

# Jason J. Jankowiak, MBA

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## OVERVIEW

Healthcare executive with focus on strategy and operations with strong experience in academic medicine and large health systems. Developed clinical service line strategies and growth initiatives in inpatient and outpatient settings, improved patient access, operational design, and programs focused on improving quality outcomes. Expertise in organizational redesign, governance and decision making process, change management, process improvement, quality improvement and financial turnaround. Experience also includes business development, account management, and delivery of consulting services.

## EXPERIENCE

**CATHOLIC HEALTH SYSTEM**, Buffalo, NY [www.chsbuffalo.org](http://www.chsbuffalo.org) (2010 – Present)

*Vice President, Cardiac Service Line (2010-2013)*

*Vice President, Cardiac & Vascular Service Lines (2013-Present)*

- Strategic and operational leader of Cardiovascular program's entire continuum of care across the 5 hospitals, 6 LTC facilities, and 3 homecare divisions of the Catholic Health System, including cardiac, neuro and vascular interventional services in the acute care setting, open heart surgery, vascular surgery, non invasive diagnostic services, outpatient/wellness and disease management services. Includes the management 7 director/manager reports and approximately 150 total employees. Program size is approximately 9000 Cardiac, Vascular and Neuro interventional procedures, 15,000 diagnostic testing procedures and 600 open heart surgeries, and 700 Vascular Surgeries annually, equaling approximately \$200M in revenue.
- Effectively leading programmatic growth through numerous endeavors, including physician recruiting, regional outreach and market development programs, marketing efforts, and other competitive strategies within local and regional markets
- Drove significant procedural volume growth through first 24 months with organization, including a 10% growth rate in Cardiac Surgery volumes, and a 13% growth rate in interventional cardiology services. Moved Catholic Health from #2 to #1 in cardiac market share within primary service area within the same time period.
- Executive member of health system management team with participation and leadership roles within all facets of health system strategy and operations.
- Lead successful labor and supply cost savings programs, achieving labor productivity rates in the top 10% nationally, as well as a \$1.4M reduction in cardiac supplies across a 12 month period
- Leading role in Catholic Health's movement towards becoming a "High Performing Health System/Accountable Care Organization": Cardiovascular Services are the leading clinical service in efforts to reduce costs, grow volume, and direct care in a manner that focuses on utilization management and high quality care in alignment with a disease management philosophy
- Significant leadership and involvement in quality improvement initiatives within the service line, including, but not limited to, a comprehensive congestive heart failure (CHF) care improvement program, reduction in mortality rates in Cardiac Surgery and Interventional Cardiology, the standardization of treatment of Heart Attacks, and reductions in 30-day readmissions and Length of Stay.
- During tenure, The Heart Center at Mercy Hospital has received the following quality recognitions: "3 Star for Quality from the Society of Thoracic Surgeons (top 12% nationally)", "Top 10% Nationally for Interventional Cardiology from HealthGrades", "America's Top 100 for Cardiac Surgery", Ranked #1 in Western New York for Interventional Cardiology and Cardiac Surgery by the NYS Department of Health
- Improved market share considerably in primary and secondary markets for cardiovascular services through various strategies, including, but not limited to, partnership with major private practices, recruitment and employment of cardiologists and vascular surgeons, and development of new physician practices in secondary markets in order to capture new patients into the continuum of care.

**HEALTHGRADES, INC,** Denver, CO [www.healthgrades.com](http://www.healthgrades.com) (2008 – 2010)

*Senior Healthcare Management Consultant – Cardiovascular and Orthopedic Service Lines*

- Senior engagement manager for multi-hospital system clients, with emphasis on standardizing clinical quality improvement, physician engagement, and process redesign, and the linkage between financial outcomes and quality outcomes
- Assist hospital executive teams in all aspects of service line development for Cardiac and Orthopedic Care, with emphasis on developing hospitals into the “Destination of Choice” in their community for Cardiac and Orthopedic care.
- Work collaboratively with departmental medical directors and key physician stakeholders in order to facilitate physician adoption and compliance with strategic, quality and operational improvement initiatives
- Work closely with client physicians to help hospitals reduce preventable mortality and complications, improve clinical care processes and enhance collaboration between caregivers
- Responsible for oversight of all aspects of client engagements, including business development process, needs assessment, scope development, staffing plan, development and execution of project workplan, budgeting, and project outcomes
- Expertise in evidence based medicine and best in class quality practice within the following service lines: Cardiac, Orthopedics, Pulmonary, Critical Care, Vascular, and Stroke care.
- Experience in integrating clinical best practice and embedding process and content in Electronic Medical Records to ensure compliance and adoption

**Recent Project Overview: Hospital Merger/Acquisition:**

*Provide merger and acquisition advisory services for 4 hospital system in the Midwest that recently acquired a Cardiac specialty hospital. Leading multiple engagements at this client, including the clinical and operational integration of the specialty hospital, enhancing and standardizing cardiac care across the system, and an orthopedic service line growth initiative across 3 system hospitals. Managing a team of 7 consultants (clinical and non-clinical), and working with client leadership at the C-level to engage physicians across the system, with a focus on designing and implementing changes improve care and community image for this hospital system*

**DELOITTE CONSULTING, LLC** Denver, CO [www.deloitte.com](http://www.deloitte.com) (2006 – 2008)

*Senior Healthcare Management Consultant – Strategy and Operations*

- Provide executive level advisory services and support to healthcare organizations, with an emphasis on academic medical centers and leading regional health systems
- Focus on clinical strategy development, including organizational design, governance, decision authority, service line growth, and improved inpatient and outpatient operations
- Strong background and experience in working closely with physician and administrative leadership to develop and implement strategic plans and organizational redesign initiatives
- Expertise in revenue cycle improvement, both inpatient and outpatient, focusing on enhancing cash acceleration and pre & post service revenue cycle process improvement
- Led effort to implement GE Centricity practice management implementation across large outpatient faculty practice, including process redesign and physician/staff adoption strategy
- Emphasis on organizational design, governance models, decision process, hospital-physician alignment, market entry/growth planning and organization alignment.
- Significant experience in the collection, analysis and presentation of quantitative data, forecasting, budgeting, and financial systems design. Specialize in productivity and profitability analysis, capacity planning, accounts receivable performance analysis, and financial modeling, including profit and loss and cash flow projections.
- Recent clients include: Mayo Clinic, Santa Clara Valley Medical Center, North Shore Long Island Jewish Health System

**Project Overview: Department of Medicine Inpatient Care Model Design**

*Provided advisory services for the Mayo Clinic focused on developing an inpatient clinical model strategy for the Mayo Clinic inpatient hospitals in Rochester, Mn. Developed a disease-based clinical strategy for patient care, including physician roles, the role of physician extenders, nursing staffing and case management. Reorganized hospital units in order to improve patient placement, physician and nurse coverage models, and clinical patient access/admission criteria. Facilitated annual Department of Medicine strategy retreat, including over 100 physicians, nurses and administrators.*

**Project Overview: Implementation of Clinical Information System across 40 locations**

*Provided advisory services to North Shore Long Island Jewish Health System focused on the enhancement of revenue cycle processes, improved financial performance, improved outpatient processes and staffing models, and the implementation of GE Centricity practice management system. Lead efforts focused on improving practice operations, staffing, patient access and improved revenue cycle processes. Work closely with administrators and physicians to design future state strategy for technology utilization, staffing models and change management initiatives. Facilitate system design workshops and practice based redesign efforts in order to gain buy-in and staff adoption of future state workflows. Led effort to develop enterprise wide performance reporting business intelligence system, including the development, implementation and adoption of key performance indicators in line with strategic organizational goals.*

**THE CHARTIS GROUP, LLC** New York, NY [www.chartisgroup.com](http://www.chartisgroup.com) (2004 – 2006)  
*Healthcare Management Consultant*

- Focus on operational effectiveness programs, including enhancing patient access and throughput, patient care model redesign, OR/ED scheduling and utilization improvement, and incorporating performance measurement programs in the provider space.
- Expertise in strategy development, with an emphasis on service line planning, hospital-physician alignment, market entry/growth planning and organization alignment processes.
- Responsible for the creation, development and synthesis of conceptual frameworks and integration of salient analytic elements into client presentation documents.
- Use leadership skills to manage internal and client project teams, creating work plans and guiding colleagues and client team members in the development of work products that are critical to meeting project objectives.
- Recent clients include: University of Pennsylvania Health System, University of Maryland Medical System, and Eastern Connecticut Health Network.

**Project Overview: Improving Patient Access to Ambulatory Clinics**

*Provided advisory services to the Clinical Practices of the University of Pennsylvania Health System focused on improving access and quality for patients, while improving volume and revenue growth across divisions. The project has included the complete redesign of a number of clinical divisions, in which we made enhancements to physician scheduling practices, clinical and non clinical staffing models, space planning, and technology enhancement across the division. During the engagement, I served as Director of the Process Improvement Department on an interim basis (4 months). Additionally, developed and implemented a performance management executive dashboard focused on reporting key operational and service measures and tracking improvement over time.*

**JOHNSON CONTROLS, INC** Washington, DC [www.jci.com/cg-healthcare/](http://www.jci.com/cg-healthcare/) (2002 – 2004)  
*Account Manager – Healthcare & Public Sector Group*

- Developed bundled financial and technical solutions that focused on master facility planning and optimization of hospital technology systems, ultimately promoting the overall quality and safety of healthcare delivery.
- Utilized consulting and business development practices to support client leadership in identifying and executing their organization's strategic business objectives through implementing value added financial and technical solutions.

- Identified outcomes and economic impact of programs through the development of a solution business case, incorporating customer financial objectives, net present value evaluation and return on investment criteria.
- Used leadership and communication skills to effectively manage internal project development teams focused on capital asset management, energy management, and emergency preparedness solutions.
- Identified, evaluated, and managed subcontractor and vendor relationships in order to deliver bundled design/build services to hospitals during expansion and replacement periods.

**Project Overview: Capital Equipment Upgrade and Energy Conservation for Municipality**

*Provided advisory services for a municipality focused on the acquisition of capital assets and upgrades to buildings and infrastructure. Developed an energy savings program and a capital funding arrangement in which the client was able to enhance current infrastructure and technology systems. Additionally, restructured service agreements and subcontractor/supply chain arrangements in order to improve budgetary performance and effectiveness of the municipality's buying position.*

**ALCOA WORLDWIDE** Whitehall, MI      [www.alcoa.com/howmet/en/home.asp](http://www.alcoa.com/howmet/en/home.asp)      (1999- 2000)  
*Process Engineer – Howmet Castings*

- Enhanced customer relationships with GE's Turbine Airfoils Sourcing Group, using communication and technical skills in negotiations regarding design, quality, delivery and pricing.
- Successfully managed six individual product lines using process improvement skills to reduce manufacturing costs and increase profitability.
- Ensured the integrity of products throughout the manufacturing process using 6 Sigma quality methods in order to provide high quality product to the customer.

**EDUCATION**

**GEORGE WASHINGTON UNIV.**  
**Graduate Certificate** (May 2005)  
**Healthcare Administration**  
 GPA: 3.5/4.0

**UNIV. AT BUFFALO**  
**MBA** (May 2002)  
**Finance & Int'l Business**  
 GPA: 3.6/4.0

**UNIV. OF NOTRE DAME**  
**BSE** (May 1999)  
**Mechanical Engineering**  
 GPA: 3.0/4.0

**HARVARD BUSINESS SCHOOL EXECUTIVE EDUCATION: "MANAGING HEALTHCARE DELIVERY" 2013-2014**

**SERVICE/**

**PROFESSIONAL DEVELOPMENT**

- Chairman-Elect: American Heart Association, WNY Chapter (2011-Present)
- Leadership Development Committee: American Heart Association (2011-Present)
- REALM – University of Buffalo Alumni Mentorship Program (2011-Present)
- Volunteer – St Vincent DePaul Society – (2012-Present)
- Volunteer – Habitat for Humanity – (2012-Present)
- Retained Consultant: Orchard Park Family Practice (2012)
- Nursing Practice Research Center – Part-Time Consultant – Fairview Health System (2004)
- International Internship, Adana, Turkey (2001)
- American College of Healthcare Executives – Board Certified Healthcare Executive