

AVI FISHMAN, MBA

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SUMMARY

Accomplished health care executive with over 25 years of experience at leading organizations. Successful record of program development, cost containment, revenue enhancement, process improvement and work re-design. Excellent analytical, problem solving, interpersonal and computer skills.

EXPERIENCE

08/13 - Present

[Memorial Healthcare System](#)

Hollywood, Florida

Process Improvement Manager/Black Belt

Lead system wide or site specific process improvement initiatives to improve workflow and reduce non-value-added waste by utilizing Lean & Six Sigma methodologies.

- Memorial Hospital Pembroke/ Emergency Department LOS initiative to reduce patient wait times for “Treated & Released” Patients. Reduced “Door to Provider” time from 41 minutes to 13 minutes; reduced LOS from 185 minutes to 137minutes.
- Memorial Hospital Miramar/ Family Birth Place Work Flow initiative to improve communication amongst the staff as well as between staff and patients. Created time frame by when patient tasks were to be completed and “handed off”. Project has resulted in improving overall staff morale and as well as Patient Satisfaction scores.
- Memorial Hospital Miramar/ Emergency Department LOS initiative to reduce patient wait times for “Treated & Released” Patients. Reduced “Door to Provider” time from 50 minutes to 24 minutes; reduced LOS from 194 minutes to 144 minutes.

04/06 – 08/13

[NewYork-Presbyterian Hospital](#)

New York, New York

02/12 – 08/13

Financial Operations Black Belt

Lead hospital wide and department specific (“Operational & Workforce Excellence”) initiatives to improve workflow, create efficiencies and cost savings that will benefit patients and staff.

- Security Department initiative at all 5 campuses to reduce overtime expenses related to Security Patient Watches (Over \$4 million annually). Initial Savings related to this initiative are projected at \$750,000.
- Patient Financial Services initiative at Columbia and Cornell campuses as well as NRS (Network Recovery Services) an NYP owned Collection Agency; to improve billing and follow-up process, to eliminate redundancy, reduce expenses as well as enhance institutional revenues. Annual Savings related to this initiative are projected at over \$1,000,000.
- Workforce Excellence initiative to reduce Overtime and On-Call “spend” in Cardiac, Respiratory and Core Laboratory departments.
- Command Center Leader at Allen Hospital during Hurricane Sandy; coordinating “emergency operations” as well as patient transfers between campus facilities.

04/06 - 02/12

Quality & Patient Safety Black Belt

Facilitate measurable quality, process/performance improvement activities at local level.

- Implemented Multidisciplinary Rounds at Allen Hospital ICU to reduce LOS, improve patient mobility and patient care. Reduced LOS by .76 days (from 4.90 to 4.14 Days).
- Project Lead for Emergency Department initiatives at Allen Hospital. Decreased “Reg Time” by 89% (from 28 to 3 min). Reduced the “Left without Being Seen” rate” by 37% (from 9.4% to 5.9%). Reduced Bed Acquisition Time by 80% (from 213 to 43 Min).
- Allen Hospital OR/CSPD Project; reduced Flash Sterilizations by 91% (115 to 12 per month) and a ~\$90,000 savings by redeploying unused instruments into new trays.
- Involved in Institutional Initiatives to improve efficiency, procedural safety and outcomes; enhance communication/culture of safety and increase patient satisfaction.
- Command Center Leader during (mock and actual) Joint Commission Surveys.

Memorial Sloan-Kettering Cancer Center

New York, New York

07/99 - 04/06

Administrator, International Center

Responsible for organizational, operational, referral development, strategic and financial management activities related to international patient business. Operating Budget of \$1.5 million (originally \$3.6 million) and \$26.6 million in Revenue.

- Developed new financial policies and procedures resulting in reversal of financial losses; minimized accounts receivables and increased hospital / physician revenues.
- Redesigned departmental operations (work-flow); introducing new systems to improve customer services while continuously reducing FTE's (from 31 to 17 within 5.5 years).
- Coordinated multilingual website development and new market outreach initiatives.
- Increased Governmental as well International Insurance Company referrals.
- Spearheaded initiative with U.S. State Department and U.S. Embassies abroad to assist with financial /security screening of visa applicants seeking services at MSK.

The Langmas Group

Bend, Oregon

01/98 - 06/99

Vice President of Operations

Responsible for company operations, business growth and development at this Cardiovascular Search Firm.

- Designed/implemented new systems and technologies to improve business operations.
- Introduced new marketing/advertising initiatives to increase client & candidate base.
- Spearheaded and introduced Physician and Perfusionist Recruitments and Placements.

10/94 - 12/97

The New York Hospital-Cornell Medical Center

New York, New York

06/97 - 12/97

Administrative Consultant / Administrator of Sports Medicine

Directed the administrative, nursing, technologist, physical therapy and support staff (10 FTEs) at the New York-Cornell Special Surgery Sports Medicine Center.

- Coordinated (expedited) the construction of a brand new “Offsite” Outpatient Facility.
- Successfully opened/operated an Article 28 Extension Clinic for The New York Hospital and Hospital for Special Surgery.

10/94 - 05/97

Manager of Interventional Cardiology

Directed the administrative, nursing, technologist and support activities of the Cardiac Catheterization and Cardiac Electrophysiology Laboratories (35 FTEs).

- Developed and monitored Capital (\$9 million) and Operating (\$5 million) budgets.
- Effectively reduced operating expenses; improved patient services related revenues.
- Introduced / maintained newest technologies and modalities in cardiovascular care.

11/92 - 10/94

The Mount Sinai Medical Center

New York, New York

Administrator of Genetics

Coordinated the transformation of the Division of Medical and Molecular Genetics into the Department of Human Genetics (84 FTEs).

- Prepared, coordinated and managed the fiscal administration of 23 Research Grants.
- Cut \$600,000 deficit by \$200,000 within 7 months of employment.
- Redesigned Clinical/Counseling, Research Labs and Administrative Spaces.

07/89 - 11/92

Long Island Jewish Medical Center

New Hyde Park, New York

Manager of Cardiology

Directed the operational activities of the Heart Institute and the Division of Cardiology. Developed and monitored Capital (\$6 million), Operating (\$5 million) and Research (\$2 million) budgets (65 FTEs). Evaluated, recommended and coordinated the implementation of new revenue enhancing services (Cath/EP Labs, Nuclear Cardiology, Holter & Echo).

06/86 - 07/89

Beth Israel Medical Center

New York, New York

02/88 - 07/89

Assistant Director of Admitting

Responsible for the day-to-day management of Inpatient & Ambulatory Admitting; Substance Abuse Admitting; 2 Information Centers; and Pre-Admission Testing.

06/87 - 01/88

Planning Associate

Coordinated the evaluation, development and implementation of new Hospital based programs and services. Researched proposals, conducted feasibility and market analysis for Certificate of Need Applications.

06/86 - 05/87

Administrative Resident

Served in various administrative positions (Risk Management, Methadone Maintenance, Department of Medicine, Physician Group Practice and Planning) obtaining exposure to and involvement with all levels of senior management.

06/85 - 08/85

Mount Sinai Services at Elmhurst Hospital Center

Queens, New York

Administrative Intern

Management training at an affiliate of the Mount Sinai School of Medicine.

AWARDS

- New York-Presbyterian Hospital - Patient Centered Care Awards, **Team Achievement Award**.
The Allen Hospital, Bed Acquisition Time Reduction Project for 2 Field West. 11/2009

EDUCATION

04/07 – 12/07 GE (General Electric) / New York-Presbyterian Hospital New York, New York
Six Sigma Black Belt DMAIC, Lean and Change Acceleration Process Methodologies

09/84 - 06/86 Baruch College/Mount Sinai School of Medicine New York, New York
Master of Business Administration in Health Care Administration

01/79 - 06/83 Queens College, City University of New York Queens, New York
Bachelor of Arts in Sociology

PUBLICATIONS

Avi Fishman, MBA. *Business Briefs* The Journal of Cardiovascular Management
 Featured Columnist from 1996 to 1999

Avi Fishman, MBA. *Healthcare Agreements, Mergers and Acquisitions* The AAMA Executive
 Featured Columnist in 1998

PRESENTATIONS / PUBLIC APPEARANCES

- **“The Hiring Process; What You Need To Know and Do To Hire Staff”.** 08/22/98
 Las Vegas, NV Alliance of Cardiovascular Professionals - Management Conference
- **“Enhancing Team Productivity In Spite of Downsizing”.** 09/11/97
 Dallas, TX Alliance of Cardiovascular Professionals - Management Conference
- **“Human Resources: The Basics”.** 03/15/97
 Anaheim, CA Alliance of Cardiovascular Professionals - Management Conference
- **“Cardiac Services Revenue Enhancement and Cost Containment Initiatives”.** 08/22/96
 Washington, DC Alliance of Cardiovascular Professionals - Management Conference

PROFESSIONAL AFFILIATIONS

American Academy of Medical Administrators
 American College of Healthcare Executives
 American College of Oncology Administrators (2004-2006)
 Healthcare Leaders of New York (formerly Metropolitan Health Administrator’s Association)
 International Healthcare Administrators Forum (2004-2006) / *Chaired Annual Meeting in NYC.*
 Manhattan Chamber of Commerce, Board of Directors (2004/2005)

COMPUTER SKILLS

Proficiency in Windows, Word, Excel, PowerPoint, Visio, Access, Outlook, MiniTab (with Quality Companion), TeleTracking (Bed and Transport Tracking) as well as other hospital based applications.

REFERENCES

Available upon request