

Daniel G. Kirkpatrick, MHA, FACHE

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PROFESSIONAL EXPERIENCE

MLZ Coding, LLC - Jacksonville, FL

[MLZ Coding, LLC](#)

12-16 - present, Majority Owner

Marjorie Zink began her coding career 25 years ago. Having the privilege and opportunity of working with many leaders within the emergency medicine coding field she always dreamed of running her own coding company. Not just running a coding company but being able to create a company that would provide meaningful employment opportunities for her colleagues, friends, and relatives in the Philippines, where she grew up, but also preserve high quality services in the US. The idea grew legs in the middle of 2011 when many companies were beginning to consider and further investigate off shore coding opportunities. The Philippines was identified as a target population due to favorable education, work ethic values, training and a suitable information system infrastructure. This sparked Marjorie's enthusiasm and in 2015 she finally had the opportunity to partner in developing what is now MLZ Coding, LLC. The company has both US-based and Philippines-based coders with current annual capacity of 700,000 charts. All coders have some type of medical background (nursing, medical terminology etc.) and have been trained using the rigorous MLZ Coder Training Curriculum™. In 2017 Dan Kirkpatrick through his consulting company, Partners in Improvement, joined Marjorie to grow the company and create a revenue cycle management focus and problem-solving methodology to supplement the existing coding services. The company cross-utilizes its US and Philippines divisions to meet unique client needs. All Philippines-based services are supervised and QA-ed to the same standards as the US-based services.

Victoria Emergency Associates, LLC - Austin, TX

www.victoriaemergency.com

12-14 - present, COO

Victoria Emergency Associates, LLC is an Emergency Medicine and Hospitalist Medicine private group practice serving clients in central and eastern Texas. Dan continues to assist Dr. Brand in improving the performance of the group practice by directing payer relationships, Revenue Cycle Management, development of and

DANIEL G. KIRKPATRICK - Curriculum Vitae

execution of a commitment to financial transparency and a clinician profit sharing program. Dan has also served as a business advisor/consultant to Dr. Brand.

Partners in Improvement, LLC - Rocky Mount, NC

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

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:

- 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, 75th percentile at 3 different sites:

DANIEL G. KIRKPATRICK - Curriculum Vitae

- 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. (2nd 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