

## AVI FISHMAN, MBA

3757 NW 85<sup>th</sup> Terrace ♦ Cooper City, FL 33024

Cell: (954) 290-8197

Email: [avifishman@aol.com](mailto:avifishman@aol.com)

Website: <http://www.avifishman.com/>

### SUMMARY

Accomplished health care executive with over 30 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

02/16 – Present

#### **Director of Process Improvement**

Lead system wide or site specific process improvement initiatives to improve workflow and patient care by reducing waste, by utilizing Lean & Six Sigma methodologies.

- Supervise 5 FTE's (Process Improvement Black Belts / Green Belts) for five System Hospitals as well as Community Clinics, Service Lines and Corporate Departments.

08/13 – 02/16

#### **Process Improvement Manager**

Responsible for leading process improvement initiatives at different Memorial hospitals.

- Supervise 2 FTE's (Process Improvement Specialists) at Joe DiMaggio Children's Hospital and Memorial Regional Hospital South.
- Memorial Regional Hospital/Emergency Department LOS initiative to reduce patient wait times for "Treated & Released" Patients. Reduced "Door to Provider" time from 36 minutes to 14 minutes; reduced LOS from 160 minutes to 130 minutes.
- 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 137 minutes.
- 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.

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) a 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.

07/99 - 04/06

**Memorial Sloan-Kettering Cancer Center**

New York, New York

**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.

01/98 - 06/99

**The Langmas Group**

Bend, Oregon

**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  
06/97 - 12/97**The New York Hospital-Cornell Medical Center**

New York, New York

**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**

- NewYork-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) / NewYork-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 (1995-2016)
- American College of Healthcare Executives (1986-Present)
- American College of Cardiology/Administrators Division (1995-2016)
- International Healthcare Administrators Forum (2004-2006) / *Chaired Annual Meeting in NYC.*
- Manhattan Chamber of Commerce, Board of Directors (2004-2005)
- Society for Health Systems/Process Improvement (2016-Present)

**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