

Paul Musgrave, MBA, FACHE

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EXECUTIVE SUMMARY

Extensive background in **Hospital** and **Healthcare** management as a **Senior Executive** and **Consultant**. Committed to continuous performance improvement, with a proven track record in increasing revenues, reducing operating costs, improving quality, developing new businesses, physician relationship development, strategic planning, and people development/management. Most recently I have entered the field of education as an adjunct professor at the University of New Mexico's School of Public Administration.

PROFESSIONAL EXPERIENCE

Educational Experience

University of New Mexico – School of Public Administration – Adjunct Professor (2023 to present)

Interim Executive Leadership Positions

Cellnetix Pathology and Laboratories– Seattle WA. (2022)

(Cellnetix is one of the largest independent Pathology Laboratories in the country with 65 board certified Pathologists and 300 staff members preparing over 1600 cases per day across 6 locations/divisions)

Interim Chief Operating Officer

Responsible for oversight of all lab operations. Operational areas included Accessioning, Grossing, Tissue Processing, Histology, and Case/Sample Allocation.

Good Shepherd Rehabilitation Network – Allentown and Philadelphia PA. (2020 – 2021)

Interim Vice President and Chief Operating Officer (reporting to Board Chairman and Interim CEO)

Responsible for the oversight of hospital support services and operations.

Wayne UNC Healthcare – Goldsboro, NC (2018 – 2019)

Interim Senior Vice President and Chief Operating Officer

Responsible for the oversight of hospital ancillary and support operations and hospital based clinics.

Interim Chief Human Resources Officer

Responsible for the oversight of all HR operations.

Children's Medical Center, Dallas, TX (2009 – 2010)

Performance Improvement Leader and Director of Materials Management (Interim Executive)

Responsible for leading Performance Improvement teams in developing and directing a variety of projects designed to improve quality, service, and cost.

Howard University, Washington D.C. (2006 – 2009)

Vice President of University Administrative Services (Interim Executive)

Responsibilities included facility maintenance and environmental services, architectural/engineering, environmental safety, energy management and sustainability, and facility capital planning (for all facilities @ 7M sq. ft.). Annual operating budget was \$35M (over 350 FTEs) and capital budget was \$50M for FY 2008 and FY 2009 combined.

Chief Operating Officer - Howard University Hospital (Interim Executive) (2006-2007)

Responsible for leading the operations portion of a multimillion-dollar turnaround initiative. Strategic responsibilities included the development of the operations sections of the 2007-to-2012 Strategic Plan and development of the Peri-operative Services Strategic Plan. Departmental responsibilities included Peri-operative Services, Anesthesia Services, Transplant Services, Orthopedic Services, Social Services, Volunteer Services, Purchasing/Materials Management, Facilities Engineering, Clinical Equipment Engineering, Environmental Services, Risk Management/Safety, Parking, and Campus Police. Operational savings as a result of the turnaround team's efforts amounted to over \$20M.

Hurley Medical Center, Flint, MI. (2005-2006)

VP of Operations and Supply Chain Management (Interim Executive)

Developed a centralized strategic sourcing department with a centralized materials management function, updating and integrating a supply chain management/purchasing/finance information system. Supply chain management and operations improvements accounted for over \$7M in savings. Total bottom-line improvement related to turnaround initiative was +\$20M.

Permanent Executive Leadership Positions

Lovelace Women's Hospital, Albuquerque, NM (2015 to 2017)

Chief Operating Officer and Governing Board Member

Responsible for the oversight of hospital operations, hospital based clinics, business development and strategic planning. Clinic operations include: Breast Care Center, Cardiology Clinic, and Physical Therapy/Occupational Therapy (inpatient and outpatient). Hospital operations includes the following departments: Respiratory Therapy, Imaging, Pharmacy, Facilities (including hospital and physician office buildings), EVS, Food Services, and Security. Additional responsibilities include strategic planning, business development and performance improvement.

Tenet Healthcare, Dallas Market. (2013 to 2015)

Executive Leader for Performance Improvement – Dallas Market

Responsible for developing and implementing Process Improvement methodologies that will enhance Tenet's Dallas Market Hospital's performance in Quality, Service, Cost, People and Growth.

Children's Medical Center, Dallas, TX (2010-2013)

Vice President, Population Health Business Development and Enterprise Planning

Recruited by the executive team at Children's following the completion of the interim management engagement through TRG/Brightworks. Member of the Corporate Senior Leadership Team reporting to the Executive Vice President of Population Health and Network Development.

Other Previous Positions

- Vice President, Global Purchasing Systems and Operations, EDS.
- Senior Manager, Deloitte Consulting in the Healthcare Strategy and Operations Practice
- Senior Director Consortium Management and Supply Chain Management with VHA, the largest healthcare group purchasing organization in the U.S.
- Director, Baxter Healthcare Corporation/American Hospital Supply Corporation, a Fortune 100 manufacturer and distributor of healthcare supplies.
- Began professional career with **Continental Can Corporation** in manufacturing, quality control, and production management.

EDUCATION

- Master of Business Administration, Indiana State University, 1979
- Bachelor of Business Administration and Accounting, Indiana State University, 1977

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- American College of Healthcare Executives – Fellow Status
- Six Sigma Green Belt Certified.
- Six Sigma Yellow Belt Certified (Healthcare specific).

PUBLICATIONS

- *Purchasing Today*, “Avoiding Project Scope Creep,” January 2000.
- Executive Response for EHCR publication/study, December 1996, page 22, “What does \$11 billion in supply chain cost reduction mean to me if I am a healthcare provider?”
- *Hospital Materials Management Quarterly*, Volume 12, no. 3, “Strategic Planning for the Material Management Function,” February 1991.
- ASHMM Reference Series, “Conducting a Hospital-wide Physical Inventory,” September 1991.

PRESENTATIONS

- The Conference Board, Council on Electronic Business Technology: Speaker
Topic: e-Commerce and the future of Purchasing Management
- American Society for Healthcare Materials Management of the American Hospital Association: Faculty Member/Speaker
Topics: Strategic Planning for Materials Management and Efficient Healthcare Consumer Response.
- Council of Logistics Management, North Texas Round Table: Speaker
Topic: Advanced Distribution Center Design

VOLUNTEER AFFILIATIONS

Santa Fe Habitat for Humanity – Board member, Finance Committee member, Regular Volunteer.

New Mexico Horse Rescue – Walk’in in Circles Ranch – Ranch Hand and Board support for Strategic Planning.

Mi Escuelita Pre-School (2012 to 2016) Secretary of Board of Directors, Chairman of Strategic Planning Committee and member of Facilities Planning Committee. Mi Escuelita had all Board Members attend a training course on Board membership roles, responsibilities, communication, conduct, etc.