

SHENA J. SCOTT, MBA, FACMPE
FOUNDER & CEO
SCOTT HEALTHCARE CONSULTING, INC.

8152 Old Tramway Drive
Melbourne, FL 32940
321-223-6870
scotthealthcareconsulting@gmail.com

SUMMARY OF QUALIFICATIONS: Seasoned nationally recognized healthcare executive and consultant with demonstrated physician practice management expertise, proven track record for leading through change, extensive industry network, familiarity with system throughput challenges, and strong relationships with physicians and hospital administrators.

EDUCATION AND CREDENTIALS

- **Master of Business Administration**, 3.9 GPA, Florida Tech University, Melbourne, FL, 1989
- **Bachelor of Arts cum laude**, Economics and Psychology, Duke University, Durham, NC, 1977
- **Board Certified Medical Practice Executive** (one of less than 3000 in US), 1996
- **Fellow, American College of Medical Practice Executives** (one of under 750 in US), 2003

RELEVANT WORK HISTORY

April 2018- Present - **Founder & CEO, Scott Healthcare Consulting, Inc. (SHC)**. Building upon over thirty (30) years of anesthesia practice management experience, SHC assists anesthesia practices across the country with all things practice management including staffing and recruitment/retention programs, governance evaluations, strategic planning, building flexible physician compensation systems and assisting with market analysis for hospital stipend support and negotiation. In the last six (6) years, SHC has assisted over one hundred (100) anesthesia practices and hospitals in more than thirty (30) different states with these and other medical group management issues. SHC also serves as an independent anesthesia consulting expert for the Medical Group Management Association (MGMA).

10/1/2013 – 12/31/2018 - **Executive Administrator, Brevard Physician Associates, PLLC (BPA)**. Highest ranking non-physician executive in large multi-specialty practice that employs nearly 100 physicians and 100+ advanced level practitioners to provide all of the anesthesiology, emergency medicine and radiology (interventional and diagnostic) services to the Health First (HF) hospital system and several outpatient centers. Primarily responsible for managed care and other contracting issues, employment manuals and other human resource functions including benefit plan selection and administration and 401(k) plan structure, administration, audit and tax form preparation. Primarily responsible for all administrative functions of the anesthesia division, which employs 100+ of the BPA clinicians and provides services to four hospitals and two outpatient centers. In this capacity, provide expanded version of services listed for executive director role at Brevard Anesthesia Services.

- Facilitated successful integration of six unique physician groups bringing together three specialties, six significantly different cultures and a multitude of governance expectations amidst significant financial and time pressure.
- Ensured initial financial viability of anesthesia division (who lost significant hospital support in merger) by successfully negotiating managed care contracts that added, on a recurring annual

basis, approximately \$2 million to divisional bottom line. Subsequently negotiated contracts for all divisions, improving results for all.

- Intricately engaged in working with facility administrators to improve efficiency, reduce cost and improve outcomes in preparation for success under future payment models. Helped HF locate and purchase sophisticated software to manage operating room blocks and schedules more efficiently, helping with BPA and HF staffing costs.
- Successfully implemented systems for reporting government quality measures for all specialties.
- Transitioned care models to secure ongoing financial success exceeding prior performance of legacy groups in all divisions of BPA, most particularly anesthesia division.
- Negotiated revenue guarantee and other forms of hospital assistance for various specialties.

2/4/1991-9/30/13 -- **Executive Director, Brevard Anesthesia Services, P. A.** Executive leadership role with operational responsibility for busy 50+ clinician practice that provided a full range of anesthesia services to two hospitals and a same day surgery center.

- Tapped strong financial management skills to continuously improve revenue while reducing overhead by 50%, consistently maintained overhead at less than half the national benchmark;
- Successfully negotiated numerous facility contracts, including various forms of stipends;
- Created innovative scheduling and compensation systems for physicians and allied health providers to maintain effective recruitment and retention strategy in spite of tight anesthesia provider market and reimbursement challenges of heavy Medicare population;
- Built strong relationships with physicians and hospital executives; demonstrated ability to work collaboratively and motivate people of all levels to yield results.

Responsibilities:

- **Provider Relations**—manage provider recruitment, retention, compensation, and scheduling;
- **Financial Oversight**—negotiate managed care, facility and provider contracts; oversee billing, accounting and banking functions, coordinate with outside legal counsel as appropriate;
- **Human Resource Management** —select, design and assess retirement and benefit plans; establish performance goals for staff, train and motivate them to succeed, evaluate performance;
- **Governance**--as key member of physician-administrator leadership team, help develop strategic vision and motivate physicians to succeed in changing healthcare environment; establish and maintain culture of collaboration and teamwork; cultivate physician leaders;
- **Information Management** - review and select practice management and accounting systems; work with physicians to evaluate EMRs and quality improvement systems;
- **Clinical Operations and Risk Management**— work closely with hospital administrators to enhance throughput, reduce cost and improve communication, quality and efficiency; oversee compliance, risk management and quality reporting systems.

KEY RELEVANT OUTSIDE LEADERSHIP ROLES

- **2022-23 Vice-Chair, American Society of Anesthesiologists (ASA) Committee on Practice Management (member of committee since 2020)** – Work with ASA leaders to improve operational and financial efficiencies of anesthesiology practices across the country.
- **2016-17 Legislative Liaison, Florida Anesthesia Administrators Association** – Work with Florida Society of Anesthesiologists’ leaders to advance legislative initiatives important to anesthesiologists on both the state and national level.

- **2011 Chair, Medical Group Management Association (MGMA) Board of Directors** –Among other accomplishments, brought together disparate factions and effectively led 22,500-member organization -- which represents through its membership more physicians than the American Medical Association (AMA) -- through a merger with its credentialing arm that had been contemplated for over ten years.
- **2009, Chair, Assembly Society Task Force, MGMA** –Successfully led taskforce through decision process to recommend, board through resolution to accept, and leadership teams (of these 20+ MGMA special interest groups representing 60% of membership) to embrace controversial but innovative changes to their structure that previously had been stagnant for 25 years.
- **2005 President, MGMA Anesthesia Administration Assembly (AAA)**–Served as champion and subject matter expert with MGMA Survey Department to create the first anesthesia specific cost survey; later facilitated collaboration between MGMA and the American Society of Anesthesiologists (ASA) to co-sponsor this survey; facilitated conversation between MGMA and the American Association of Nurse Anesthetists (AANA) to try and improve integrity of published CRNA salary data; worked with ASA to commission a Government Accounting Office (GAO) study of Medicare’s undervaluation of anesthesia services; assisted ASA with development of their now annual anesthesia commercial fee survey.
- **2002-2004, Liaison to Government Affairs and Economics Committees, Florida Society of Anesthesiologists (FSA)** – First non-physician invited to work closely with FSA in educating legislators about problems with Medicare reimbursement for anesthesiology services.

PUBLICATIONS AND PRESENTATIONS

Recognized industry expert with background of 30+ presentations and 25+ publications to audiences of all sizes including ASA, MGMA, AAA, FAAA and other state and local medical management associations. Publication media include *ASA Newsletter* and other ASA practice management resource compendiums, *MGMA Connexion*, *MGMA e-Connexion*, *ACMPE Executive View*. Full listing available upon request.

Presentation/publication topics include:

- Leadership development/change management;
- Designing flexible compensation and scheduling systems to enhance recruitment/retention;
- Developing part-time work models;
- Cost/revenue analysis of employing physician extenders;
- Benchmarking and practical applications of survey data;
- Successfully motivating and managing a changing workforce (generational and gender issues);
- Hospital contracting and negotiations;
- Methods for anesthesiologists to reduce cost and increase value in the peri-operative arena.

Recent Presentations:

- January 2024 “To Grow or Not To Grow: Planning Ahead to Preserve Your Independent Practice” **2024 ASA ADVANCE, the Anesthesiology Business Event**, Las Vegas, NV
- June 2023 “HR Toolkit: What You Need to Know to Manage Your Practice” **2023 Florida Anesthesia Administrators Association**, Palm Beach, FL
- June 2023 “Employment Considerations” Residents **Track, 2023 Florida Society of Anesthesiologists**, Palm Beach, FL

- February 2023 *“How to be Indispensable to Your Hospital”* **2023 Advanced Institute for Anesthesia Billing and Practice Management Conference**, Las Vegas, NV
- February 2023 *“Your Hospital Issued an RFP: Now What?”* **2023 Advanced Institute for Anesthesia Billing and Practice Management (AIABPM) Conference**, Las Vegas, NV
- February 2023 *“Ten Biggest Mistakes Your Anesthesia Practice Can Make”* **2023 Advanced Institute for Anesthesia Billing and Practice Management Conference**, Las Vegas, NV
- February 2023 *“Building an Effective Human Resource Program in a Challenging Hiring Market”* **2023 Advanced Institute for Anesthesia Billing and Practice Management Conference**, Las Vegas, NV
- January 2023 *“Negotiating Win-Win Hospital Arrangements”* **2023 ASA ADVANCE, the Anesthesiology Business Event**, Orlando, FL
- January 2023 *“Ten Ways to Elevate Yourself and Your Practice”* **2023 ASA ADVANCE, the Anesthesiology Business Event**, Orlando, FL
- October 2022 *“The 10 Biggest Governance Mistakes Your Group Practice Can Make”* **2022 MGMA Medical Practice Excellence Leaders Conference**, Boston, MA
- January 2022 *“Responding to a Goliath RFP: Harnessing the Power of David”* **2022 ASA ADVANCE, the Anesthesiology Business Event**, Dallas, TX
- January 2022 *“The 10 Biggest Governance Mistakes Your Small to Medium Sized Group Practice Can Make”* **2022 ASA ADVANCE, the Anesthesiology Business Event**, Dallas, TX
- October 2021 *“The Ten Biggest Mistakes Your Physician Practice Can Make”* **2021 Medical Practice Excellence Leaders Conference**, San Diego, CA
- January 2021 *“Human Resources Toolkit: What You Need to Know”* **2021 ASA Conference on Practice Management**, Las Vegas, NV
- January 2021 *“Addressing the Generational Gap in Your Organization”* **2021 ASA Conference on Practice Management**, Las Vegas, NV
- January 2020 *“Thinking Outside the Box: Maximizing Scarce Resources with Creative Scheduling”* **2020 ASA Conference on Practice Management**, Las Vegas, NV
- May 2019 *“Positioning for Success in the 2019 Anesthesiology Market”* **2019 AIABPM Annual Conference**, Las Vegas, NV

REFERENCES: Available upon request.