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CITY OF SEATTLE

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CITY CLERK

City of Seattle
Notice of Appointment

Name: **Tony McLean**		☒ **Appointment** ☐ **Reappointment** ☐ **Executive** ☐ **Legislative** ☐ **Agency** ☒ **PDA Council** ☐ **Other:**
Residential Neighborhood: Alki	**Zip Code:** 98116	**Contact Phone No.:** 253-944-6769
Appointed to: Governing Council member, Pacific Hospital Preservation and Development Authority (PHPDA)		**Date of Appointment:** January 1st, 2014
Authority (Ord., Res.): Seattle Municipal Code (SMC) 3.110		**Term of Office:** **From:** January 1st, 2014 **To:** December 31st, 2016

Comments:

This is the first appointment for Tony McLean on the Pacific Hospital PDA Governing Council. Anthony McLean is the President of St. Francis Hospital in Federal Way. St. Francis is a subsidiary of Franciscan Health System, a health system comprising hospitals, medical groups, hospice, long term acute care and home health services in King, Pierce and Kitsap Counties. Previously he served as the Vice President of Operations for Virginia Mason Health System. He is also a member of the board for the American Heart Association – Puget Sound Chapter, ACHIEVE Health Coalition, and the Washington State Hospital Association Public Policy Committee.

Mr. McLean has a BA from Harvard, where he graduated Cum laude, and a Masters in Health Administration from Ohio State University.

Authorizing Signature:	**Name and Title of Officer Making Appointments:** Theresa Rambosek, Council Chair

ANTHONY J. MCLEAN

[redacted]

W: 253-944-6769 [redacted] EMAIL: tonymclean@fhshealth.org

SUMMARY OF QUALIFICATIONS

- Fifteen years of progressively responsible leadership in complex integrated delivery system settings.
- Solid track record of delivering significant results in financial, quality, and service performance improvement
- Consistently demonstrated effectiveness in achieving targeted strategic growth.
- Consistently demonstrated strength in managing effective relationships with medical, technical & nursing staff, and community partners.

EXPERIENCE

10/08-Pres **President**

***St. Francis Hospital*, Federal Way WA** (a subsidiary of Franciscan Health System, Tacoma WA)

A health system comprising hospitals, medical groups, hospice, long term acute care and home health services which serve King, Pierce and Kitsap Counties. Employs 12,000 caregivers and produces $2 billion net revenue annually.

3/01-9/08 **Vice President-Operations (Clinical Ancillaries, Clinical Service Lines & Ambulatory Care)**

***Virginia Mason Health System*, Seattle WA**

An integrated system of 336-bed tertiary care hospital, 450-employed physician group practice, significant clinical research activity, four fully accredited graduate medical education programs, and 5,000 employees. Produces $650 million net revenue annually.

Role Scope

- Current division produces annual net revenues of $210 million and is supported by 1,100 personnel.
- Responsible for strategic growth & operational leadership of various inpatient and outpatient services with emphasis on identifying and implementing divisional quality, safety, efficiency and productivity improvement opportunities using process improvement strategies acquired through extensive US and Japan-based training in the *Toyota Production System.*

Current Responsibilities (2004-Present)

- Inpatient and outpatient ancillaries: radiology, lab and pathology. Select service lines including cancer, neurosciences, orthopedics, sports medicine & digestive diseases. Outpatient physical & occupational therapy. Medical group practices-procedural, surgical & select medical specialties.

Prior Responsibilities (2001-2004)

- Anesthesiology and hospital based perioperative services, free-standing suburban ambulatory surgery centers, surgical group practices.

Strategic Growth Leadership

- Develop & position integrated, multi-disciplinary digestive disease institute for international preeminence. Institute brings together oncology, radiology, surgery, gastroenterology, nursing, research and graduate medical education services (2006-Present).
- Led turnaround in overall surgical case volume growth from baseline annual growth rate of 1% (2001-2003) to annual growth rate of 3% (2005-2007).
- Positioned surgical services for future growth through successful recruitment of several positions targeted by surgery strategic plan: general surgery (advanced laparoscopic surgery & simulation medical education), thoracic surgery (lung and minimally invasive), neurosurgery (movement disorders & spine), plastic & reconstructive surgery, urology (prostate cancer), and transplant (kidney & pancreas) (2006-Present).
- Achieved 10% annual growth in interventional procedure volumes (2004-2006).
- Managed relationship with external medical group to sustain continued use of surgical facilities. Group contributes 25% of overall surgical case volume (2001-2004).
- Developed relationships with another external medical group that achieved 10% growth in orthopedic surgery

volumes-an organizational strategic priority (2003-2004).

Financial Performance Improvement

Overall Margin Growth

- 15% growth in clinical ancillary net margin (2004-2007) from $28.2 million to $32.5 million.
- 33% growth in perioperative services net margin (2001-2004) from $25.2 million $33.6 million.

Patient Service Performance Improvement

Reduced length of stay for joint replacement patients by 10% (work continues to achieve additional 10% reduction) (2008).

Led aggressive improvements in outpatient specialty appointment access to achieve:

- 81% of all medical group division services at less than 7 days wait for routine new appointments (2006). Sustained similar level of performance in 2007.
- 85% of all medical group division phone lines answered within 36 seconds (2006). Sustained similar level of performance in 2007.

Ranked among top 1% regionally and top 5% nationally by *Press Ganey* for outpatient orthopedic practice patient satisfaction (2006).

Achieved significant improvement in access to care for critical preventive screening services:

- 76% reduction in lead time for screening mammography-from request for exam date to completion of exam (2006). Sustained similar level of performance in 2007.
- 98% reduction in lead time for screening colonoscopy-from request for exam date to completion of exam (2006). Sustained similar level of performance in 2007.

Performance Management Systems Implementation

Developed and implemented custom daily and weekly performance management systems as supplement to monthly organizational performance reports to:

- ensure real time transparency of individual and team leadership performance
- provide effective decision support to facilitate prompt leadership team action to correct course as needed
- assist leadership in identifying better practices to support continuous performance improvement

Examples of representative key metrics listed below:

Capacity Utilization

Facility capacity: Scheduled vs. used. vs. target
Provider capacity: Scheduled vs. used vs. target
Provider availability (for daily & weekly capacity planning): Available vs. minimum target

Service

Lead Time (vs. target) for Diagnostic Services (Imaging, Procedures)
Patient Satisfaction (overall & specific metrics vs. regional & national norms)
Lead Time (vs. target) for Provider Appointments
Lead Time (vs. target) for Phone Answer Wait Times

Productivity (Actual vs. Target)

Visits, Procedures, Surgical Cases, New Visits (as proxy for growth), Revenue, Revenue per Unit of Service, Surgical Yield (as proxy for efficiency of delivery team roles)

Safety-Core Practices (Actual vs. Target)

Patient identification, hand hygiene, medication identification, specimen acquisition, procedural pause

Facility Utilization Planning

- Led planning process to relocate and consolidate mammography services on downtown medical center campus (move occurred Dec 2007).
- Led planning process for constructing replacement integrated sports medicine center (move occurred Aug 2007).
- Avoided $3 million capital investment in new endoscopy suites via throughput improvements (2004-present).

Quality Improvement

- Led quality improvement efforts in core service lines to support the following most recent regional & national recognitions:
  - Ranked 23rd nationally for digestive disorders by *U.S. News & World Report* (2006).
  - Led Puget Sound market in *Leapfrog* performance including market leader status for performance on high-risk procedures (2006).
  - Ranked nationally among top 5% for gastroenterology and joint replacement and among top 10% for bariatric surgery by *Health Grades* (2006).
  - Ranked among top 1% regionally and top 5% nationally by *Press Ganey* for outpatient orthopedic practice patient satisfaction (2006).

8/99-3/01 **Administrative Director, Orthopedics & Musculoskeletal Care**
7/98-7/99 **Administrative Fellow** (*Interim Manager*, Downtown Orthopedic Medical Group)
***Virginia Mason Health System*, Seattle WA**
Responsible for performance of service line—25 physicians & 150 support staff across 5 sites, who deliver outpatient, ancillary, & inpatient care in orthopedic surgery, podiatry, rheumatology, & sports medicine.

- Grew net income by 77% (1998-2000).
- Developed strategic plan for aggressive growth & enhanced market positioning of orthopedic service line across health system.
- Coached largest practice site through appointment & phone access improvement initiatives.
  - 83% reduction in phone wait time
  - 79% reduction in appointment access wait time.
- Used system profile & tracking tool to understand orthopedic operational & financial performance across multiple sites.
- Coordinated orthopedic practice improvement efforts throughout the health system.
- Redesigned service line outpatient & inpatient work unit leadership to create stronger service line accountability & support.
- Facilitated medical center outpatient manager operations improvement workgroup (30 managers).
- Led initiative to improve hospital nursing assistant recruitment & retention performance. Achieved 6% reduction in turnover one year after implementation

9/97-6/98 **Project Manager/Administrative Intern, Quality & Operations Improvement**
***The Ohio State University Medical Center*, Columbus OH**

- Provided data analysis & research support for the development of clinical performance indicators for a variety of physician services.
- Evaluated financial & operational impact of referrals to long-term acute hospital.
- Developed proposal for primary care network credentialing standards.
- Assessed utility of participation in statewide hospital cost & severity of illness study.
- Recommended action, which was adopted by senior management.

6/97-9/97 **Administrative Resident**
***Northwestern Memorial Hospital*, Chicago IL**

- Developed comprehensive Latino market strategic plan.
- Assessed the effectiveness of Northwestern's managed care strategy.
- Made strategy improvement recommendations to CEO.

7/94-9/96 **Analyst**
New York State Office of Human Resource Development, Health Sciences Center, **State University of New York at Stony Brook**

- Analyzed performance effectiveness data for various not for profit agencies who received grant funding from SUNY.
- Evaluated and recommended opportunities for performance improvement to various agencies in the lower Hudson/metro New York City service area.

EDUCATION

Master of Health Administration, June 1998
The Ohio State University, Columbus, Ohio
Phi Kappa Phi National Honor Society (highest academic honors)

Bachelor of Arts, June 1992
Harvard University, Cambridge, Massachusetts
Cum laude general studies

PROFESSIONAL AFFILIATIONS

8/02-Pres **Preceptor, Mentor & Guest Lecturer,** University *of Washington Master's of Health Administration Program*
7/00-Pres **Preceptor & Mentor,** *The Ohio State University Master's of Health Administration Program*
8/97-Pres **Member,** *Medical Group Management Association*
2/97-Pres **Member,** *National Association of Health Services Executives*
4/96-Pres **Member,** *American College of Healthcare Executives*

BOARDS

8/09-Pres **Member,** *American Heart Association: South Puget Sound Chapter, Tacoma WA*
(7/10-6/12) **President**
4/11-Pres **Member,** *ACHIEVE Health Coalition*, Tacoma WA
1/11-Pres **Member,** *Washington State Hospital Association Public Policy Committee*, Seattle WA

ADDITIONAL INFORMATION

Foreign Language: Spanish (speak, read and write w/moderate competency)

Foreign Residence/Travel: Jamaica (6 yrs.), Spain (1yr.), Bermuda (1 yr.), Argentina, Australia, Brazil, Italy, Japan, Mexico.

PACIFIC HOSPITAL PRESERVATION AND DEVELOPMENT AUTHORITY (PHPDA)

December 2013

9 members: serving 3-year staggered terms, all subject to City Council confirmation

- 4 Appointed by PHPDA Governing Council
- 4 Appointed by Mayor
- 1 Appointed by King County Executive

R/E	G	Name	1st Appointed	Last Appointed	Term Ends	Term #	Position	Appointed By
6	M	Kevin Fox	Jan 2006	Jan 2012	12/31/14	3rd	Chair	Mayor
6	M	Mike Heinisch	Jan 2012	Jan 2012	12/31/14	1st	Vice Chair	Governing Council
6	M	Nate Dreon	June 2012	June 2012	12/31/15	1st	Treasurer	County Exec
6	F	Judy Tobin	June 2012	June 2012	12/31/15	2nd	Secretary	Governing Council
6	M	Marc Provence	Jan 2009	Jan 2012	12/31/14	2nd	Member	Mayor
2	M	Tony Mclean	Jan 2014	Jan 2014	12/21/16	1st	Member	Governing Council
2	F	Rhonda Berry	Jan 2014	Jan 2014	12/21/16	1st	Member	Mayor
1	F	Diane Narasaki	Jan 2013	Jan 2013	12/21/15	1st	Member	Mayor
6	M	Dan Lessler	Jan 2011	Jan 2011	12/31/13	1st	Member	Governing Council

Diversity

	Men	Women	Vacant	Minority	(1) Asian-American	(2) African-American	(3) Hispanic Latin@	(4) Native-American	(5) Other*	(6) Caucasian
Mayor	2	2		2	1	1				2
Council	3	1		1		1				3
County Exec	1									1
Total	*6*	*3*		*3*	*1*	*2*				*6*

**Other includes diversity in any of the following: race, gender and/or ability*