

ROBERT A. CHRZAN

111 S. Calvert Street, Suite 2700
Baltimore, Maryland 21202

Office 410.653.5554
Cell 443.844.6198

rachrzan@strategic-partner.com

BUSINESS TURNAROUND / ORGANIZATIONAL ASSESSMENT / TEAM DEVELOPMENT

Over 25 years experience successfully leading not for profit healthcare organizations.

Leadership – served as a Chief Executive Officer and a member of senior management within the hospital industry. Initiated analytical problem solving methods to improve performance levels and productivity. Established programs that recognized and rewarded performance.

Business Turnaround – As Chief Executive Officer, have successfully led both hospitals and private business to strengthen their financial position by introducing new lines of business and decreasing operating expenses. Emphasis was placed on timely billing, reducing accounts receivable and cash management. Communicated to employees throughout the organization to solicit their participation in the process.

Team Development – Emphasis is placed on the often unrealized strength of an organization by assessing the management structure and developing participation at all levels. Encouraging input and obtaining personal commitment by all employees allows the company to address issues and problems often overlooked. The easiest way to resolve a problem is to empower the individuals that have to deal with it. This sense of participation supports continued growth within.

Skills – Strong interpersonal skills that quickly identifies the strengths and weaknesses of the management staff. An executive that communicates expectations for problem resolution, allowing the employees to perform within the context of their job description. A problem solver that requires participation to enhance the team process. Easily deals with stress and frequently works under pressure to meet deadlines.

MHA – Duke University; MBA and MSF – Loyola College

Career Overview

Baltimore Hydraulics, Inc. Baltimore, Maryland

2002 – 2006

President

- Increased revenue in year two by 15% over prior year.
- Improved financial forecasting and implemented appropriate accounting procedures.
- Increased productivity and reduced payroll and expenses.

Lifebridge Health Inc. Baltimore, Maryland

1999 -2001

Vice President Post Acute Care Services

- Facilitated the transition of The New Children's Hospital into Lifebridge Health, Inc.
- Responsible for Property Management Company that consisted of five high rise independent living facilities and a multi-story assisted living building.
- Represented Lifebridge Health with external partners developing senior housing and assisted living.
- Restructured Levindale Management to hold managers more accountable for operational effectiveness.

The New Children's Hospital, Inc. Baltimore, Maryland

1990 – 1999

President/Chief Executive Officer

- Implemented new revenue lines and improved operational efficiencies through work redesign, empowerment and accountability moving the hospital from the second highest cost ranking in the state to 48th of fifty.
- Designed a strategy for the organization's future by creating a "boutique" provider or attractive merger partner. Merger completed with Lifebridge Health in May 1999.
- Utilized limited resources to attract and obtain a national provider of assisted living to partner on the campus. The facility opened in November of 1999.
- Obtained approval of twenty year growth plan for the campus working with city planners, elected official, community organizations and local government.

The Windber Hospital and Wheeling Clinic, Inc. Windber, Pennsylvania

1984 – 1990

President

- Transformed the organization with a negative cash flow into a company that attained a profit of \$1 million annually.
- Increased market share and revenue by implementing five new services.
- Led strategic reorganization of the Board of Directors by establishing new corporations.
- Rejuvenated a stalled \$10.7 million building program in five months through design, federal approval and implementation.

Maryland General Hospital, Inc. Baltimore, Maryland

1979 – 1984

Senior Vice President – Operations

- Managed the operations for a full service 300 bed acute general hospital with a \$50 million dollar operating budget.
- Led negotiating team in achieving hospital's most successful bargaining wage agreement.
- Resolved organizational wide conflicts and disputes by serving as liaison between management and elected medical staff.