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BERKELEY RESEARCH GROUP, LLC
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EDUCATION

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| MBA | Stanford Business School, 2001 |
| M.D., Pediatrics | Howard University Teaching Hospital, 1995 |

PRESENT EMPLOYMENT

Managing Director, Berkeley Research Group, LLC – Hospital Performance Improvement Chief Transformation Officer, University of Connecticut Health Center

Berkeley Research Group, LLC is a leading national and global expert services/consulting firm that provides consulting services to health systems, Fortune 500 corporations, government agencies, and regulatory bodies around the world.

Dr. Andy Agwunobi co-leads the health system performance improvement practice that implements operational, financial and clinical, performance improvement efforts for health systems and physicians. This role also includes evaluating/implementing health system mergers and acquisitions. Recently Dr. Agwunobi also led an engagement to support the creation of an integrated Physician Hospital delivery system in Austin, Texas. Dr. Agwunobi, in his role with BRG, also currently serves as an interim operational leader (Chief Transformation Officer) for University of Connecticut Health Center while leading a comprehensive financial turnaround at that system.

PREVIOUS POSITIONS

Chief Executive Officer, Providence Health Care-PHC (5 Hospitals) | 2008–2011

In this role Dr. Agwunobi had responsibility for:

- Over 7000 employees
- \$1 Billion net revenues
- 5 wholly owned hospitals (4 freestanding and one 120 bed Children's hospital-within-a hospital)
Total of over 1000 beds
- 160 employed physicians as of February 2011

- PAML-the sixth largest reference Lab in the country (he served as part of the oversight team for merger of PAML with 77 hospital Catholic Healthcare Initiatives (CHI))
- 300 bed long-term skilled nursing facility
- 140 bed assisted living facility
- Spokane Visiting Nurse Association (large home health care agency)
- An Adult Day Care Center with 2 sites
- DominiCare-in-home support and personal care to frail and isolated elderly patients

Dr. Agwunobi was also responsible for several large joint ventures including:

- JV in Inland Northwest Health Services (INHS) – a 1000 employee organization with a medical air-transport service, a comprehensive regional health information organization, rehab hospital, ambulance services, community health education, and a tele-health system. Through the INHS information system PHC has one of the "most wired" hospital networks in the US and connects with 38 other hospitals in the region providing information flow on a real time basis to complement effective care across a broad geographic region and its integrated system.
- Radiation oncology joint venture with a neighboring hospital system
- Outpatient and inpatient joint venture with 73 radiologists
- Dialysis joint venture with for-profit Fresenius (Andy oversaw sale of stake in 2011)
- JV with entrepreneurial JV Signature Genomics (Andy oversaw sale of stake in 2010)

Accomplishments include:

1. Oversaw formation and growth of 160 physician group practice including hiring of over 80 physicians, the physician CEO and the complete administrative leadership team
2. Oversaw development of Spokane Heart Institute including the hiring of 40 cardiologists into a Minneapolis-heart institute model
3. Integration of hospital leadership teams and services in rural and urban settings for improved collaboration and efficiencies
4. Creation of vision for a Spokane accountable care organization (ACO) and engineered integration with Group Health Cooperative (Health Plan and 45 physician primary care group)
5. Negotiated the formation of a regional cancer center to include a new building and a Professional Services Agreement with a 17 physician independent oncology practice
6. Key member of the steering committee for the development of a partnership between PAML (national outreach lab) and CHI (Catholic Health Initiatives)
7. Restructured graduate education management organization
8. Developed hospital competitive strategy to mitigate effects of for-profit competition

9. 2009 \$73 million in community benefit (2009) to the Spokane and Stevens county communities
10. Oversaw restructuring of costs-exceeded budget in 2009 by \$7 million (largest return in PHC history to date)
11. Served as first chair of new regional physician services council

Secretary, Florida Agency for Health Care Administration | Tallahassee, FL | Jan 2007–Feb 2008

Dr. Agwunobi led the State agency, which administers the \$16.6 billion Florida Medicaid program. The agency also regulates quality and Certificate of need for 33,000 health care facilities (including all Florida hospitals) and health maintenance organizations. The agency also coordinates electronic medical record adoption for all facilities in Florida. As Secretary for the Agency, Dr. Agwunobi reported directly to the Florida Governor Charlie Crist. Accomplishments include:

- 1) Created and instituted the first electronic performance management dashboard for AHCA that was considered as a model for all Florida State Agencies.
- 2) Created a strategic direction for the Agency, which led to multiple initiatives to address lack of access to specialty care for Medicaid Recipients, the challenge of the Uninsured, the need for expansion of electronic medical records, and CON reform. These initiatives included:
 - Along with team of Policy-makers and experts, developed a Health reform plan for introduction at the 2008 legislative session
 - Along with the same team, developed a discount drug card for the underinsured
 - The creation of a Regional Health Organization (RHIO) governing board, which Dr. Andy chaired
 - Restructured the internal CON approval process for the Agency and crafted legislation to reform CON
 - Created a partnership between the Shriner’s hospital and the Medicaid Agency to increase referrals of Medicaid patients
- 3) Instituted an internal employee communication system called ‘Dear Dr. Andy’ that was utilized extensively to structure a strategic plan for AHCA and to address longstanding agency problems.
- 4) Instituted a revamped Ethics program “The Trust Program”.

Executive Vice President and Chief Operating Officer (COO), St. Joseph Health System Orange County, CA | 2006-2007

Served as the Chief Operating Officer (COO) for St. Joseph Health System, a 14-hospital nonprofit, faith-based health care system with hospitals in California, Texas, and New Mexico. All 8 CEOs of St. Joseph Health System reported to Dr. Andy. In the role of Chief Operating Officer, Dr. Andy was responsible for managing all 14 hospitals and 8 CEOs of the system, which had net patient revenues of \$3.7 billion and 3000 inpatient beds. St. Joseph Health Systems’ hospitals are each leaders in their respective markets and have average margins of 9-14%. As such SJHS currently possesses the highest bond rating of all private non-profit hospitals in California. The System construction and design department (which was engaged in \$1 billion of active hospital construction) also reported directly to Dr. Agwunobi.

Accomplishments include:

1. Designed and supervised implementation of turnaround plan for struggling \$1 Billion, 1200 bed Covenant Health System, Lubbock, Texas. Within 8 months of arrival had completed external “opportunity assessment” of Covenant, overseen hiring of new COO, outlined implementation plan, and overseen selection and placement of new Chief Implementation Officer.
2. Accomplished the turnaround of St. Joseph Hospital Eureka, a 180 –bed acute care hospital in Northern California with losses over the prior 18 months of approximately \$600K per month. Turnaround plan included new leadership team and within 4-6 months of implementation the hospital posted its first monthly profit in several years. By end of year, margin was 1.2% versus the previous forecast of -12.5%. Dr Andy developed a strategy which reversed deep physician and community dissatisfaction. This strategy included leading several community/physician “reconciliation” meetings and the successful acquisition of a large standalone outpatient imaging center. Dr. Andy was commended by the St. Joseph Health System Board of Directors for reversing what was previously assumed to be an unsalvageable but extremely important community resource.
3. Oversaw \$1 billion in hospital construction across California and Texas.
4. Gained support for implementation of first system-wide performance – management decision support software.
5. Through a down-to-earth management style and an aggressive travel schedule (visiting each of the 14 hospitals once-a-month) made significant strides in building trust and strengthening relationship between corporate office and hospitals.

President and Chief Executive Officer, Grady Health System | Atlanta, GA | Jun 2003–Jan 2006

Largest public health system in Southeastern United States. Provides \$1 billion in care each year (revenue budget \$650 million). Primary teaching site for Emory University School of Medicine. Includes 1,000-bed Grady Memorial Hospital (largest hospital in Georgia), Hughes Spalding Children’s Hospital (under CHOA management), 380-bed Crestview Nursing Home (largest nursing home in Georgia), largest HIV/AIDS center in Georgia, 9 large community primary care centers, largest emergency department in Georgia, only passenger/employee health center at Hartsfield Jackson International Airport, all ambulances for metro-Atlanta, only level 1 trauma center in 100-mile radius of Atlanta, one of only 2 regional burn units in Georgia.

Accomplishments include:

1. Co-led with CHOA, the merger between Hughes Spalding Children’s Hospital and Children’s Healthcare of Atlanta.
2. Under-took massive restructuring of organization which included reform at all levels of risk management, case management, finance, operations, information systems, and nursing.
3. Implemented an aggressive turnaround plan that reduced losses from \$40 million in 2002, to \$20 million in 2003 and \$10 million in 2004 (externally audited statements).

4. Increased cash collections by \$45 million annually.
5. Brought vision and resources to strengthen Grady's institutional Foundation.
6. Significantly increased philanthropy to Grady Health System.
7. Refinanced \$300 million in Bonds leading to \$18 million savings.
8. Decreased annual malpractice costs by \$5 million annually while significantly increasing malpractice coverage.
9. Implemented system-wide disciplined capital request process.
10. Implemented Just-in-time inventory process.
11. Implemented 360-degree evaluations.
12. Revamped purchasing department and implemented value analysis of all contracts.
13. Revamped ethics structure.
14. Expanded communication system for employees including email for all employees and kiosks around the health system.
15. Reduced nurse vacancies and, thus, agency staff utilization by greater than 90%. This and other initiatives reduced labor costs by \$15 million in 2004.
16. Implemented system wide revenue generation, cash collections, and cost-reduction campaign that led to increased cash collections, increased revenues and decreased costs despite increased uninsured patient volume.
17. Implemented a managed care contract optimization initiative for the system.
18. Implemented system-wide customer service campaign that includes multiple initiatives under patient satisfaction, physician satisfaction, employee satisfaction, and service recovery.
19. Instituted a 360-degree leadership evaluation system (adopted CHOA's model) and the "Grady Leadership Institute" for leadership development.
20. Achieved JCAHO accreditation 2004.
21. Level 1 trauma re-accreditation 2004.
22. Primary Stroke Center accreditation 2005.
23. Created a business plan and restarted the only Airport Health Center in busiest airport in the US. (Hartsfield-Jackson International Health Center)

24. Implemented successful “Extraordinary Grady” image campaign, which significantly improved negative public image.
25. Established excellent communications and relations between Grady, Emory, and Morehouse schools of medicine.
26. Successfully challenged efforts by state department of community Health to cut funding by \$17 million (won lawsuit against department of community health).
27. Reduced length of stay in institution (LOS) by expanding and strengthening a care management structure within system.
28. Reduced emergency department wait times through a 2-year complete reengineering process. This CEO-led effort resulted in hundreds of initiatives and including expansion of the telemetry unit and the implementation of an admissions unit.
29. Personally created and led over 10 operational work groups to fix broken processes, and solve problems throughout the system. Each of these work groups (e.g. Pharmacy Operations, Cancer center operations, OB/GYN service line, 60+ service-line) meet for 2 hours a month and are chaired or co-chaired by the CEO. These groups resulted in massive positive change such as a reduction in patient no-show rates, the construction and launch of a central refill pharmacy for the whole system and an improvement in physician and mid-level productivity.
30. Initiated and led massive organizational assessment (portfolio analysis) and joint strategic planning effort.

President and Chief Executive Office, Tenet South Fulton Hospital | Atlanta, GA | Jun 2001-2003

\$250 million budget for-profit 400-bed hospital, including 2 primary care centers, an inpatient acute rehabilitation unit, and long-term acute care hospital.

1. Implemented a turnaround plan that brought hospital out of bankruptcy to financial viability and established it as one of the top Tenet hospitals in the region.
2. Met or exceeded budget for each year of tenure.
3. Reduced nurse vacancies from over 40 percent to 6 percent.
4. Achieved the greatest improvement in employee and physician satisfaction scores for all Tenet hospitals in the region.
5. Successfully raised corporate funds of \$9 million and oversaw design of new emergency department.
6. Reversed negative public image of hospital
7. Converted facility from a “no star” to a 5-star tenet hospital for customer service.

8. Achieved highest JCAHO score (94) in Hospital's history (next highest score hospital had received was 84).
9. Strategized, negotiated contract, and implemented partnership with "hospital within a hospital" long-term acute-care hospital.

Stanford University Graduate School of Business (M.B.A.) | Palo Alto, CA | 1999-2001

**Chief of Main Pediatric Urgent Care, Harvard Vanguard Medical Association
Boston, MA | 1997-1999**

Harvard Vanguard is a 600-physician multi-specialty group practice in Boston, Massachusetts. During his tenure as Chief of Pediatric Urgent Care, Dr. Andy served as an instructor for Harvard Medical Students and ambulatory Fellows. He was also on Medical staff of Children's Hospital Boston, Beth Israel Hospital, and Brigham and Women's Hospital.

Board Certified Pediatrician, QOHLs | Alabama | 1995-1997

Pediatric Residency, Howard University Hospital | Washington, D.C. | 1992-1995

**Medical School – University of Jos, Nigeria; Surgery Clinicals – Ninewells Hospital
Dundee, Scotland, UK | 1982-1989**

LICENSES

Dr. Agwunobi has an active medical license (MD) in the State of California and Washington State. He has previously practiced in Maryland, Alabama, Georgia, Massachusetts, and D.C.

LEADERSHIP AWARDS AND RECOGNITIONS

1. "50 Most Powerful Physician Executives," Modern Healthcare Magazine, 2007.
2. Atlanta Business League's CEO of the Year, "Trailblazer" category, 2005.
3. "96 Most Influential Atlantans," Atlanta Business Chronicle, June 2005.
4. "100 Most Influential Georgians," Georgia Trend Magazine, January 2005.
5. "Speaker and Citizen of the Year" 2004, Atlanta Peachtree Rotary.
6. "Atlanta's Top 40 Most influential People," Business to Business Magazine, November 2004.
7. "100 Most Influential Georgians," Georgia Trend Magazine, January 2004.
8. Proclamation: "Recognition of Dr. Andrew Agwunobi's Many Accomplishments" by the Fulton County Board of Commissioners, 2003.

9. Regency Hospital Company: Award in recognition and appreciation of contributions toward the successful opening of Regency Long Term Acute Care Hospital in South Atlanta, Georgia, August 19, 2003.
10. Tenet Healthcare's "CEO Circle of Excellence" award, May 2003.
11. Proclamation: Mayor of the City of East Point proclaimed May 29, 2003, as "Dr. Andrew Agwunobi Recognition Day" in the City of East Point, Georgia.
12. "Annual Up and Comers Award for Rising Stars in Healthcare Management," Modern Healthcare Magazine, 2002.
13. "40 Under 40 Rising Stars," Georgia Trend Magazine, 2002.
14. Annual President's Award 2002 (South Fulton Association of Churches).
15. Catalyst Magazine's "Agent of Change" award, 2002.
16. Annual Recognition of Excellence Award Quality of Life Health Services.
17. "Roselyn Kolodny Award for Leadership," Harvard Vanguard Medical Associates, 1998.
18. "Pediatric Resident of the Year," Howard University Hospital, 1995.

CURRENT BOARD APPOINTMENTS

Board member Dignity Health (44 Hospital system headquartered in California)

PRIOR BOARD POSITIONS

- Board member PAML national labs
- Florida Council of 100: This is an advisory board to the Governor composed predominantly of the top business leaders in the state
- Vice-Chair, Board of Directors Florida Healthy Kids Corporation: This Board is responsible for the management of the Florida State Children's health insurance program
- Kidcare Board of Directors: This board has a strategic and advisory responsibility for all public insurance for Children in the State of Florida
- Santa Rosa Memorial Hospital, Sonoma County, California, Board of Directors
- St. Joseph Hospital, Orange County, California, Board of Directors
- Wellcare Health Plan, Inc., Board of Directors (publicly traded)
- American Unity Insurance (offshore captive insurance)

- National Association of Public Hospitals and Health Systems Board of Directors
- Georgia Alliance of Community Hospitals Board
- Georgia Hospital Association Board of Directors
- Emory University School of Medicine Board of Visitors
- Georgia State University's College of Health and Human Sciences Board of Advisors
- Georgia Chamber of Commerce Board of Directors
- 191 Club Board of Governors
- Central Atlanta Progress, Inc., Board of Directors
- Atlanta Committee for Progress Atlanta Mayors Advisory Board
- Atlanta Regional Health Forum, Inc., Board of Directors
- Arthur M. Blank Family Foundation/Better Beginnings Advisory Council
- Atlanta Fulton Family Connection Board of Directors
- Metro Atlanta Chamber of Commerce Board of Advisors
- Atlanta Rotary
- Butler Street YMCA Board of Directors

Other Positions

Dr. Agwunobi also teaches MBUS 612 Healthcare Management in the MBA program at Gonzaga University as an Adjunct Professor.