

KEN D. HAYNES, FACHE

ACCOMPLISHED HEALTHCARE SYSTEM LEADER

A Strategic, Proactive Health System Chief Executive Officer who successfully collaborates with Physicians and Employees to create award-winning levels of patient and employee satisfaction. Produces outstanding financial results and turnarounds in highly competitive markets. Especially skilled in large, complex healthcare system operations in diverse markets. Partners with Physicians to create cultures of clinical excellence and patient safety. A proven strategist who has successfully created and implemented a strategic vision for a variety of major healthcare systems.

Core skills include:

- **Strategic Vision**
- **Physician Alignment at Complex System Level**
- **Building High Performance Teams**
- **Award-Winning Patient/Employee Satisfaction**
- **Productivity/Reengineering**
- **Core Values Excellence**
- **Service Line Development/Reorganization**
- **Financial Performance/Turnaround**
- **Creating Cultures of Clinical Quality/Safety**
- **Major Construction Experience**
- **Capital Purchasing/Product Standardization**
- **System Services Management/Delivery**

PROFESSIONAL EXPERIENCE

SAINT JOSEPH HEALTH SYSTEM, Lexington, KY

March, 2008 – July, 2012

Saint Joseph Health System includes 7 hospitals and is a member of Catholic Health Initiatives, a \$9 billion national healthcare system.

St. Joseph Hospital, St. Joseph East Hospital and St. Joseph Jessamine, Lexington, KY

President, March, 2008 – July, 2012

These 3 hospitals account for over \$522 million in net revenue and 70% of Saint Joseph Health System's revenues.

- Delivered outstanding financial results year over year:

	<u>Fiscal Year 08-09</u>	<u>Fiscal Year 09-10</u>	<u>Fiscal Year 10-11</u>	<u>Fiscal Year 11-12</u>
Operating Margin	1.41%	2.73%	3.62%	3.59%
Income from Operations	\$5.5 million	\$11.9 million	\$17.5 million	\$17.2 million

- Implemented a \$60 million Master Facility Plan, including the on-time, under budget construction and opening of The Women's Hospital at St. Joseph East. In 2009, opened the Saint Joseph Jessamine Ambulatory Care Center, including a full-service emergency department that treated 26,000 patients in its first year of operation.
- Improved the FY08 bottom line by \$2.5 million over the FY07 result.
- Maximized HR effectiveness by: assessing and rebuilding the executive team; implementing a service line focus; reducing RN voluntary turnover from 11% in FY09 to 8% in FY11 YTD; improving Employee Satisfaction scores from the 52nd to 65th percentile at Saint Joseph Hospital and improving Saint Joseph East's scores from the 43rd to the 68th percentile. In 2008 and 2009, Saint Joseph Hospital was named "Best Place to Work" by the Kentucky Society for HR Management.
- Aligned the interests of the medical staff and hospitals by: integrating Intensivists, Cardiologists, CT Surgeons and other physicians; recruiting general surgeons that increased the bottom line by \$1.2 million in their first year; employing a hospital-based Neurologist and a Pulmonologist.