

## CURRICULUM VITAE

**RONALD R. ALDRICH, MBA, LFACHE**

- WORK:** University of New Mexico  
MHA, MPA, MPH & BSPH Programs  
Albuquerque, New Mexico  
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[Limberpine@aol.com](mailto:Limberpine@aol.com)
- PERSONAL:** Resident of Santa Fe, NM since January 2003  
Married, One Adult Daughter, One Adult Son and A Grandson in College  
Spouse was formerly President, NM Governor's Mansion Foundation
- EDUCATION:** **The Union Institute Graduate College** August 1996-May 1999  
Cincinnati, Ohio  
Graduate studies in Organizational Development and Behavior, Health  
Services Administration
- University of Missouri** January-December 1973  
Columbia, Missouri  
Graduate Studies in Management, Labor Relations and Finance
- University of Florida** September 1964-April 1966  
Gainesville, Florida  
Master of Business Administration concentrated in Health and Hospital  
Administration, Elected to Phi Kappa Phi Honor Society
- University of South Florida** September 1961-April 1964  
Tampa, Florida  
Bachelor of Arts in Economics- President of Business Administration Club  
and participated in work-study program in a Hospital.

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### **PROFESSIONAL EXPERIENCE:**

#### **Adjunct Professor, University of New Mexico, Albuquerque, NM June 2011 to Present**

Teaches Graduate and Undergraduate Students Health Care Administration courses in the UNM School of Public Administration (2011-Present) and the UNM College of Population Health (2016-Present). Mentors Students and provides support for Professional Development in Health Care Administration.

#### **Healthcare Consultant January 2003 – March 2020 and September 1996-December 1997 Santa Fe, New Mexico & Dubois, Wyoming (Limberpine Associates, Inc.)**

Provided consulting services to health care organizations in the areas of strategy, delivery system formation, governance, leadership, organizational development, and enterprise transformation. Consulting services were focused on organizations initiating change to respond to health care market development and collaborative opportunities in their communities, regions and states. Served as a part-time Practice Administrator at Medical Associates of Northern New Mexico for a year (2019-2020) in Los Alamos, New Mexico. Led and Mentored Six Practice Team Leaders.

#### **Visiting Professor and Executive in Residence January-December 2003 and September 1996-December 1997**

Graduate Programs in Health Administration  
University of Colorado at Denver

Served as a member of the Graduate Faculty and Executive in Residence for Accredited Graduate Programs in Health Administration, including the Executive Program jointly sponsored by the University of Colorado at Denver and the Network for Healthcare Management. Served as a guest lecturer for graduate courses in Health Administration. Networked with healthcare leaders to develop relationships with the University of Colorado at Denver.

#### **President and Chief Executive Officer January 1998-December 2002**

Catholic Health System of Long Island  
Melville, New York

Served as organizing President and Chief Executive Officer of a regionally integrated system sponsored by the Diocese of Rockville Centre. The health system included five acute care hospitals, a psychiatric hospital, four long-term care organizations and a regional home health

agency and hospice network. The system also included housing and services for developmentally disabled children and adults, a continuing care retirement community and housing for seniors.

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Developed a strategic partnership with Winthrop South Nassau University Health System to strengthen regional network. Entered into an Asset Purchase Agreement for \$94M to acquire St. John's Hospital, Bishop Sherman Nursing Home, and St. John's Village in Smithtown, New York. Total revenues for the system were approximately \$1.3 billion. Designed and implemented a regional governance and management structure. Developed a strategic plan focused on speed to market utilizing design workshop processes. Developed strategic initiatives to create systemness, achieve functional and clinical integration, pursue physician integration, and to position the system as a low-cost provider. Implemented \$73M Information Systems Transformation project to enable integration.

Developed signature services and created a continuum of care. Developed managed care strategy and provided leadership to the formation of Long Island Health Network, an economically integrated joint venture created to enable managed care contracting and clinical resource management. Developed master trust indenture and refinanced system to achieve \$18M present value savings. Developed transformational leadership process and center to continue the redesign of the system as an integrated healthcare organization.

### **President and Chief Executive Officer Emeritus                      April 1995-June 1996**

Catholic Health Initiatives

Aston, Pennsylvania

Served as transformational leader to support the consolidation of Franciscan Health System, Sisters of Charity Health Care Systems, Inc., and Catholic Health Corporation. Consolidated organization consisted of 126 health care organizations in 21 states with \$4.0 billion in revenues and \$4.3 billion in assets. Catholic Health Initiatives included ten percent of Catholic hospitals and nursing homes in the United States. Initiated consolidation of Franciscan Health System with the other two systems and organized and led due diligence process for Franciscan Health System. Served as a member of Chief Executive Officer Task Force which led the development of the organization's vision, mission, and culture, created the organizational design, and initiated the establishment of five regions and a service organization.

Organizational design provided structure and definition of sponsorship, governance, and management roles for national, regional, market based, and service organizations integrated into a health system designed to strengthen Catholic health care nationally. Selected and provided orientation to the leadership of the new organization. Served on 12-person steering council, which provided leadership to the consolidation process. The consolidation of Franciscan Health

System, Sisters of Charity Health Care Systems, and Catholic Health Corporation was the largest not-for-profit health care merger to occur in the United States.

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### **President and Chief Executive Officer      July 1985-April 1996**

Franciscan Health System

Aston, Pennsylvania

Served as Chief Executive Officer of a national Catholic health system including 13 hospitals with 3,410 beds, and seven long-term care facilities with 750 beds in six states with total annual net revenues more than \$1 billion. Recruited senior management team for system. Developed system-wide strategic, financial, and system organization plans. Organized regional networks to further system integration. Acquired two hospitals and divested one hospital to strengthen networks in the Pacific Northwest and Mid-Atlantic regions. Developed primary care and managed care strategies for the system.

Initiated major partnership in primary care for Puget Sound with the Sisters of Providence Health System, Seattle. Organized and developed Franciscan ElderCare Corporation and Franciscan Family Care. Organized new system programs in mission and ministry, finance, treasury, human resources, marketing, planning, fund development, management information systems, patient satisfaction tracking system, total quality management, materials management, advocacy, risk management and financing, and accounts receivable management. Restructured Franciscan Health System Board of Directors, recruited new directors, and organized Board committees.

Implemented system-wide bench-marked performance improvement system to reduce resource consumption. Initiated clinical integration to develop continuum of care. Provided leadership to system officers of Franciscan Health System, President's staff, and chief executive officers of subsidiary corporations. Developed system-wide Leadership Development Program to strengthen Catholic identity and improve management performance. Enhanced system liquidity, profitability, and solvency. Improved capital access.

### **President and Chief Executive Officer      January 1983-June 1985**

ServantCor

Urbana, Illinois

Served as organizing Chief Executive Officer for a regional multi-hospital system consisting of four health care institutions and 13 corporations, including two holding companies, a system-wide foundation, and taxable subsidiary corporations. Organized and directed corporate restructuring project for the Servants of the Holy Heart of Mary. Organized and directed a multi-

level strategic planning process for the system and all corporations. Established a system-wide governance and management structure. Directed development of business plans for new provider and non-provider ventures.

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Coordinated planning and development of University Park Imaging Center (Nuclear Magnetic Resonance Scanning) in cooperation with the University of Illinois. Negotiated affiliation agreement with Christie Clinic (multi-specialty group) providing for joint risk taking and profit sharing in prepaid health, ambulatory care and other ventures. Directed planning, development, and organization of St. Anne Center in cooperation with the Rockford Diocese.

### **President and Chief Executive Officer      December 1977-December 1982**

Mercy Hospital  
Urbana, Illinois

Served as Chief Executive Officer of a 266 bed, general, acute hospital with a variety of primary, secondary and tertiary services. Initiated a \$14M major renovation and expansion program. Directed organizational efforts for the Mercy Health Care Foundation and initiated development program. Implemented a Management by Objectives Program and improved financial performance and working capital management. Implemented new alternative delivery programs, including Home Health Services, Hospice, Ambulatory Care Services. Developed shared services and joint programs with other area health care providers. Developed a major academic affiliation with the University of Illinois College of Medicine in undergraduate and graduate medical education.

### **Vice President for Operations      December 1973-December 1977**

Christian Hospital Northeast-Northwest  
St. Louis, Missouri

Responsible for the corporate management of operations in a 664-bed hospital system, including Christian Hospital Northeast (447 beds) and Christian Hospital Northwest (217 beds). Coordinated construction and planning for opening of Christian Hospital Northeast to include staffing, equipping, definition of operating policies and systems, and organizational planning.

Served as organizing Administrator for Christian Hospital Northeast. Implemented new services and programs including Pulmonary Medicine, Alcohol Rehabilitation, Cardiology, Graphics, Computerized Axial Tomography, Ambulatory Surgery, Meals on Wheels, Rehabilitation, Psychiatry, and a hospital-based Emergency Medical Services Program.

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### **Health Services Management Faculty      December 1972-December 1973**

Graduate Program in Health Services Management

School of Medicine, University of Missouri

Columbia, Missouri

Developed and taught new course in Health Care Financial Management to graduate students in Health Services Management using a computer simulation technique. Conducted continuing education programs. Coordinated community service projects to develop shared services among rural Missouri hospitals. Served as a faculty consultant on student projects and management studies. Reviewed Administrative Externships.

### **Associate Administrator      August 1969-December 1972**

St. Mary's Hospital and Medical Center

San Francisco, California

Responsible for the management of Medical Education, Medical Libraries, Hearing Center, Speech and Learning Center, Pediatrics, Personnel, and Supporting Service Departments in a 437 bed, non-profit, general hospital. Assisted in the planning and construction of a new 555 bed hospital. Directed group purchasing activities for the Sisters of Mercy Hospitals in California and Arizona. Coordinated Medical Education program with 55 interns and residents and five physician directors. Administrative responsibility included relationships with five unions.

### **Administrator      September 1970-June 1971**

Notre Dame Hospital Division of St. Mary's Hospital and Medical Center

San Francisco, California

Responsible for managing a 167-bed non-profit hospital with acute and extended care facilities, in addition to responsibilities at St. Mary's. Developed plan for the advanced closing of the hospital and early completion of merger. Developed and implemented plans for communication of decision to the medical staff, community board, employees, patients and patients' families. Implemented a program of gradual transition with a reduction of services correlated with relocation of patients and transfer of employees to St. Mary's. Coordinated disposition of assets.

**Chief, Operating Services Division                      August 1968-August 1969**

U. S. Naval Hospital

Memphis, Tennessee

Responsible for the management of Supporting Services Departments in a 400-bed general hospital. Coordinated the planning of a new 230 bed hospital as the hospital project liaison.

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**Assistant to Administrative Officer May 1966-July 1968**

U.S. Naval Hospital

Oakland, California

Served as an Administrative Assistant in a 1,000 Bed general teaching hospital. Assisted in the planning and construction of a 650-bed hospital.

**Administrative Resident     January-April 1966**

Rush Presbyterian-St. Luke's Medical Center

Chicago, Illinois

**Administrative Resident     September-December 1965**

Shands Teaching Hospital and Clinics

Gainesville, Florida

Residencies included departmental rotation, research projects, weekly seminars, case studies and visiting tours.

**PROFESSIONAL & COMMUNITY**

**AFFILIATIONS:**

Board of Directors, Villa Therese Catholic Clinic, Santa Fe, NM, (2016-2023) (Chair) & (Immediate Past Chair)

Board of Directors, New Mexico Healthcare Executives (ACHE Affiliate), Albuquerque, New Mexico, (2014-Present) ACHE/NMHE Mentor to NM Early Careerists

Board of Directors, CHRISTUS St. Vincent Regional Medical Center, (Santa Fe, NM) 2008-2014, (Vice Chair 2009-2010) (Chairperson 2010-2012) (Immediate Past Chair 2013)

Board of Directors, Aspen Santa Fe Ballet, 2007-2011, (Santa Fe Region Vice President)

Board of Directors, St. Vincent's Hospital Foundation, (Santa Fe, NM), 2005-2012

Board of Directors, University of Florida Foundation, 2005-2009

Board of Trustees, Franciscan Ministries Foundation, 2001-2007

Board of Directors, Bon Secours Health System, 1999-2007 (Finance Com. 2008-09)

Board of Trustees, Molloy College (Rockville Centre, NY), 2001-2002

Board of Governors, Greater New York Hospital Association, and Board of Trustees, Hospital Association of New York State, 1999- 2002

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Health Care Council, New York State Catholic Conference, 1999 -2002 (President, 2000-02)

Board of Directors, Catholic Health System of Long Island, 1998-2002

Board of Directors, Patient-Wise Corporation (Kenosha, WI), 2000-2002

National Coalition on Catholic Health Ministry, 1994-1996

Board of Trustees, Neumann College (Aston, PA), 1987-96 (Chair, Strategic Planning Com)

Board of Directors, Franciscan Health System, 1985-1996

Board of Trustees, Catholic Health Corporation (Omaha, NE), 1995-1996

Board of Directors, Neumann Insurance Company (Denver, CO), 1995-96 and 1985-88

Board of Trustees, Catholic Health Association, 1986-1994 (Secretary/Treasurer, 1988-91; Chair-Elect, 1991-92; Chair, 1992-93; Speaker of the House, 1993-94)

Board of Directors, Holy Cross Health System, 1986-1992

Board of Directors, ServantCor, 1983-1985

Board of Trustees, Illinois Hospital Association, 1982-1984

Board of Directors, Mercy Hospital, (Urbana, IL), 1977-1982

## **ACADEMIC**

### **AFFILIATIONS:**

**Adjunct Professor**, UNM MHA Program, School of Public Administration, Albuquerque, NM (2011–Present) & **Adjunct Professor**, UNM College of Population Health (2016-Present)



**Visiting Professor and Executive in Residence**, Department of Health Services Research, Management and Policy, University of Florida, Gainesville, FL, 2004-2009

**Board of Advisors, College of Public Health and Health Professions**, University of Florida, Gainesville, FL, 2004-2009

**Former Member**, Commission on Accreditation of Healthcare Management Education (CAHME), Washington, DC (Three Year Term)

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**Chair**, “Financial Aspects of Corporate Strategies - A Seminar for CEO’s, Trustees, and Senior Administrative Staff,” Hospital Financial Management Association National Institute, Boulder, CO, 1981-82

**Conference Chair**, “New Approaches to Health Care Delivery and Financing,” 1982 “DRG’s and Prospective Payment Systems,” 1983; “Medical Marketing,” 1984. Jointly sponsored by the University of Illinois and the Mercy Hospital Division of Servants United Foundation

## **PUBLICATIONS:**

Two ACHE Fellowship cases published in casebook, *Health Planning for Emerging Multi-Hospital Systems*, edited by James O. Hepner, the C.V. Mosby Company, St. Louis, MO, 1978

“The Merger and Closing of an Urban Hospital,” pp. 267-274

“Organizational Planning for Hospital Operations in a Multi-Hospital System,” pp. 312-320

## **ORGANIZATIONS:**

American College of Health Care Executives (Life Fellow)

American Hospital Association (Life Member), Member AHA Region Eight Regional Policy Board, 2013-2014, Member, AHA Trustee Leadership Network (2012- 2016)

Member, Western Regional Trustees Symposium Planning Committee (2012-2015)

Member, National Association of Corporate Directors (2008-2015)

**AWARDS:**

Alumnus of the Year, Department of Health Services Research, Management and Policy,  
University of Florida – 2006

Alumnus of the Year, College of Public Health and Health Professions, University of  
Florida – 2007

American College of Health Care Executives Regent's Award for Leadership - 2015