Schneider CEO

Address Watsonville Community Hospital
75 Nielson St Watsonville CA 95076

Phone (Home) _____

(Business) 763-6040

Supervisorial District Fourth

Length of Residence in Area 18 months

Age (Optional) Circle one; Under 21
21-30
31-40
Over 40

PREVIOUS COMMISSION OR COMMITTEE SERVED (Please specify)

<u>Advisory Body</u>	<u>Term</u>
_____	_____
_____	_____
_____	_____
_____	_____

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EDUCATION

<u>Institution</u>	<u>Major</u>	<u>Degree</u>	<u>Year</u>
DePaul University	Strategic Mgmt	MBA	1997
Indiana University	Business Admin	BS	1968

WORK/VOLUNTEER EXPERIENCE

<u>Organization</u>	<u>Address</u>	<u>Position</u>	<u>Year</u>

STATEMENT OF QUALIFICATIONS

Please attach a brief statement indicating why you are interested in serving on the advisory body in question and why you are qualified for the appointment.

CERTIFICATION

I certify that the above information is true and correct and I authorize the verification of the information in the application in the event I am a **finalist** for the appointment,

Signature

10/28/99

Date

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BARRY S. SCHNEIDER
705 Riverview Drive
Capitola, CA 95010
(831) 475-4826 (Home)

(831) 763-6460 (Office)

CAREER SUMMARY

Accomplished Senior Heal&care Executive with over **twenty** years of hospital operations, **financial** management and consulting experience in rapid turnaround situations resulting in increased shareholder value and strong strategic **positioning for future** growth. Has served as CEO of individual hospitals as well as regional director over multiple **facilities** with four **different healthcare** corporations and in each case created **growth** and profitability. **Strengths** include **visionary leadership**, integrity, strategic planning/implementation, new product line development, physician relations, management team development and energetic dedication to achieving organizational goals.

EXPERIENCE

Community Health Systems
Brentwood, Tennessee

July 1998 to Present 2/99

Group Project Director, Watsonville Community Hospital,
Watsonville, California – 100 bed hospital-new acquisition.

- Participated in final stage of negotiations and due diligence for acquisition and operational transition of this non-profit hospital to **an** investor owned system and culture.

Columbia Healthcare Corporation
Nashville, Tennessee

September 1995 to March 1998

President and CEO, Columbia Olympia Fields Osteopathic Hospital & Medical Center;
Olympia Fields, Illinois – 20 1 bed teaching hospital.

- Participated in final stage **of negotiations** and due diligence **for** acquisition of a two-facility, acute care hospital system. Upon acquisition, closed and consolidated the urban hospital with another Columbia teaching hospital.
- Improved **EBIDTA** in 1996 by **\$12,000,000** over prior year.
- **Transitioned** a physician office network (19 sites) to an **affiliated** 180 physician group for their ownership and operation, Eliminated \$500,000 loss and established credibility with physicians.
- Expanded participation in managed care **contracts** by five **additional** plans **increasing** admissions by 2%, and outpatient volumes by 4%.
- **Renovated** and expanded facility. Increased **ADC** by **7%** and surgery cases by **2%**, and revenues by **\$3,000,000**.

BARRY S. **SCHNEIDER****RESUME - PAGE 2**

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- Selected and developed middle and upper level **management** team.
- Implemented customer service **philosophy** and culture.
- Improved **EBIDTA** in 1997 **by** approximately **\$2,000,000**.
- Completed a successful MIS Meditech conversion in 1997.
- Recruited a second Cardiology/Cardiovascular **Surgery** Group of **seven** doctors in 1997 and added a second **CATH LAB** in **January** 1998.
- Developed **successful** Wound **Care** and **Diabetes** Center in, 1997.
- **Facilitated** three new practice start-ups in 1997 which are managed. by the Hospital.

SUMMIT HOSPITAL MANAGEMENT, INC.

Atlanta, Georgia

September, 1992
to August, 1995**Vice President of Operations, Summit Hospital Management, Inc.; Chicago Office**

(November 1993 - August 1995)

Fully responsible for the **direction** of four short-term **acute** care **facilities**, three of **which** were owned and one was under management contract, ranging in size **from** 64 to 300 licensed beds.

- Completed the due **diligence** and negotiated the acquisition of **a** hospital in Gary, Indiana. **Selected** the management team, developed the strategic plan, established the local Governing Board, developed and recruited the Medical Staff. Added new Psychiatric unit, new **Rehab/LTAC unit**, and **Occupational Health** program.
- Completed the formation of **IPA's** for two hospitals; initiated negotiations for **HMO-capitated contracts** with multiple **HMO's**.
- Implemented initiatives to take advantage of **higher** Medicaid admissions to increase **eligibility** for **disproportionate** share reimbursement. **Increased receipts by over \$700,000 at each facility in 1994.**
- Improved three **of the** four **facilities'** operating margins by \$500,000 to \$2 **million**.

Regional Director, Loretto Hospital (222 beds); Chicago, Illinois and Lincoln West Hospital (211 beds); Chicago, **Illinois** (September, 1992 - October, 1993)

Served concurrently as CEO of Lincoln West Hospital, and Regional Director for the supervision of the management contract for **Loretto** Hospital. Was **responsible** for the **turnaround** of these two facilities **as** follows:

Loretto Hospital

- Took from JCAHO Probation to full **3-year accreditation**
- Improved cash flow by \$1.5 million

BARRY S. SCHNEIDER

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- Reduced vendor debt **from** average of 270 days to less **than** 90 days
- Improved net income by **\$2,000,000**

Lincoln West Hospital

- **Developed a strategic business plan resulting in implementation of an additional Psychiatric unit, an Occupational Health program, a Geriatric senior care program, a hernia and vascular repair program, and a Podiatry foot and ankle center. Increased census by 10%, cash collections increased by \$2 million, and added major marketing programs. Reduced operating losses by \$1,000,000 and achieved positive cash flow.**
- **Stopped physician exodus and began additional recruitment efforts. Added six new primary care physicians. Initiated development of an IPA to participate with managed care. Signed seven additional managed care agreements. Increased ADC by 20% and surgeries by 3%.**

TENET HEALTHCARE CORPORATION (Formerly NATIONAL MEDICAL ENTERPRISES, INC.)
Santa Barbara, California

September, 1985
to September, 1992

Chief Executive Officer, Lutheran Medical Center (408 beds); St. Louis, Missouri
(October, 1988 - June, 1992)

Fully responsible for the **turnaround and management** of **this acute care hospital with a \$95 million budget and 670 FTE's**, including a **fully accredited Nursing School and eight medical office buildings.**

- **Increased census by 17%, significantly reduced Medicare ALOS, and returned the hospital to profitability and a positive cash flow. Exceeded net income budget by over 20%, and achieved maximum performance goals in 1990, 1991, and 1992.**
- **Stemmed physician exodus and recruited 12 new physicians. Initiated and successfully marketed several innovative clinical specialty programs. Increased outpatient business by 50%. Developed an IPA: increased managed care and employer-direct agreements.**
- **Sought and obtained a financial commitment from Corporate management to improve the physical plant. Reestablished the confidence of the Medical Staff and rebuilt employee morale. Reduced turnover by 50%.**
- **The hospital's Nursing School was on the verge of being closed. Converted it from a three-year to a 22-month accelerated program. Increased admissions, returned the school to break-even and resulted in a steady supply of new nurse graduates for hospitals company-wide.**

Vice President of Operations, Dallas Region
(September, 1985 - October, 1988)

Total operating responsibility for up to **ten hospitals, (65 to 398 beds).** **Recruited administrative teams for each facility. Achieved at least 100% net income targets for region each year.**

WCH-ADMINISTRATION

Fax:831-728-4758

Oct 28 ' 9 9 14:54 P.08/09

BARRY S. SCHNEIDERRESUME - **PAGE 4**

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HUMANA, INC.
Louisville, KentuckyNovember, 1973
to September, 1985**Executive Director, Humana Hospital Hoffman Estates (356 beds); Hoffman Estates, Illinois**
(June, 1982 - September, 1985)

Reestablished rapport and credibility **between** medical **community** and **the** corporation. Took **net income from \$4 million-plus to over \$8 million in three years**. Increased hospital **services** and facilities with **\$7 million** expansion. Sought and obtained approval to build a new medical school teaching hospital **in** North Chicago.

Executive Director, Aurora Community Hospital (200 beds); Aurora, Colorado
(September, 1977 - June, 1982)**Directed net income turnaround from \$1 million loss to \$4 million-plus profit in five years.****Executive Director, Doctor's Hospital (135 beds); Morristown, Tennessee**
(March, 1977 - August, 1977)

Identified program equipment and physician recruitment needs of the organization. Was asked by President of **Humana** to take a transfer to Aurora, Colorado **after only five** months.

Assistant Regional Manager, Central Region, Louisville, Kentucky (November, 1973 - February, 1977)

Consultant and analyst to CEO's and **CFO's** of 12 hospitals ranging in size from **32** to 509 beds. **Exceeded** net **income goals each year**. Very involved in opera&g **decisions** in **marketing**, physician recruitment, construction, professional service agreements, budget approvals, supply **contracts**, and **staffing** controls. Coordinated all **rate setting** and rate negotiations **in** three states. **Served as Project Manager** for the development and construction of a new **400-bed facility**. Served as **Acting** Administrator of a **52-bed** hospital.

KENTUCKY HOSPITAL ASSOCIATION
Louisville, KentuckyMarch, 1973
to October, 1973**Director of Fiscal Services**

Supervised internal finances of the Association and provided **financial** advice to the member hospitals-

ST. ANTHONY HOSPITAL (350 beds)
Louisville, KentuckyJanuary, 1971
to February, 1973**Assistant Controller**

Developed and installed the first formal budget system. **Directed** data processing, **accounting and** preparation of-third **party cost reimbursement** reports.

BARRY S. SCHNEIDER

ERNST & YOUNG (formerly Ernst & Ernst)
Louisville, Kentucky

February, 1968
to December 1970

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Staff Accountant

Conducted and supervised in excess of 60 hospital Medicare audits. Assisted in financial audits and feasibility studies for bond issues of hospitals, as well as the financial audits of other industry clients.

EDUCATION

MBA - Strategic Management-Graduated with Distinction 1997
DePaul University
Chicago, Illinois

BS - Business Administration – Graduated with Distinction 1968
Concentration in Accounting
Indiana university
Bloomington, Indiana

CERTIFICATION

Certified Public Accountant, 1970

SELECTED PROFESSIONAL AND CIVIC ACTIVITIES

- American College of Health Care Executives, Associate
- Hospital Financial Management Association, Fellow
- Federation of American Health Systems, Member Board of Governors, 1987-1992
- Appointed by Illinois Governor Thompson as one of the two hospital members to the Statewide Illinois Health Care Cost Containment Council, 1985.
- Board Member of Cancer Support Center, Homewood Illinois, 1997
- Member Kentucky Society of CPA's
- Member AICPA
- Served as Treasurer of my Church
- Served as Youth Leadership Director of Church
- Served on Chamber of Commerce Board
- Member Optimist Club
- Founding Officer, Jaycees



WATSONVILLE
COMMUNITY HOSPITAL

0125

October 28, 1999

Ms. Judy Vasquez
Admin.Asst. to Supervisor Campos
701 Ocean Street
Room 500

Santa Cruz, CA 95060

Via Fax: 454-3262

Dear Judy:

A couple of months ago, Tony Campos said that the County was going to establish a health commission, and suggested that the Hospital should consider being represented. I subsequently spoke to you and you kindly faxed us an application form.

Barry Schneider, our Chief Executive Officer, is prepared to serve, if selected, and I am attaching an application and a copy of his C.V. for that purpose. Barry has been based at the Hospital since July 1998, and took over as CEO on February 1, 1999.

The application has not been signed as Barry is currently out of town, but rather than hold up the process any more, I thought I should at least get you some of the details.

If you need any other information, please let me know.

Sincerely,

Linda I. Bartlett
Exec.Asst. to the CEO
Encs.