

PENNY M. VIGNEAU

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Strategic thinker with strong analytical, organizational, communication and facilitation skills developed through twenty five years of increasing accomplishments in healthcare. Passionate about pursuing strategies for physicians and health system that provide value to patients.

HCA Largo Medical Center Chief Operating Officer

4/2015-Present

Two hospital, 425-bed medical center including Free Standing ED, Family Medicine Clinic and Ambulatory Surgery Center. Fourteen departments including CV Service Line; Ortho and Neuro Service Lines; Behavioral Health Service Line; Rehab Service Line; Transplant Services and Wound Care. Other departments include Lab, Radiology, Respiratory, Facilities, Security, Environmental and Food Services.

- Redesigning process for facilities projects including space modification requests; initiated a Master Facility Plan with Corporate architects
- Transforming Food Services in conjunction with Division Director
- Transforming Security and Emergency Management services
- Working with private practices to support recruitment of pulmonologist and orthopedic surgeon
- Implementing kidney transplant service

CHRISTIANA CARE HEALTH SYSTEM (CCHS), Newark, DE Senior Vice President, Cardiovascular, Neuro and Behavioral Health Services

2005-2015

Oversaw Heart & Vascular, Stroke/Neuro and Behavioral Health Services for 1,100-bed, two hospital tertiary center (600 FTEs including 5 direct reports). CV Nursing VP a matrix report (200 additional FTE's). Included the Heart & Vascular/Neuro Physician Practice Network with 46 employed physicians, 35.5 midlevel providers and 15 practice locations. Member of President's Senior Leadership Council.

- Press Ganey patient satisfaction above 90 percent in the physician practices, interventional laboratories and outpatient non-invasive testing in 2015. Various metrics continually worked on for improvement with focused care teams including patient advisors.
- Developed Advanced Heart Failure program including Heart Failure Clinic, HF multidisciplinary team, VAD program, HF fellowship and second downstate HF clinic. Joint Commission Heart Failure and VAD Certifications achieved in 2010 and 2014. VAD cases have increased from 4 in FY13 to 5 in FY14. Team also manages some local patients transplanted at Academic centers in Philadelphia and Baltimore.

- Developed Neuro Interventional program in 2008, expanding bi-annually to four neuro interventionalists who perform stroke, aneurysm and spine procedures. Joint Commission Primary Stroke Certification received in 2010 and renewed in 2012 and 2014. Comprehensive Stroke Certification received in June, 2014.
- Initiated TAVR program in 2012. TAVR cases increased from 13 to 19 from FY13 to FY14, with 10 cases completed the initial two months of FY15. In addition, TAVR referrals resulted in 15 open valve cases in FY13 and 10 in FY14.
- Completed construction of six-story Center for Heart & Vascular Health with 26-bed cardiovascular ICU, 37 bed interventional recovery unit, 30 bed cardiac and vascular stepdown unit and 30 bed heart failure unit in 2006. Center also includes 24 bed Stroke unit and 10 bed Chest Pain unit. Successfully wrote business plan and obtained board approval for new 18-bed neuro critical care unit which opened in 2013.
- Oversaw Renal Transplant Program from FY2008-FY2014 following retirement of the VP for Perioperative Services. CMS reaccreditation achieved 2009 and 2012. Transplants increased from 20 to 45 FY08 to FY14.
- Acquired cardiology practice with 15 cardiologists, 7 advanced practice nurses and 150 staff in nine locations in 2011. Practice exceeded financial projections in first three years. Practice now includes 21 cardiologists and 15 midlevel practitioners.
- Developed employed vascular specialists practice in 2012 with two vascular surgeons. Business plan in process to add a third. Added six vascular interventionalists in 2013.
- Contribution margin for CV/Neuro has increased from \$79m to \$109m from FY09 to FY14.
- Assumed Behavioral Health service line July, 2012 including psychiatry practice.

SPARROW HEALTH SYSTEM, Lansing, MI
Administrative Director, Cardiovascular Services

2000-2005

Cardiovascular Service Line administrator at two-hospital, 687-bed health system with Level-1 Trauma Center. Developed and implemented strategic and facility plans. Identified new business opportunities and outreach targets. Met and exceeded financial, quality and customer service goals.

- Increased Service Line contribution margin from negative to positive 2000-2004.
- Expanded MDC-5 market share from 38.6% in 1999 to 43.7% in 2004.
- Wrote and obtained CON for fourth cath lab and again for neurovascular lab.
- Negotiated \$ 2.1 million in savings on pacemaker and defibrillator costs in 2003 and \$1.6 million in savings on cardiac interventional supplies, including drug-eluting stents, in 2004.
- Implemented peripheral vascular and neuro interventional programs, creating a comprehensive Vascular Center.
- Developed strategic relationships with physicians in key markets to increase business.
- Appointed to Carson City Hospital Board of Directors (Sparrow holds minority interest).

PRICEWATERHOUSECOOPERS, Chicago, IL
Consultant, Healthcare Strategy and Operations

1996-2000

Conducted strategic planning and operations improvement engagements for healthcare providers across the United States. Identified financial, quality and customer service strategies. Facilitated client work groups, presented findings to Boards and executive teams, and developed implementation plans.

- Conducted utilization analysis, community needs assessment, and competitor analysis to determine resource requirements for psychiatric services of a Southern hospital.
- Forecasted future demand and resource needs for cardiac and critical care services of a Virginia health system, recommending strategies for obtaining resources under CON laws.
- Facilitated multidisciplinary clinical consolidation teams from two merging hospitals. Teams developed a new mission, market area, operating model, and location for the merged entity.
- Integrated growth strategies into Master Facility Plan for Midwest health system.
- Identified \$18 million in savings by standardizing among sites of large delivery system.

COLUMBUS HOSPITAL, Chicago, IL

1994-1996

Director, Women's Programs and Wound Clinic.

1995-1996

Promoted from Social Worker to Director. Responsible for operations, strategy and financial performance. Developed business and marketing plans for programs.

Medical Social Worker/Case Manager

1994-1995

Provided systematic assessments of individuals and groups, provided creative recommendations for problem solving, and negotiated with community agencies to obtain resources. Coordinated processes with physicians, multidisciplinary team members and payers.

MCLAREN REGIONAL MEDICAL CENTER, Flint, MI

1991-1994

Medical Social Worker/Case Manager

CARSON CITY HOSPITAL, Carson City, MI

1990-1991

Medical Social Worker

EDUCATION

MBA, University of Chicago Graduate School of Business, 1996

MSW, West Virginia University, 1990

BA, Social Work, Michigan State University, 1989

EXECUTIVE EDUCATION

Certificate in Project Management for Healthcare, Harvard School of Public Health, 2013

“Emerging Issues in Healthcare”, Harvard Business School, 2012

“Managing Healthcare Delivery”, Harvard Business School, 2009-2010