Statement of Qualifications

Consultants for Healthcare Services
Planning, Development, and Management

2301 Burlington, Suite 200, North Kansas City, Missouri 64116
816-474-7800  /  FAX 816-474-2203
Client Locations

United States Service Area Map
Hospital Management Consulting, LLC (HMC) offers strategic, clinical, and operational planning services to hospitals and health systems, nursing homes, home health agencies, physicians, and other healthcare providers. Our broad range of skills and experience enables us to quickly provide clients with a focus towards expanded services, improved operations, assured compliance and enhanced profitability.

Because the healthcare service environment is highly pressured by financial and competitive concerns, HMC strives to provide practical assistance that produces an immediate bottom-line impact. Whether our engagement involves developing strategic plans, conducting feasibility studies, implementing new services, or evaluating operations, HMC’s concern is to assist clients in providing high quality services that meet community need, generate new revenue, and contribute to the client’s continued strength and future growth.

The experience among HMC’s consultants is diverse, representing skills in planning, marketing, finance, reimbursement, operations, and nursing. Because of our complementary skills and experiences, we are able to propose plans and make recommendations that
HMC believes that the key to effective strategic planning is the ability to focus on asking the right questions, collecting pertinent information, and formulating valid assumptions relating to current and emerging trends in the healthcare environment. In developing strategic plans or conducting special studies, HMC assesses the potential for service expansion and development in light of the client’s service mix, operations, personnel and financial resources, market area demographics, and competition. Prior to finalizing recommendations, we also assess the financial impact of proposed solutions. Based on these assessments, HMC develops plans with specified action steps, time frames, and measurable objectives.

Our services have enabled our clients to assess the need for physician specialties, and the benefits of practice consolidation; to convert acute care facilities to specialty hospitals such as critical access hospitals (CAH); to expand ambulatory and home care services; and to develop plans for mental health service systems and health service networks.
Feasibility Assessments

Enhancing our strategic planning services, are focused feasibility studies that enable our clients to develop programs or services that meet identified community need and generate new sources of revenue. Because of the diversity in training and experience among our consulting staff, we are able to readily identify the relevant indicators of the potential need for new services, as well as assess the objective and subjective market factors that would affect the success of these services.

Beyond evaluating the demand for specified services, HMC’s special studies also identify the resources required for implementation; assess the impact of state and federal licensure and certification requirements; project financial impact; and consider the degree of fit with the client’s overall service mix and mission. Our special studies have included radiation therapy facilities and chemotherapy; skilled nursing, geropsychiatric, and rehabilitation units; subacute care services; home health services; dialysis facilities; personal care facilities; nursing homes; and acute care and psychiatric hospitals.
HMC has gained direct experience in the development of rural primary care hospitals (which were predecessors to CAHs) during a demonstration project conducted by the Health Care Finance Administration (HCFA). In addition, HMC’s partners helped write the CAH enabling legislation in the state of Missouri. HMC also participated in an engagement with the Missouri Hospital Association and the Missouri Department of Health (Office of Rural Health) to model the impact of CAH status on four hospitals in rural Missouri. In addition, HMC has become one of two recognized and certified healthcare consultants to perform feasibility studies in Tennessee under contract with the Tennessee Hospital Association through their state contract with the ORH in Tennessee. We have also consulted and managed (in the past) over 15 critical access hospitals in numerous states.

Beyond our experience with state-level policy development, HMC has assisted in the implementation and certification of CAHs. In addition, we are currently conducting several studies to assess the financial impact of converting acute-care hospitals to CAHs and reopening several other hospitals that had been previously closed and now wish to reopen.

Complementing our experience in converting hospitals to CAHs is our past work in assessing the impact of a number of cost-based services on acute-care hospitals, including skilled nursing units, geropsychiatric and rehab units, rural health clinics (for hospitals under 50 beds), and home healthcare agencies. In addition, our consulting staff has direct experience in the management of rural acute-care hospitals including CAH facilities. This experience has also given our staff a broad based understanding of the unique issues and challenges facing rural hospitals today. We believe that the clinical, management, financial, and program planning and development experience of our partners qualifies HMC to perform the detailed and comprehensive assessments that are required.
New Service Implementation
And Operations Assistance

In addition to assessing the need for new services, HMC also provides assistance in implementation and development. These services include skilled nursing, rehabilitation, and geropsychiatric units; subacute care services; home health agencies, and rural health clinics. Our implementation services include staff training; developing policies and procedures that satisfy Medicare’s Conditions of Participation; coordination with state licensing agencies and fiscal intermediaries; identifying physical facility requirements; and program marketing.

Complementing our service planning and implementation assistance, HMC offers technical assistance to enable our clients to improve the cost-effectiveness of their operations. These services include evaluation of staffing patterns and patient acuity levels; nursing care model redesign; competencies development; operational analyses; and assistance in meeting the Joint Commission on Accreditation of Healthcare Organizations’ (JCAHO) requirements.

New Service
- SKILLED NURSING UNITS
- SUBACUTE CARE SERVICES
- RURAL HEALTH CLINICS
- REHABILITATION UNITS

Operations Assistance
- OPERATIONS AUDITS
- JCAHO ACCREDITATION
- MEDICARE CERTIFICATION
- NURSING CARE MODEL REDESIGN
- NURSING COMPETENCIES DEVELOPMENT
- REIMBURSEMENT ASSISTANCE
- HOSPITAL MANAGEMENT
- CLINIC MANAGEMENT
LAWRENCE J. ARTHUR
Partner

EXPERIENCE OVERVIEW

Larry Arthur has over 25 years of management and consulting experience in health care.

In addition to developing strategic plans for hospitals of all sizes and large healthcare systems, Larry specializes in conducting studies for hospitals in starting new services to offset falling revenues experienced from utilization declines. Larry also assists hospitals in exploring new business opportunities and relationships that preserve autonomy and position for continued growth and viability. Specifically, Larry has worked on numerous projects that have enhanced hospitals’ ability to attract and retain patients both in primary and specialty care.

Prior to founding Hospital Management Consulting and Arthur Clark Company, Larry had corporate responsibility for all management and planning consulting projects for HSMI, a for-profit subsidiary of a regional Midwest hospital system. Other previous experience includes Corporate Director of Project Planning for Research Medical Center, Senior Hospital Consultant with URS/Hospital Development Corporation, and Assistant Executive Director for Northwest Missouri PSRO.

Larry is a graduate of the University of Missouri-Kansas City with a master’s degree in Public Administration, emphasis in Health Sciences Administration. He also holds an B.A. degree from Rockhurst College in Political Science.

Larry is a former adjunct professor at Ottawa University, Ottawa, Kansas; he also instructed in the MBA program of Rockhurst College’s Evening Division, focusing on Healthcare Management. Larry has conducted seminars for the Missouri Hospital Association, the Heart of America Financial Management Association, and Rockhurst College.
JOSEPH LAMMERS
Partner

EXPERIENCE OVERVIEW

Joe Lammers has over 30 years of experience in hospital administration and health care delivery systems.

His educational background consists of a B.S. in Administration from Central Missouri State University, a graduate degree in Hospital Administration from St. Louis University and the completion of various health related courses from the University of Missouri-Kansas City.

Joe’s professional and community involvement’s include the following: Aetna Health Plans (Local Coordinating Committee), Missouri Hospital Association (Board-Council on Aging and Long-Term Care-Council on Human Resources-Managed Care Committee-Budget and Finance Committee), Missouri Chamber of Commerce (Leadership Development Council), American Hospital Association (Council on Aging from 1984-1991-House of delegate representatives from 1990-1992), VHA Mid-America, Inc. (Board of Directors), Kansas City Area Hospital Association, Resources Center Advisory Council, Mid-American Health Network (Board of Directors), Heritage Health Care Board, Health Care Systems, Inc. (President and Board of Directors), Medical Diagnostic Center Association, Blue Cross/Blue Shield of Missouri (Board of Trustees) and the State of Missouri Bureau of Hospital Licensing and Credentialing.

In addition, Joe has had leadership roles in the following professional activities: Missouri Hospital Association (1987), Kansas City Area Hospital Association (1986), Mid-America Health Network (1991-93), VHA Mid-America (1991-94), Independence Chamber of Commerce (1986), Independence Kiwanis Club (1978), American Cancer Society of Independence (1980) and Chamber of Development & Fundraising Committee (1994). In the community, he has been a part of the Chamber of Commerce, Community Betterment Council, Boatmen’s Bank Board of Easter Jackson County, Hope House Advisory Board, Up Town Independence Board, Cities 21st Century Committee, Mayor’s Christmas Concert Committee (Treasurer) and Truman Anniversary Concert Board (Treasurer).
BRUCE BIRD
Partner

EXPERIENCE OVERVIEW

Bruce Bird’s more than twenty-five year healthcare career encompasses extensive experience in hospital management and clinical operations. He has served hospitals in several management roles, including Chief Executive Officer, Chief Operating Officer and Director of Nursing. He has advised hospital boards of directors and senior hospital management teams; facilitated strategic planning; and directed operations for psychiatric services, rehabilitation services, skilled nursing units and rural health clinics. Prior to joining Hospital Management Consulting, Mr. Bird was a principal for a healthcare management and consulting firm in the Midwest. In this role, he oversaw numerous projects involving hospital management, geropsychiatric services and rehabilitation for rural health clinics, rehabilitation facilities and SNF units. During his tenure as Chief Executive Officer of an acute care hospital, Mr. Bird increased earnings from $1.2 million to $4.9 million annually in less than two years. He increased home health visits from 80 per month to 10,000 per month. He is a skilled speaker and presenter on topics covering all hospital services and the impact of the Balanced Budget Act of 1997. Mr. Bird’s educational credentials include Bachelor of Science degrees in Bio-Medical Science and Nursing and a Masters in Business Administration (MBA).

In recent engagements, Mr. Bird provided full and interim hospital management. He performed market and financial feasibility studies. Mr. Bird implemented and managed inpatient and outpatient rehabilitation units; inpatient and outpatient psychiatric programs, including geriatric psychiatric care; skilled nursing units; physician clinics; and rural health clinic networks. He has participated and/or conducted numerous hospital strategic planning sessions.

AREAS OF SPECIALIZATION

- Hospital Management
- Department Management
- Rural Health Clinic Networks
- Hospital Based Inpatient and Outpatient Rehabilitation Services
- Inpatient Geropsychiatric and Partial Hospitalization Programs
- Strategic Planning
EXPERIENCE OVERVIEW

Jo Pierce has more than 30 years of progressive, diverse experience in the healthcare industry, including a expertise in hospital operations. Her skills and capabilities encompass productivity analysis and management, reengineering, hospital-based clinic development and operations, interim nursing management, and skilled nursing unit exceptions. Prior to becoming a partner with Hospital Management Consulting, LLC, Ms. Pierce served as Corporate Director of Nursing/Productivity to a major hospital chain with 34 owned and seven managed hospitals. In this role, she supported and counseled clinical hospital managers with broken line authority and responsibility for hospital nurse executives. Her extensive experience with JCAHO and federal/state standards made her a key member of the corporate management team that assisted hospitals in successful resolution of serious regulatory compliance issues. In addition, she developed labor management training tools for hospital senior managers, incorporating continuous quality improvement principles. Ms. Pierce is a registered nurse who received her nursing education from a private university in Texas and has completed post-graduate work.

Ms. Pierce has performed a productivity analysis of a 110-bed acute care hospital with recommendations of reorganization and improved labor standards, resulting in cost savings in excess of $2 million per year. Another project involved an operational review of a hospital-based rural health clinic with recommendations that will result in compliance with regulatory agencies and annual cost savings of approximately $200,000. Recently, Ms. Pierce has completed a reorganization of a long-term acute care hospital, which will result in annual savings in excess of $750,000, while improving compliance and the quality of care delivered.

AREAS OF SPECIALIZATION

- Hospital Operations
- Interim Management
- Hospital-wide Productivity Analysis
- Rural Health Clinic Operations
- Skilled Nursing Exception Request
- Nursing Operations Review
TRENT SKAGGS
Partner

EXPERIENCE OVERVIEW

Trent Skaggs’ more than seven-year healthcare experience encompasses an expertise in facility planning and development. His other specialty areas include new service development; community needs assessments, and certificate of need and long-term care planning. Prior to Hospital Management Consulting, Mr. Skaggs was a senior health analyst at a 15-hospital network system, where he focused on assessing HMO contracts and their financial solvency. He also worked six years as a consultant with a healthcare management and consulting firm in the Midwest, where he worked on numerous strategic planning and development projects. He wrote a certificate of need application to help a Midwest hospital consolidate outpatient and ambulatory care services into a $94 million patient tower. He assisted a hospital in the Southwest with planning and development issues by compiling national, regional, and hospital-specific statistics for the staff to identify and act upon and he recommended specific goals. Mr. Skaggs has performed over 250 demographic studies for numerous projects, including assisted living facilities, skilled nursing facilities, rehabilitation facilities, strategic plans, and physician studies. He is a skilled speaker and presenter. His education credentials include a Bachelor of Arts in Government and Economics as well as a Masters in Public Administration with an emphasis in healthcare.

In his most recent engagement, Mr. Skaggs assisted County Commissioners in the Midwest in looking at the feasibility of developing a senior housing project which included; assisted and independent living, skilled nursing care, home health and rehab. In addition to the feasibility he preformed financial feasibility study and researched financing options.

AREAS OF SPECIALIZATION

- Project Management
- Physician Fee Schedules
- Strategic Planning
- Certificate of Need Development
- Market/Demographic Analysis
- Database Development
- Feasibility Modeling
- Long-term Care Planning
- Network Advising
Dick Clark, a Project Manager for HMC, has provided consulting and management services for several hundred hospitals and other healthcare providers since beginning his healthcare career in 1969. Dick currently lives in Asheville, North Carolina and has worked with numerous hospitals throughout the Southeast.

Dick’s consulting engagements have focused on strategic planning for new services and facilities including financial and utilization assessments; the evaluation of organizational and financial issues involved in establishing joint ventures and healthcare systems; and the development of business plans for new healthcare enterprises.

Dick is a graduate of the Medical College of Virginia (MCV) at Virginia Commonwealth University, Richmond, Virginia, earning academic honors with a master’s degree in Hospital and Healthcare Administration. He served his residency at Richmond Memorial Hospital in Richmond, Virginia. Dick earned a Bachelor of Science degree in Industrial Engineering from the University of Wisconsin.

Prior to joining HMC, Dick was co-founder and the Managing Principal for Arthur Clark Companies, a multi-million dollar holding company which included companies specializing in healthcare consulting, management services, home health agencies, durable medical equipment, and comprehensive outpatient rehabilitation facilities (CORF’s). Dick’s other experience included Vice President of Research Health Services, Kansas City; Senior Associate for Cresap, McCormick and Paget, Inc.; Director of Planning for Swedish American Hospital, Rockford, Illinois; and Manager of Health Systems for Ideal Systems, Inc., Madison, Wisconsin.

Dick has spoken at various seminars sponsored by the American Hospital Association and other healthcare organizations on hospital diversification and reorganization, strategic planning, and survival strategies for rural hospitals.
EXPERIENCE OVERVIEW

Mark Stepanik has more than twenty years experience in hospital administration, management, and clinical operations, primarily in the post-acute and specialty hospital sector.

Prior to joining Hospital Management Consulting, LLC, Mark served in a variety of senior level management roles with HealthSouth Corporation, including Regional Vice President and Chief Executive officer of numerous free-standing hospitals and statewide networks. He has expertise in hospital planning and development, new facility startup, program development and expansion, and financial operations. Prior to joining HealthSouth Corporation, Mark served as Chief Executive Officer of the Rehabilitation Hospital of Austin in Austin, Texas. He also served as Chief Operating Officer of the Rehab Hospital of York, in York, Pennsylvania, as part of National Medical Enterprises. Mark’s work as Director of Special Projects with the University of Maryland Medical System in Baltimore, Maryland, provided exposure to numerous entities including Montebello Rehabilitation Hospital, the R. Adams Cowley, MD Shock Trauma Center, The University of Maryland Hospital and the Shock Trauma Rehabilitation Network. He held a faculty appointment at Loyola University in Baltimore and had several scientific publications in the area of head injury rehabilitation.

Mark’s educational and training credentials include a Bachelor of Arts Degree in Psychology, Bachelor of Science in Communication Disorder, a Master of Science in Speech-Language Pathology, a two-year Hospital Administration training program while at National Medical Enterprises, and a Certificate of Clinical Competence from the American Speech and Hearing Association. In the past, Mark had been a member of the American College of Health Care Executives, a Licensed Nursing Home Administrator in the state of South Carolina, and had several appointments to committees of the South Carolina Hospital Association.

He has served as a surveyor for CARF (Commission on Accreditation of Rehabilitation Facilities) within the medical rehabilitation division for the past eight years, and actively consults with organizations on a national level on improving services for persons with disabilities.
EXPERIENCE OVERVIEW

John Wood has more than 30 years’ experience in the healthcare field. He is a generalist in the area of business management with a working knowledge of accounting, finance and economics. During his career in healthcare, Mr. Wood has worked with decision-makers at almost every organizational level, including department heads, medical staff, CEOs, CFOs, and governing boards. His healthcare industry exposure is broad based, including pharmaceuticals, patient care products and services, facility planning and architecture, bond financing for building projects, as well as general consulting services. Mr. Wood has been involved in all areas of healthcare marketing and project development, including sales training for one of the largest healthcare product companies in the U.S., marketing planning, development and implementation, and sales and marketing management.

Prior to joining HMC, he served as the Senior Associate for a national healthcare management and consulting firm. In this role, he developed a systematic approach for identifying, contacting and following-up with potential new clients. He spearheaded the development of formal "product" descriptions including facts, features, services provided, client benefits, reimbursement, competition, and marketing objectives. Mr. Wood also served as Director of Project Development for a national hospital architectural engineering and planning firm; in that position, he was responsible for coordinating the various activities necessary to take a hospital building project from the planning stage through the Certificate of Need process. Mr. Wood’s educational credentials include a Bachelor of Science in Business Administration with an emphasis in Marketing and a Masters of Business Administration as an Executive Fellow.

AREAS OF SPECIALIZATION

- Project Development
- Strategic Planning
- Market Analysis
- Marketing
- Market Plan Development and Implementation Training