



# RAY L. SHOEMAKER

## *CURRICULUM VITAE*

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### **EDUCATION:**

- ◆ MBA, Finance and Healthcare, 2006- GPA 3.69 Webster University, Millington, Tennessee
- ◆ MA, Health Care Administration, 1999 GPA-3.35 Webster University, St. Louis, Missouri
- ◆ Bachelor of Science, Sports Medicine, University of Southern Mississippi, Hattiesburg, Mississippi

### **EXPERIENCE:**

- ◆ Chief Executive Officer, Tri-Lakes Medical Center Health Systems
- ◆ Chief Executive Officer, Tri-Lakes Medical Center, Batesville, MS
- ◆ Chief Executive Officer, Tri-Lakes Behavioral Health, Batesville, MS
- ◆ Chief Operating Officer, Tri-Lakes Medical Center, Batesville, Ms
- ◆ Program Administrator, Behavioral Health Services, Tri-Lakes Medical Center

**11/05 - 12/06**

#### **Chief Executive Officer, Tri-Lakes Medical Center Health Systems**

Responsible for the overall management, leadership, growth and profitability of a 145 bed Inpatient system that includes a 55 Bed Behavioral Health Hospital, a 35 bed Long term Acute Care Hospital, six primary care and rural health clinics, an Area Health Education Center, a Healthcare Foundation, a Durable Medical Equipment Company, a 6 county Hospice and 40 outpatient programs. This includes 625 employees, 183 vendors and 80 contract employees. Additionally supervises 8 Senior Level Vice Presidents in a collaborative and supportive manner to insure success of each individual department and the integration of care and services to exceed the needs of the served population. Plans, directs, monitors and supports all fiscal activities for the facility's programs and services so as to ensure quality and consistency with regulatory standards. Leads and develops strategic planning, implementation of growth and development plans, and promotion of organization devoted to customer respect and satisfaction. Responsible for physician recruitment and community health needs analysis. Accountable to the board of directors for the efficient and effective management of the facility.

*\*2006 Modern Healthcare Award Recipient for annual selection for the "Up and Comer"*

- ◆ Grew Revenue from \$64,000,000 to a projected \$ 90,000,000 in a 1 year period.
- ◆ Grew Revenue from \$90,000,000 to a projected \$133,000,000 fiscal year 06/07.
- ◆ Responsible for hospital increase in profit by 63% in a 9 month period.
- ◆ Prepared and submitted numerous certificate of need applications as part of hospital strategic plan.
- ◆ Completed developed hospital's management structure from ground up to include, policy and procedures, employment practices, and other daily operations.
- ◆ Responsible for the introductions and budgeting of various programs, which contributed in an excess of, estimated \$ 9.7 million..
- ◆ Developed Hospital Core Strategies centered around patient care.



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**07/03 - 11/05**

## **Chief Operating Officer, Tri-Lakes Medical Center Health Systems**

Responsible for the overall management, leadership, growth and profitability of a 93-bed facility that includes 425 employees, 3 facilities, and 3 clinics. Additionally supervises 4 Senior Level Vice Presidents in a collaborative and supportive manner to insure success of each individual department and the integration of care and services to exceed the needs of the served population. Plans, directs, monitors and supports all operational, administrative, clinical, human resources, customer service and fiscal activities for the facility's programs and services so as to ensure quality and consistency with regulatory standards. Leads and develops strategic planning, implementation of growth and development plans, and promotion of organization devoted to customer respect and satisfaction. Responsible for physician recruitment and community health needs analysis. Additionally, serves as CEO for 45 bed complement of geriatric psychiatry and chemical dependency units, 7 Outpatient programs of the same, Alzheimer's development, Adult Day Care development, and Children and Adolescent psychiatry development.

- ◆ Grew Revenue from \$23,000,000 to a projected \$64,000,000 over a 3 Year period.
- ◆ Responsible for hospital turnaround of \$3,000,000 over a 10 month period.
- ◆ Responsible for fostering leadership and financial planning which led to the organization making its bond of \$1,500,000 payment on time for the 1<sup>st</sup> time in the history of the organization.
- ◆ Chosen over 4 senior vice presidents to assume role as Chief Operating Officer of a financially ailing hospital.
- ◆ Developed hospital wide strategic plan that was successful and instrumental in hospital turnaround.
- ◆ Developed and implemented numerous cost savings methods which reduced hospital operational expenses by 15 %.
- ◆ Prepared and submitted numerous certificate of need applications as part of hospital strategic plan.
- ◆ Completed developed hospital's management structure from ground up to include, policy and procedures, employment practices, and other daily operations.
- ◆ Responsible for the introductions and budgeting of various programs, which contributed in an excess of, estimated \$ 5.5 million.
- ◆ Recruited 8 physicians in 1<sup>st</sup> 6 months.
- ◆ Converted 2 existing Family Practice clinics to Rural Health Clinics which resulted in 50% increase in profit for those particular clinics.
- ◆ Implemented new services to include Intensive Care unit, Chemical dependency, practice management, Hospice, Home Health and other associated health care implementations.
- ◆ Completed three Certificate of Needs within 1<sup>st</sup> 3 months; Chemical Dependency, Children and Adolescent Psychiatry, and Long Term Acute Care.

**03/02 - 07/03**

## **Program Administrator, Behavioral Health Services, Tri-Lakes Medical Center**

Directly responsible for the opening and certification of this unit. Supervising 38 registered nurses, 24 licensed practical nurses, 3 clinical therapists, 3 activity therapists, and 1 nurse manager. Responsible for authoring of policy and procedures, applying for provider number, and facility construction and renovation. Responsible for the maintenance of host hospital relationship and overall administration of patient care for an Inpatient Intensive treatment unit and future programs. Additional responsibilities include: the development and maintenance of a high-quality treatment program, Responsible for the development and implementation of a comprehensive community relations program, Responsible for unit long range and strategic planning.



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## (Shoemaker Cont.)

- ◆ Completed a 6-month feat, opening any behavioral program, in 1 month.
- ◆ Responsible for the budgeting of this geriatric program in an excess of estimated \$ 1.5 million.
- ◆ Completed staffing, training, and development of unit employees.
- ◆ Designed referral management program.
- ◆ Coordinated, developed, and flawlessly executed a program to pass the Mississippi's State and Licensure Board's inspection.
- ◆ Coordinated and convinced members of existing staff to accept the program and assistance needed in support of new program.
- ◆ Fostered open lines of communication that in turn facilitated an insurmountable amount of success, cooperation, and team concept.
- ◆ Continuously improving the unit through training, leadership, and guidance; conducts all unit staff development

## 06/01 - 03/02

### **Director, Behavioral Health Services, Perspectives Health Mgt/Horizon Mental Health Management**

Directly supervised 18 registered nurses, 3 clinical therapists, 1 activity therapist, and 1 nurse manager Responsible for maintenance of host hospital relationship and overall administration of patient care for a Inpatient Intensive treatment unit and a outpatient psychiatric unit. Additional responsibilities include: the development and maintenance of a high-quality treatment program, Responsible for the development and implementation of a comprehensive community relations program, Responsible for unit strategic planning.

- ◆ Responsible for the complete transition of Geriatric program from previous management company
- ◆ Strategically redesigned units' treatment structure that improved overall patient care as well as improved unit's financial performance by 25 %.
- ◆ Designed referral management program, which increased unit census by 25%.
- ◆ Built from ground up and Interdisciplinary treatment training program which increased overall patient care as well as improved staff job proficiency.
- ◆ Chosen by regional director over 11 program directors to help facilitate and manage financial and administrative issues with other geriatric units within the region.

## 12/95 - 06/01

### **Captain, United States Army**

Supervised 35 senior level supervisors; Overall responsible for 146 personnel, Responsible for managing the maintenance and up keep of over 14,000 soldiers and equipment. Responsible for maintenance and accountability of the new equipment worth of \$32 million. Maintained a \$200,000,000 budget.

- ◆ Achieved the highest health readiness rate for the entire Army for 4 consecutive months.
- ◆ Received an Impact Army Commendation Medal for complete turn around of battalion's readiness all in 3 months.
- ◆ Increased mobilization through the introduction of efficient vehicle maintenance and parts requisition programs; resulting in over \$200,000 in savings for the Brigade.
- ◆ Recognized as most productive staff officer, #1 out of 13.
- ◆ Built from ground up a Quality Assurance program for servicing of patients.
- ◆ Reduced excess from 25% to 0% within the first 6 months of assignment to the position.
- ◆ Selected over 30 lieutenants to run and resource 19 ranges and training areas for the entire Brigade.
- ◆ Executive Officer responsibilities; awarded Army Achievement Medal for outstanding performance.



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## TRAINING:

- ◆ Six Sigma Green Belt July 2006
- ◆ Health Logistics and Financial planning February 2001
- ◆ Senior Officer Leader Development Course June 2000
- ◆ Battalion Operations Course July 2000
- ◆ Operations Management Course February 1999

## HONORS & MEMBERSHIPS:

- ◆ Modern Healthcare Top Healthcare Executive (Under 40); “Up and Comer” award
- ◆ Mississippi Businessman of the year, 2006
- ◆ Mississippi Republican of the year, 2006
  
- ◆ American College of Health Care Executives
- ◆ Board of Directors State Alzheimer’s Association
- ◆ Member, Rotary Club
- ◆ Member, Health Financial Management Association
- ◆ Distinguished Military Graduate
- ◆ Member, MS Behavioral Health Society
  
- ◆ MHA, Society for Health Care Marketing
- ◆ MHA, Society for HR Management
- ◆ Board Member, Ms Rural Health Association
- ◆ Member, American Society for Quality
- ◆ Mississippi Business Economic Council

## ADDITIONAL INFORMATION:

Planned, Developed and Implemented hospital leadership program that trains 60 managers annually on aspects of management, leadership, quality, strategic planning, and employment management.