

## **CAREER SUMMARY**

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Thirty-six (36) years of varied business experience in financial and operational management positions with a unique blend of responsibilities in healthcare, manufacturing, and private business. Have demonstrated outstanding leadership skills in developing management teams, reversing detrimental financial and operational trends, turnaround management, establishing educational programs, and implementing key information systems to assist with setting the strategic direction of an organization.

## **OBJECTIVE**

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To continue to grow my career from a history of a Chief Financial Officer/Chief Operating Officer, and most recent twelve (12) years as the President/Chief Executive Officer of a progressive community based integrated healthcare delivery system to that of an action oriented President/Chief Executive Officer of a larger multi-organizational healthcare system.

## **ABREVIATED CAREER HISTORY**

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### **1995 – Present Heritage Valley Health System**

**June, 2001-Present**

#### ***President, Chief Executive Officer***

- Under the direction of the Board of Directors, responsible for the strategic direction and operation of the entire Integrated Delivery System (IDS) including but not limited to; two (2) full service acute care hospitals, two fund raising foundations, approximately 200 wholly-owned employed physicians in 70+ community based offices operating in four (4) wholly-owned corporations, a captive insurance company, and a number of free standing community based health centers. Heritage Valley Health System generates approximately \$475 million in annual revenue, employs over 4,100 individuals, and provides clinical and medical services for over 425 medical staff members in order to meet the healthcare needs of approximately 350,000 covered lives in a sixty (60) mile service area.
- Responsible for all outside interaction with key stakeholders to advance the health systems goals, including collaboration with the provider, payor, legislative, and employer communities.
- Responsible for the continued development of the Senior Management Team to ensure the operation of a high quality, cost effective and patient care efficient organization.
- Developed and implemented an approach of five (5) Strategic Imperatives to coordinate and guide the organization.
- Designed and implement the “Strategic Performance Index” (Balanced Scorecard) to track and document organizational performance and improvement.
- Major accomplishments under the Strategic Imperatives include, but are not limited to:

#### **Financial Stability**

- Improved Operating Margin from -1.0% to +3.4%
- Improved Total Profit Margin from -0.5% to 6.8%
- Improved Days Cash on Hand from 204 to in excess of 300 days
- Decreased Days in Account Receivables from 60 days outstanding to less than 35 days
- Rated AA- by S&P, A1 by Moody’s and A+ by Fitch all with a Stable Outlook

#### **Quality/Safety/Customer Service**

- Improved Inpatient Customer Satisfaction from the 37<sup>th</sup> to the 80<sup>th</sup> percentile
- Improved Emergency Department Customer Satisfaction from the 50<sup>th</sup> to the 85<sup>th</sup> percentile
- Introduced Compliance to National Patient Safety Goals and achieved 98% compliance.

#### **Human Resources**

- Improved Employee Satisfaction from a 2.4 to a 2.2 index (lower is better).

**Norman F. Mitry**  
**(724) 773-2077 (Office)**

- Introduced Employee Departmental Meetings with all employees on a semi-annual basis
- Defeated a SEIU 1199P Union organizing effort
- Introduced "Heritage Way MBA" Program for all levels of Management

**Information Technology**

- Developed a Heritage Valley "Patient Care Card" to speed patient access for care.
- Designed and led the "Portal" approach to information dissemination.
- Led the development and implementation of the "Paperless Board", On-line Trustee.
- Introduced the organization to the desktop and mobile version of the Electronic Health Record including:
  - Office, acute, long-term care & ambulatory information
  - Push technology of results reporting (lab, radiology, cardiology, pathology, etc.)
  - ePrescribing electronic prescriptions
  - Dictation/transcription services
  - Point of care charging
- Implemented self-service Kiosk registration and check-in.

**Market Expansion/Community Health**

- Implemented a "Branding Campaign" to improve the overall market awareness of the System.
- Implement numerous new services to the Heritage Valley service area including but not limited to:
  - Retail Medicine Strategy (Wal-Mart ConvenientCare Centers)
  - Community based Women's Health Center
  - Community based Cardiology Centers
  - Community based Cancer Treatment Centers Joint Venture with UPMC
  - Community based Diagnostic Testing Centers
  - Retinal Surgery Program
  - Bariatric Surgery Program
  - Integrated an Long Term Acute Center (LTAC) into our organization
- Recruited Physicians for existing groups and for secondary market expansion
- Designed and implemented a Medical Malpractice Assistance Program to assist in the retention and recruitment of Physicians.
- Developed and implemented a 10-15 year Medical Staff Development Plan

**July, 1995- May, 2001**

**Heritage Valley Health System & The Medical Center, Beaver**

***Senior Vice President, Chief Financial Officer***

- Responsible for all of the financial management functions of this \$300+ million annual revenue Integrated Delivery and Financing System (IDFS).
- Acquired, implemented, and managed 100 Physicians to profitability in 50 decentralized office locations with annual revenues in excess of \$50 million.
- Developed and planned the implementation and operation of the "Risk Contracting" initiative that included the responsibility of managing 35,000 covered insurance lives for a three year period.
- Served as the "point person" for The Medical Center in the consolidation of Sewickley Valley Hospital and The Medical Center.
- Responsible for the vision, strategic planning, and implementation of the Information Technology strategy of Heritage Valley Health System
- Responsible for the refinancing of \$90 million of existing debt that resulted in an upgrade from all three rating agencies to AA- and A1.
- Line responsibility for routine operations in areas such as Medical Records, Risk Management, Family Practice Residency, Management Engineering, Physician Management Services Organization (MSO), Physician Practice Operations, Occupational Medicine, Rehabilitation, Managed Care Contracting, and Patient Registration.

**1986–1995 Pittsburgh Mercy Health System (Various Positions)**

**1994-1995 Executive Vice President, Chief Financial Officer, PMHS**

***Chief Operating Officer, Mercy Providence Hospital***

- From a financial perspective, responsible for the entire financial management function of this \$250+ million Inter-city Regional Healthcare System consisting of two acute care hospitals, four long-term care facilities, multiple outpatient facilities, residency teaching programs, Physician/Hospital Organization, and the fund raising Foundation.
- From an operations perspective, completely responsible for a 160 bed community hospital, 158 long-term care nursing center and a 26 bed personal care facility. Primary responsibilities included not only routine management of daily operations, but an aggressive turnaround initiative of all of these financially and operationally distressed businesses.

**1990–1994 Pittsburgh Mercy Health System**

***Director of Finance, PMHS***

***Chief Financial Officer for Mercy Life Center Corporation and Mercy Psychiatric Institute***

- Responsible for the routine planning, developing, guidance, and leadership of managing the System's fiscal affairs.
- Responsibilities included acquisitions, mergers, divestitures, annual audit process, and routine reporting the Board of Trustees as well as the complete financial management function for both our not-for-profit and for-profit healthcare and non-healthcare subsidiaries.
- Responsibilities included the CFO role for Mercy Life Center Corporation which consisted on four long-term care organizations as a subsidiary of PMHS.
- Responsible as CFO of Mercy Psychiatric Institute for the on-going financial management of this 100 bed free standing Psychiatric Hospital subsidiary of PMHS.

**1992–1994 Pittsburgh Mercy Health System,**

***Director of Quality***

- Spearheaded the research, evaluation, planning and implementation of the PMHS Total Quality Management initiative. Prepared the program for the eventual transition to the Vice President of Quality/Leadership position.

**1986–1990 Pittsburgh Mercy Health System,**

***Manager of Cost Accounting and Budgeting***

- Directed a financial staff in the planning, evaluation, selection, implementation, and on-going operation of the System's Decision Support/Cost Accounting System. Converted the System from a traditional budgeting system to that of a "case-based" methodology, and implemented productivity based cost standards throughout the System.

**1978–1986 Jessop Steel Company**

***Director, Cost Accounting, Budgeting, Special Projects***

- Directed a financial staff in the monthly closing process that included inventory control, cost accounting, forecasting, LIFO reserves, and operating performance statistics.
- Designed and implemented automated production/inventory control tracking systems that eliminated an annual inventory write-off adjustment in excess of \$1 million.

**1970–1978 La-Ra Inc.**

**Norman F. Mitry**  
**(724) 773-2077 (Office)**

***Manager & Co-owner***

- Co-owner and Store Manager of "DRUMS" retail musical outlet. Performed in-store and outside sales function to all school districts in the tri-state area, supervised office operations, and taught private musical lessons.

**EDUCATION**

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**2008 – Honorary Doctorate of Business Administration**

Robert Morris University, Moon Township, PA

**2004 - Center for Creative Leadership**

Greensboro, North Carolina

Leadership Development Program

**1992 - Masters of Public Management**

Carnegie Mellon University, Pittsburgh, PA

Concentration Finance & Information Systems

**1974 – Bachelor of Science**

Robert Morris University, Moon Township, PA

Concentration Finance & Marketing

**PERSONAL & INTERESTS**

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- Born June 25, 1952, 5' 11", 175 lbs., excellent health
- Born, raised and a life long resident of Western Pennsylvania
- Married with two step daughters
- Active member of various community orchestras
- Active member in Church Brass Choir (Timpani) for the past 25 years in numerous churches throughout the area
- Member of the Board of Directors, Robert Morris University, Beaver Educational Trust, Beaver County Salvation Army, Hospital Association of Pennsylvania (HAP) Advisory Board, UPMC Health plan as well as active in Beaver Rotary and the American Heart Association,
- 2006 recipient of the Robert Morris University Alumni "Heritage Award".
- 2008 undergraduate commencement speaker for Robert Morris University
- Adjunct Faculty, University of Pittsburgh, Graduate School of Public Health.