

Frederick D. Woodrell

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CAREER SUMMARY

Senior executive with a continuous record of developing highly complex and profitable health care delivery systems. Experienced CEO who has shown outstanding operational and financial performance in both community and academic health science center environments. Demonstrated excellence in board, medical staff, employee and community relationships. Proven track record in marketing and entrepreneurial areas.

PROFESSIONAL EXPERIENCE

December 1, 2009 through September 30, 2013

President of Quorum Intensive Resources, a subsidiary of Quorum Health Resources

105 Continental Place

Brentwood, TN 37027

- Responsible for operations and sales/development functions of national healthcare practice
- Manage hospitals through the buy/sale transaction process including identification of potential partners, arranging financing, monitoring contractual development and all other components through closing
- Analyze and prepare bankruptcy (C11) options for clients in financial crisis including all aspects of filing, creditor relations, strategic financial management, and all other issues regarding these proceedings
- Oversee turnaround efforts for clients in immediate need of major financial and operational improvement efforts including identification of operating opportunities, consult selection and management and implementation of improvement plan
- Provide customized consultation on all areas of operation as requested by clients

April 2007 through November 2009

CEO

Sparks Health System

Sparks Regional Medical Center (492 beds)

1001 Towson Avenue

Fort Smith, AR 72917-7006

- Responsible for operation of Sparks Regional Medical Center, 2200 FTE's, 492-bed facility
- Management of Sparks Medical Foundation, a 115-member owned medical group
- Oversight of the Renaissance Building Construction, a \$40 million project

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April 2007 through November 2009, continued

- Operation of Sparks PremierCare, a joint hospital/physician service organization
- Initiated 40-bed Adult Rehabilitation Unit
- Converted physician practice model to Provider Based
- Co-Founded Arkansas/Oklahoma Healthcare Consortium
- Achieved significant quality & operational indicator improvements

March 2006 through March 2007

Healthcare Consulting and Real Estate Development

- Self employed in a variety of healthcare consulting services and in real estate development

August 1979 - September 30, 2006

Quorum Health Resources, Inc.

October 1, 2005 – February 28, 2006

Associate Vice Chancellor Emeritus

The University Hospitals & Clinics (914 Beds)

University of Mississippi Medical Center

2500 North State Street – Jackson MS 39216-4505

January 1992 – September 30, 2005

Associate Vice Chancellor for Integrated Health Systems and

Chief Executive Officer of University Hospitals and Clinics

The University Hospitals & Clinics (914 Beds)

University of Mississippi Medical Center

2500 North State Street – Jackson MS 39216-4505

- Responsible for approximately 440 million dollar net budget, 4,250 FTEs, 600 member medical staff, 450 residents, six hospitals and one skilled nursing facility
- Oversight of over \$150,000,000 in construction programs including replacement of Children's Hospital, development of the Women and Infants' Hospital, and creation of the Wallace Conerly Critical Care Hospital
- Negotiated networking of satellite hospitals and clinics for UMC managed care program
- Restructured transplant program and co-founded Mississippi Organ Recovery Agency
- Served on Executive Faculty of Medical School
- Held Faculty teaching appointment in the School of Health Related Professions
- Represented Medical Center on Vice Chancellor-Dean of School of Medicine, Dean of School of Dentistry, and Dean of the School of Health Related Professions and several other Search Committees

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January 1992 – September 30, 2005, continued

- Served on Liaison Committee for Medical Education and Southern Association of Colleges and Schools
- Created compliance plan design and chaired UMMC Compliance Committee and Hospitals & Clinics Subcommittee

November 1985 - December 1991

President & CEO

Central Florida Health Care Development Corporation (414 beds)

600 East Dixie Highway — Leesburg FL 32748

- Responsible for approximately 108 million dollar budget, 1,000 FTEs, 150 member medical staff and two hospitals
- Purchased competitive local hospital and converted to a long-term care, wellness, and rehabilitation hospital
- Developed financial proformas and managed physician/hospital joint venture ambulatory surgery center company including initial public offering
- Closed several multi-million dollar bond financings
- Organized, developed and operated physician/hospital joint venture - Durable Medical Equipment business including initial public offering
- Formed LRMC Foundation, a charitable organization
- Developed and organized financing for-14-acre multi-specialty medical office plaza

April 1982 - November 1985

Administrator

Leesburg Regional Medical Center (132 beds)

600 East Dixie Highway — Leesburg FL 32748

- Created and developed LRMC Home Health
- Purchased and developed 120-bed SNF CON
- Helped initiate local RN training program at Lake/Sumter Community College
- Developed multi-specialty medical plaza
- Established and operated LRMC ambulance service

October 1979 - April 1982

Assistant Administrator

Leesburg Regional Medical Center (132 Beds)

600 East Dixie Highway — Leesburg FL 32748

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October 1979 - April 1982, continued

- Supervised multiple construction projects
- Initiated physician recruitment plan which resulted in 36 additional members of the medical staff
- Participated as lecturer and faculty member in HCA's Center for Health Studies
- Changed organization's name from Leesburg General Hospital

June 1978 - October 1979

Assistant Administrator

Lee's Summit Community Hospital (108 Beds)

530 North Murray Road - Lee's Summit MO 64081

- Supervised construction of the new hospital facility
- Served on Selection Committee that chose HCA Management Company
- Acted as Interim CEO
- Maintained direct responsibility for multiple departments

January 1978 - June 1978

Administrative Resident

Independence Sanitarium and Hospital

Independence, Missouri

June 1977 - September 1977

Administrative Intern

Lakeside Hospital

Kansas City, Missouri

EDUCATION

Emporia Kansas State College University of Missouri Kansas City

Emporia, Kansas Graduate School of Public Administration

B.S. Accounting – 1976 Kansas City, Missouri

M.P.A. – Healthcare Administration - 1977

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PROFESSIONAL AND CIVIC ORGANIZATIONS

Chairman – Stockton United Methodist Men’s Organization (2012-2014)
Member - Stockton United Methodist Church Administrative Council (2012 to present)
Elder – Central Presbyterian Church Session (2009 - Present)
Member – Central Presbyterian Building and Grounds Committee (2008 - 2009)
Member – United Way of Fort Smith Board of Directors (2008 - Present)
Co-Founder Arkansas/Oklahoma Healthcare Consortium (2008)
Member – Fort Smith Chamber of Commerce Board of Directors (2007 - 2009)
Member – Reynolds Cancer Support House Board of Directors (2007 - 2009)
Member – Arkansas Hospital Association (2007 - Present)
Fellow – American College of Health Care Executives (Former)
Member – Harris Chair of Lakes Restoration Committee (2006)
Member – New Life Presbyterian Church Finance Committee (2006)
Member – Quorum Health Resources Advisory Board (2002 - 2005)
Chairman - Mississippi Hospital Association Board of Directors (2001 - 2002)
President - Jackson/Vicksburg Hospital Council: Mississippi Hospital Association (1997)
Co-Founded Delta Health Cooperative (1997)
Co-Founded Area Health Education Center for the Mississippi Delta (1997)
Co-Founder and Vice Chairman - Jackson Medical Mall Foundation (1996 - 2006)
Member - Southeast Managed Care Board of Directors and Executive Committee (1997)
Founder and Secretary/Treasurer - Mississippi Organ Recovery Agency (1992 - 2006)
Representative (Council of Teaching Hospitals) - Association of American Medical Colleges (1994 - 2006)
Member - Dean's Veterans Administration Committee (1992 - 2006)
Member - Health Futures Senior Executive Council (1996 - 2006)
Member - Jackson/Vicksburg Hospital Council: Mississippi Hospital Association (1992 - 2006)
Member – Rotary Club of Jackson (1992 - 2001)
Member - American Hospital Association (1987 - present)
Member – America College of Healthcare Executives (ACHE) (1986 - 2007)
Chairman - Lake County Association for Retarded Citizens (1990 - 1992)
Co-Founder and President - Lake Sumter Community College - Nursing Advisory Board (1988)
Vice President - Leesburg Sunrise Kiwanis Club (1980)
Member - Leesburg Sunrise Kiwanis Club Board of Directors (1979 - 1981)
Vice Chairman - Leesburg Chamber of Commerce (1984 - 1991)
Member – Dean Selection Advisory Committee, School of Public Administration, UMKC (1977)

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REPRESENTATIVE ACCOMPLISHMENTS

- As CEO of Sparks Health System, was responsible for 5 healthcare organizations:
 - Sparks Regional Medical Center
 - Sparks Medical Foundation
 - Sparks Home Health
 - Sparks Development Foundation
 - Sparks PremierCare

- As CEO of UMMC Hospitals and Clinics, managed overall operations of seven health care entities:
 - The University Hospital and Clinics
 - Blair E. Batson Hospital for Children
 - Wallace Conerly Hospital for Critical Care
 - Winfred L. Wiser Hospital for Women & Infants
 - University Rehabilitation Center
 - University Hospital Nursing Home - Durant
 - University Hospital – Lexington

- Conceptualized and implemented strategic plan that led to University Hospitals and Clinics being recognized as a Thompson Top 100 Hospital.

- Directed strategic and operational changes which led to University Hospitals and Clinics being recognized by *Modern Healthcare* as one of the top 10 growth hospitals in the US (November 9, 1998)

- Co-Founded Jackson Medical Mall, a 1 million square foot joint community and University medical facility.

- Increased hospitals' net revenues from \$90 million in 1991 to approximately \$425 million in FYE 2004, with corresponding net income increase. Total direct budget responsibility of approximately \$440 million.

- Developed, initiated and administered a comprehensive managed care strategy for both the hospitals and faculty at the University of Mississippi Medical Center.

- Conceptualized and implemented strategic plan that led to Leesburg Regional Medical Center being selected as one of the nation's top 100 hospitals by *Modern Healthcare*.

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- Negotiated the financing and purchase of 162 bed community hospital and a 120 bed skilled nursing facility, which converted the 132 bed Leesburg Regional Medical Center into the 414 bed Central Florida Healthcare Development Corporation.

REPRESENTATIVE ACCOMPLISHMENTS, *continued*

- Created several innovative joint ventures such as a cardiology program with the University of Florida School of Medicine, Durable Medical Equipment business and physician-partnered Ambulatory Surgery Center at Leesburg, Florida.
- Extensive construction and strategic development experience.

HONORS AND AWARDS

- "Ted Woodrell Administrative Leadership Award for 2003," presented by the medical staff and faculty practice plan at The University of Mississippi Medical Center
- ORLANDO SENTINEL (Newspaper) - Outstanding Citizen of the Year (Business) 1988

PERSONAL

Married - Three (3) Children