

## JOHN M. SHIVER

(703) 534-7881 Office

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### INTRODUCTION

Seasoned healthcare executive and thought leader, consultant and operations manager with expertise in creating integrated delivery systems, business process reengineering, operations, physician practice management and managed care. A strong track record of accomplishments in creating and managing successful healthcare related enterprises.

### EXPERIENCE

#### **McManis Associates Managing Associate**

**Centreville, Virginia  
2001 – Present**

Principal Associate with McManis Associates, a nationally known management consulting firm. Assist significant private and federal client organizations with developing new systems and methodologies for dealing with a changing healthcare environment. Focused expertise in change management, strategic planning, service line development, quality improvement, business office operations, physician integration, mergers and acquisitions, productivity improvement, market research, new business development and implementation, and program evaluation.

#### **Northern Virginia Community Hospital Associate Administrator**

**Arlington, Virginia  
2001 – July 2002**

Full-time assignment to assist in the financial turn-around and sale of this 164 bed community hospital. Renegotiated all managed care contracts, reversed long standing financial losses and led the efforts that resulted in the successful sale of the hospital.

#### **APACHE/National Health Advisors Principal**

**McLean, Virginia  
1998 – 2001**

Principal with APACHE/National Health Advisors, a nationally recognized healthcare strategic management and clinical information systems firm based in the Washington D.C. area. Assist leading healthcare organizations in developing new ventures, mergers, acquisitions, strategy development, reorganization, product line management, physician integration, network development and productivity improvement.

#### **McManis Associates Senior Associate**

**Washington, D.C.  
1993 – 1998**

Senior Associate with McManis Associates, a healthcare strategic management and consulting firm based in Washington, D.C. Successful track record in new business development and managing engagements with leading healthcare providers, payers, physician organizations, and government agencies in creating the healthcare systems of the future. Developed statewide provider networks, provider/payer joint ventures, Physician - Hospital Organizations, Management Services Organizations, Physician Equity Companies and multi-hospital mergers and acquisitions. Led business process reengineering and restructuring engagements to improve productivity and implement new organizations.

- Developed managed care organizations
- Built physician equity corporations
- Created statewide provider organizations

#### **HealthTrust/Northern Virginia Doctors Hospital Director, Business Development, Planning and Marketing**

**Arlington, Virginia  
1991 – 1993**

Directed all functions related to the new business programs, strategic planning, managed care, marketing, and medical staff development in the region. Led planning efforts including analysis of competitive services, consumer research, marketing, sales, budgets, quotas, and pricing as required to successfully expand network and increase market share. Created a primary care Independent Practice Association, reduced length of stay by an average of one day and increased market share by 8%

through the development of a hospital sales program.

**Capital Emergency Associates**  
**Capital Billing Services**  
**Executive Director**

**Laurel, Maryland**  
**1988 – 1991**

Led two companies which provided Emergency Medicine Physician staffing, management, and outpatient billing services to hospitals and urgent care centers in the mid-Atlantic. In this position, I increased market share by 30% and grew profitability by almost 50%. At the same time we developed one of the largest physician billing services in the Baltimore/Washington area.

**Washington Hospital Center**  
**Associate Administrator**

**Washington, D.C.**  
**1984 – 1988**

Managed all clinical services of 922-bed hospital. Reported to Chief Executive Officer.

- Managed a \$38 million annual budget with 3,200 associates
- Created first regional managed care provider network
- Built largest cardiac and oncology programs in region
- Instituted hospital sales force resulting in 15% increase in admissions

**Sibley Memorial Hospital**  
**Associate Administrator**

**Washington, D.C.**  
**1979 – 1984**

Positioned this 356-bed medical facility as one of the most caring, high quality, cost effective and financially productive institutions in the region.

- Created the region's first hospital sales force and increased census 20%
- Re-engineered patient processing to eliminate the admitting process
- Led clinical pathway program development reducing ALOS by average of one day per admission
- Created first international marketing program in region attracting over 100 new patients per year

**Fairfax Hospital**  
**Associate Director**

**Falls Church, Virginia**  
**1975 – 1979**

Developed first Freestanding Emergency Center in America while leading ambulatory care and emergency services of this 656-bed facility. Participated in developing multi-hospital system. Organized geographically dispersed ambulatory programs.

#### **RELATED EXPERIENCE**

**Adjunct Faculty**  
George Mason University  
University College University of Maryland

**1992 – Present**

**Captain, Medical Service Corps**  
The United States Air Force

**1968 – 1973**

#### **EDUCATION**

**Masters in Hospital Administration**  
Virginia Commonwealth University  
Medical College of Virginia

**1975**

**Bachelor of Science**  
Business Administration  
The Citadel

**1968**

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### AFFILIATIONS

American College of Healthcare Executives, CHE  
Medical Group Management Association  
American Academy of Medical Administrators, FAAMA  
American Association of Healthcare Consultants  
Capital Area Society for Healthcare Planning and Marketing  
National Capital Healthcare Executives (Past President)  
Kiwanis of Washington, D.C. (Past Board Member)  
United Way of Arlington County (Grants Committee)

### PUBLICATIONS

Modern Healthcare, Editorial, "A Wake-Up Call for the Industry, September, 2002

Modern Healthcare, Editorial, "It's Time to Challenge Gain-sharing Ruling, August, 1999.

"How to Divorce Your Physician Group and Start Over," Aspen's Physician Management Bulletin, May 25, 1998.

"Niche Specialization May Be the Right Prescription for Practice Growth," Aspen's Physician Management Bulletin, April 13, 1998.

"Trends in Ambulatory Care: Position Your Facility to Serve the Elderly," Inside Ambulatory Care, July 1998.

Oncology Care Forms, Checklists and Guidelines, Contributing Author, 1997 – Present.

Physician Practice Management, (Editorial Advisory Board) Aspen Publications, 1997 – 1999.

Inside Ambulatory Care, (Contributing Author) Aspen Publications, 1996 – 2000.

Reengineering the Hospital, (Contributing Author) Aspen Publications, 1995 – 2000.

Health Management Technology, (Editorial Board) Cardiff Publishing, 1987 – 2001.

Health Care Correspondence, (Contributing Editor) Aspen Publishers, 1993.

Ambulatory Care Forms, Checklists, and Guidelines, (Contributing Editor) Aspen Publications, 1989 – Present.

Hospital Legal Forms Manual, (Contributing Editor) Aspen Publications, 1986 – Present.

Health Trends (formerly Hospital Strategy Report), (Founding Editor) Aspen Publications, 1984 – 2000.

Freestanding Emergency Centers, a Guide to Planning, Organization and Management, (Co-Author) Aspen Publications, 1985.

Hospital Sponsored Ambulatory Care: the Governing Board's Role, (Contributing Editor) American Hospital Association, 1980.

"Niche Specialization May Be the Right Description for Practice Growth," Physician Practice Management Bulletin, Aspen Publishing, 1998.

"Forrest General Hospital Emergency Service: - A Positive Experience" Inside Ambulatory Care, Aspen Publishers, 1996.

"Reengineering Should Be Based On Strategy," Reengineering the Hospital, Aspen Publishing, April 1996.

"Bringing Efficiencies Into The Integrated Medical Group," MMI Advisory, November 1995.

Hospital Strategy Report, (Editorial Board) Aspen Publications, 1984 – 1998.

"The Access Experience: A Success Story," The Journal of Ambulatory Care Management, February 1980.

"Center Provides Emergency Care Without Inpatient Units," Journal of American Hospital Association, April 1975.

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### **INTERNET EXPERIENCE**

"Ask the Expert," Modern Healthcare web-site, May 2000.

"AspenLINK," Aspen Publishers web-site, on-line editor, 1994-2000.

"MMI Health On-line," on-line editor, 1995-1998.

### **TELEVISION EXPERIENCE**

Host and Co-Producer, **HEALTH CONCERNS**, a weekly show for Arlington Cable TV. 1991 - 1995

### **SELECTED SPEAKING ENGAGEMENTS**

"Knowledge Management – A Balanced Scorecard Approach", American College of Cardiovascular Administrators and Alliance of Cardiovascular Professionals Annual Meeting, Anaheim, CA, 2000.

"Successfully Implementing Clinical Service Lines", National Capital Healthcare Executives, Washington, DC, 1999.

"Successfully Implementing Clinical Service Lines", American College of Healthcare Executives, Atlanta, 1999.

"Successfully Implementing Clinical Service Lines", American College of Healthcare Executives, Chicago, 1999.

"Reinventing Cardiovascular Medicine," American College of Cardiovascular Administrators, New Orleans, 1999.

"Integrating Providers Quality and Outcomes for the New Millennium," American College of Cardiovascular Administrators, Dallas, 1998.

"Organizing The Cardiovascular Product Line," American College of Cardiovascular Administrators, Atlanta, 1998.

"Market Trends and Forecasts in Ambulatory Surgery," Horizon Health Services, Annual Board Meeting, Breckenridge, 1998.

"Creating the Cardiovascular Center for Excellence," American College of Cardiovascular Administrators, Annual Meeting, Orlando, 1997.

"Leadership Skills for the Clinical Leader," American Academy of Medical Administrators, Annual Meeting, Orlando, 1997.

"Leadership Skills for the New Millennium," Association of Healthcare Radiology Administrators, Minneapolis, 1997.

"Leadership in the New Healthcare Arena," American Academy of Cardiac Administrators, Annual Meeting, New Orleans, 1996.

"Creating a Win-Win Fee Schedule," American Association of Physician/Hospital Organizations and Integrated Delivery Systems, Baltimore, 1996.

"Restructuring the Healthcare Facility In The Era of Capitation," Association of Military Surgeons, United States, Annual Meeting, San Antonio, 1996.

"New Leadership Skills Required In Healthcare, American Academy of Medical Administrators," Annual Meeting San Antonio, 1996.

"Physician Equity Corporations as a Networking Opportunity," Society of Ambulatory Care Professionals, Orlando, 1996.

"Making Mergers Work, The Hard Decisions," Alabama Hospital Association, Mobile, 1996.

Faculty and seminar leader for American Academy of Medical Administrators, 1980 – Present.

Faculty and seminar leader for American Hospital Association, 1980 – 1985.

"Trends in Health Care," Woman's Health Foundation, New Orleans, 1995.

"The Health Care Delivery System of the Future," 1994 Annual Convocation AAMA.

"The Emergency Department As A Profit Center," 1992 Chesapeake Health Care Forum.

"Preparing Health Care for the 21st Century," AAMA, 1989.

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**SELECTED SPEAKING ENGAGEMENTS (CONT'D)**

"Computers in Ambulatory Care," AHA, 1989.

"What To Do When Approached by an HMO," HFMA, 1988.

"Computer Utilization in Measuring Productivity," Computers in Healthcare Annual Meeting, 1988.

"Networking in the Healthcare Setting," ACHE Women's Forum, 1986.

"The Effect of PROs on Hospital Operations," HFMA, 1986.

"Alternative Health Care Delivery Systems," Medical Society of D.C., 1984.

"Hospitals and Emergency Medicine In Conflict," ACEP, 1984.

"Alternate Health Care Systems," Tri-State Hospital Association, 1984.

"Innovations in Ambulatory Care," Maryland Hospital Association, 1984.

