

## Daniel G. Kirkpatrick, MHA, FACHE

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### PROFESSIONAL EXPERIENCE

*Partners in Improvement, LLC* - Rocky Mount, NC

[www.partnersinimprovement.co](http://www.partnersinimprovement.co)

#### 9-13 – present **Founder and Managing Partner**

Partners in Improvement is a limited liability company healthcare consulting practice. It is privately held and independent. The company focuses on the partnerships, and relationships, that allow physician group practices and hospitals to collaborate more effectively and prosper mutually. After almost 20 years of refining his approaches to form enriched relationships and more profitable partnerships, Dan and a few select partners founded Partners in Improvement as a full-time venture for broadening their business and helping more clients.

- Extensive experience in leading successful (throughput improvement, Press Ganey improvement, staff satisfaction improvement) patient satisfaction improvement initiatives
- Partnering with emergency medicine staffing groups to improve performance through compensation plan redesign.
- Partnering with hospitals to engage in improving emergency department performance through coaching, LEAN improvement initiatives and rigorous project management.
- Work with health system and independent groups on valuation, bonus structures and negotiated metric goal achievement bonusing.
- Helping staffing companies become more profitable by engaging in performance improvement activities.
- Expanding our client's healthcare business line to leverage resources and make the best financial return.

*BestPractices, Inc.* – acquired and became a Division of EmCare – Emergency Medicine Management

[www.best-practices.com](http://www.best-practices.com)

#### 2-06 – 9/13 **Vice President, Operations**

Operations principal managing regional emergency departments at client sites in VA, WV, NC, PA, CT, FL and IL. 300+ private physician and midlevel provider group practice staffing approximately 400,000 emergency department visits generating >\$80M in revenues annually. Coordinate all local operations with site Medical Director and client contacts.

*Accomplishments:*

## DANIEL G. KIRKPATRICK - Curriculum Vitae

- Successfully reorganized group practice to achieve contribution margin goals, exit clients where goals could not be achieved in a mutually agreeable fashion and solidified client relationships through risk-sharing relationships.
- Introduced inpatient flow initiatives in 4 client sites; reduced ED diversion time, increased ED volume by reducing LWBS and reduced inpatient LOS by “front-loading” ED-generated admissions.
- Implemented physician focused coaching program that improved Press Ganey Doctor box scores to exceed, and sustain, 75<sup>th</sup> percentile at 3 different sites:
- Implemented productivity compensation plans which improved reimbursement >10%, reduced staffing hours 7.5% and improved throughput by reducing LOS under 250 min.
- Created and customized a Provider Dashboard with the coding/billing company to provide concurrent performance metric feedback to physicians and midlevel providers.
- Led three ED Teams in IHI ED community process improvement efforts – LOS treat and admit reduction, Door-to-Doc time interval reduction; Demand-Capacity analyses and staffing reallocation to minimize mismatch; Process mapping of Triage, Fast Track, registration.

## CERTIFICATION/EDUCATION/PUBLICATIONS

**Fellow, American College of Healthcare Executives, 1/2007, American College of Healthcare Executives**

**Certified Ophthalmic Executive, 5/2003, American Society of Ophthalmic Administrators**

**Master of Health Administration; 1982, Ohio State University, Columbus, OH:**

**Bachelor of Arts; 1979, The College of Wooster, Wooster, OH: Major in Psychology**

*The Hospital Executive's Guide to Emergency Department Management*, HCPro, 2010, coauthor. (2<sup>nd</sup> Edition released 6/14)

*The Hospital Executive's Guide to Urgent Care Centers and Freestanding EDs*, HCPro, 2012, coauthor.

## PERSONAL

Married with five children; active in Christ Covenant Church; youth sports Coach (soccer, tennis and basketball) and play tennis and enjoy fishing, gardening and canine training.

## REFERENCES SUPPLIED UPON REQUEST