

P. SHANNON ELSWICK, FACHE

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PROFESSIONAL SUMMARY

Healthcare executive with 20+ years experience at or above the CEO/President level. Experienced consultant and university faculty member. Developed and practiced principle-centered, relationship-oriented, outcome-driven leadership philosophy in hospitals of various sizes and with multiple ownership and governance structures.

PROFESSIONAL EXPERIENCE

UNIVERSITY OF CENTRAL FLORIDA - ORLANDO, FLORIDA (MAY 2013 – PRESENT)

- **Executive in Residence & Lecturer** – Department of Health Management & Informatics, College of Health & Public Affairs (August 2015 - present)
- **Graduate Faculty Scholar** – Health Services Administration Graduate Studies, College of Health and Public Affairs (May 2013 - present)

LEADING EDGE HEALTHCARE, LLC. – CLERMONT, FLORIDA (JUNE 2013 – PRESENT)

Senior Vice President, Acute Care Division – Providing support and consultation to help this historically post-acute care consulting firm expand its scope to include services related to acute care.

ORLANDO HEALTH, INC. - ORLANDO, FLORIDA (JUNE 1995 – JUNE 2013)

- Retired as **President of Adult Hospital Group and President of Orlando Regional Medical Center**, an 804-bed Academic Medical Center and level I Trauma Center; also accountable for 4 community hospitals; system wide responsibility for safety, security, emergency preparedness, engineering, transition services, home care, private duty nursing, environmental services, food & nutrition and “Action O/I” productivity benchmarking (Nov 2008 to June 2013)
 - Operational oversight of planning and site development for \$300 M expansion on main campus
 - Developed unique Transition Services approach to unify Discharge Planning, Case Management and Post Acute Care Services (VHA National Blueprint)
 - Centralized and reengineered Quality, Safety, Security, Engineering and Disaster Preparedness
 - ORMC operating margin increased from 2.8% to 5.4% in first full year of reorganized operations
- Served as **President of Dr. P. Phillips Hospital** during major expansion which doubled the size of the system’s most profitable facility, also managed an additional community hospital (2004 - 2008)
 - Established Lean/Six Sigma initiatives which ultimately expanded to serve the entire system
 - Created “HOSPITALity” affiliation with prestigious Rosen School
 - Increased operating margin nearly 3-fold to over 15% prior to expansion project
- Served as **Vice President of Community Hospitals**, accountable for up to 6 hospitals (1997 - 2004)
- Served as **CEO of South Lake Hospital, Inc.**, coordinated JV transition, developed National Training Center and replacement hospital facilities (1995 - 1997)

SOUTH LAKE MEMORIAL HOSPITAL - CLERMONT, FLORIDA (1994 - 1995)

CEO (Quorum Management Resources)

- Negotiated partnership with Orlando Regional Healthcare (now known as Orlando Health)
- Reversed significantly negative financial trend

HIGHLANDS/CASHIERS HOSPITAL - HIGHLANDS, NC (1990 - 1994)
CEO

- Planned, built and relocated to replacement hospital, nursing facility and medical offices

HAYWOOD COUNTY HOSPITAL - CLYDE, NC (1987 - 1990)
VP Operations

- VP Operations (1988 - 1990)
- Business Manager and Acting CFO for 200 bed acute care facility (1987 - 1988)

UNIVERSITY HOSPITAL OF JACKSONVILLE - JACKSONVILLE, FL (1984 - 1987)
Business Manager and Director of Admissions

- Business Manager, Director of Admissions and Financial Evaluation (1986 - 1987)
- Director of Trauma & Emergency Medical Services (1985 - 1986)
- Medical Record Service Section Manager (1984 - 1985)

UNITED STATES NAVY (1978 - 1984)
Hospital Corpsman

EDUCATION

Master of Science, Healthcare Administration (1984)
Central Michigan University - Mt. Pleasant, MI

Bachelor of Science, Health Care Services (1987)
Southern Illinois University - Carbondale, IL

PUBLICATIONS

Elswick S, O'Donnell L, Dinon N, Stachnik A, Rippe J: Incorporating Lifestyle Medicine into a Large Health Care System: The Orlando Health Experience. *Am J Lifestyle Medicine*, Vol. 5:192-199, 2011

Butler, G; Caldwell, C; Elswick, S; "Using Lean Six Sigma to Accelerate Emergency Department Results," *Optimizing Emergency Department Throughput* (Chapter 4), Productivity Press, New York, NY, 2010

Severt, D; Aiello, T; Elswick, S; Cyr, C. (2008), "Hospitality in Hospitals?" *International Journal of Contemporary Hospitality Management*, Vol. 20:664-678, 2008

MEMBERSHIPS/APPOINTMENTS

- University of Central Florida, CHOPA - Preceptor and Advisory Board Member
- American College of Healthcare Executives - Fellow & Local Higher Education Liaison
- Association of University Programs in Healthcare Administration – Member
- Barbershop Harmony Society – Immediate Past President
- Big Brothers Big Sisters of Central Florida – Executive Board Chair
- Oakland Presbyterian Church – Elder, Administration & Stewardship Chair
- Lake County Backyard Ministries – Founder
- Rare Blend Harmony, LLC. – Founder and Managing Partner
- Sisters of Sound – Founder and Musical Director

HONORS/AWARDS

- Outstanding Recruit, United States Navy League – 1978
- Achievement Medal, United States Navy - 1982
- Citizen of the Year, Southlake Chamber of Commerce – 2005
- Community Service Award, Lake County Leadership – 2006
- Top 10 Business Leaders, Orlando Business Journal – 2007
- Hall of Fame, BHS Sunshine District – 2008
- President's Choice Award, BBBSCF – 2014 & 2015
- Community Service Award, Cornerstone Hospice – 2016