

# Michael Irvin

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## EDUCATION

<b>Master of Business Administration</b> Webber International University, Babson Park, FL	02/2010
<b>Bachelor of Science in General Business Studies</b> Webber International University, Babson Park, FL	12/2006

## EXPERIENCE

**Bayfront Health Spring Hill**, Spring Hill, Florida – 124 Beds (CHS) 5/ 2018 – Current  
**Chief Executive Officer**

- Leader of the senior team and the following departments:
  - Chief Nursing Officer, Chief Financial Officer, Quality, Marketing, Risk Management, Compliance, Community Outreach, Plant Operations

### **Accomplishments**

- Increased EBITDA margin from 6.2% to 10.0% in 2018, and 14.5% YTD 2019
- Increased EBITDA 37% vs. PY
- Increased admissions 11% YTD
- Increased surgeries 14% YTD
- Increased Urology surgeries 54% (+213) YTD
- Increased ENT surgeries 52% (+188) YTD
- Increased EMS volume 13%
- Transitioned patient rooms from semi-private to private rooms
- Implemented weekly supply / expense management meetings
- Implemented bi-weekly accountability meeting with hospital leaders in effort to improve HCAHPS scores, core measures, and hospital 5 star action plan
- Improved HCAHPS scores from being ranked 110 (out of 117) in the company to 30<sup>th</sup> in “overall rating” and “would recommend”
- Strengthened relationships with local independent physicians / splitters

**Merit Health Wesley**, Hattiesburg, Mississippi – 211 beds (CHS) 11/2015 – 5/2018  
**Chief Operating Officer**

- Senior leader of the following ancillary departments:
  - Imaging, Lab, Dietary, EVS, Plant Operations, Rehabilitation Services, Respiratory Therapy, Cardiac Cath Lab, Wellness Center, Sleep Center, Wound Care Center, Graduate Medical Education, Patient Services, IRB/Ethics

### **Accomplishments**

- Increased EBITDA 1.3% vs. PY
- EBITDA margin of 12.6% vs. PY of 12.3%
- Increased ER visits 2.4% vs. PY
- Maintained a CMALOS of 2.81
- Accomplished a 6% decrease in supply expense due to weekly supply expense meeting
- Implemented a 12 bed Senior Behavioral Health Unit that has maintained a census of 10-12 patients, and has produced positive EBITDA results
- Purchased a mobile Occ Med Unit that has successfully served employers around the state providing healthcare services
- Accomplished bariatric accreditation (1<sup>st</sup> quarter 2017)
- Increased IM/ED residents from 4 (year 1) to 26 (year 2) to 48 (year 3) and will cap in 2018 at 66 (includes TRI residents)

- Successful ED/IM Graduate Medical Education ACGME accreditation survey
- Applied for 12 resident traditional rotation program (4<sup>th</sup> quarter 2016)
- Employee satisfaction scores are at 90% satisfied vs. PY of 83% satisfied
- Lead bi-weekly accountability meeting with hospital leaders in effort to improve HCAHPS scores, core measures, and hospital 5 star rating action plan
- Accomplished a 3 star rating on hospital compare
- Scored an “A” for hospital safety rating
- Ranked within the top 10 facilities within CHS in HCAHPS scores for “would recommend” and “overall rating” for the past 3 quarters

**Medical Center Enterprise, Enterprise, Alabama – 134 beds (CHS) 7/2013 – 11/2015**

**Assistant Chief Executive Officer**

- Senior leader of the following ancillary departments:
  - Imaging, Lab, Dietary, EVS, Plant Operations, Clinics
- Provided leadership on identifying new service line initiatives and growth strategies
- Monitored referral trends and patterns of ancillary departments and respond accordingly
- Routinely review HCAHPS scores with direct reports and discuss opportunities to improve scores
- Reviewed department operations report monthly to ensure it was in-line with MTD / YTD budget

**Physician recruitment / Alignment**

- Worked closely with retained / contingency recruitment firms to fulfill Medical Center Enterprise’s recruitment initiatives and growth strategies
- Conducted meetings with active staff to ensure they are satisfied with Medical Center Enterprise’s services provided to their patients
- Reviewed market referral trends to identify opportunities to capitalize on Medical Center Enterprise’s services provided by its ancillary departments

**Project management**

- Managed a \$1.3m infrastructure project
- Managed \$1.2m PACS upgrade
- Managed a \$185k infrastructure project on Medical Center Enterprise’s medical office building

**Community Involvement**

- Actively involved with local Chamber of Commerce
  - Attended business after hours events to network with community leaders
  - Attended community functions to build local relationships and shared the services that Medical Center Enterprise has to offer

**Lake Wales Medical Center, Lake Wales, Florida – 160 beds (CHS) 10/2007 – 7/2013**

**Director of Physician Practice Management / Wound Healing Center**

- Reported directly to CEO of Lake Wales Medical Center and member of Senior Leadership Team
- Successfully recruited 14 physicians to Lake Wales Medical Center
- Negotiated contracts with new physicians
- Consulted Employed / Income Guaranteed physicians with practice startups
  - 7 Employed physician practice startups
  - 3 Income guarantee solo startups
  - 4 Income guarantee startups within an existing practice
- Managed employed physician clinics and Wound Healing Center
  - 14 non-provider FTE’s in employed clinics
  - 4.5 employed provider FTE’s
  - 6 non-provider FTE’s in Wound Healing Center
- Key clinic financial performance outcomes year over year
  - 2007 Clinic net revenue: 1 provider: \$347,286
  - 2008 Clinic net revenue: 1 provider: \$614,884
  - 2009 Clinic net revenue: 2 providers: \$1,466,596

- 2010 Clinic net revenue: 3 providers: \$1,796,640
- 2011 Clinic net revenue: 3 providers: \$2,645,958
- 2012 Clinic net revenue: 5 providers: \$5,151,487
- Assisted employed physicians with marketing to establish new business
  - Met with local and secondary market PCP's to build business relationships
  - Marketed specialist service lines to local PCP's to increase referrals
  - Attended community speaking engagements to educate potential patients of services provided by employed providers

#### **Community Involvement**

- Actively involved in local Chamber of Commerce
  - Chaired the 2012 golf tournament
  - Attended community after hours events to network with community leaders

#### **PROFESSIONAL / RELIGIOUS AFFILIATIONS**

ACHE Member

First Baptist Church, Frostproof, FL

#### **PERSONAL**

Married – Meredith

Children – Reese (7), Brayden (7)