

CURRICULUM VITAE

DANIEL R. HERLINGER

Draft

PROFESSIONAL EXPERIENCE

Arthur S. Shorr & Associates, Inc., Woodland Hills, CA, June 2003 – Present
Senior Consultant

Arthur S. Shorr & Associates, Inc. is a management consulting firm providing professional business and strategic planning services to hospitals, medical groups, and physicians.

EMCARE, Santa Barbara – 2002-2003
Chief Operating Officer/ Pacific West Region

EmCare is a division of Laidlaw, Inc. a NYSE company. It is one of the nation's leading providers of emergency care servicing over 300 client hospitals. The Pacific West Region includes 28 contracts with hospitals in Hawaii, California, Washington and Idaho.

- Responsible for regional P&L, serving as account manager to client hospitals.
- Responsible for the service delivery, quality management with a staff of twenty employees including a Regional Manager, Chief Financial Officer, and Regional Clinical Manager.

CHW Central Coast, Santa Barbara – 1997- 2001
President and CEO

CHWCC, a division of Catholic Healthcare West, owns and operates four acute care facilities including Marian Medical Center (Santa Maria), St. Francis Medical Center (Santa Barbara), St. Johns Regional Medical Center (Oxnard), and St. John's Pleasant Valley Hospital (Camarillo). Total bed capacity for the region is 774 including general acute care, skilled nursing, and geri-psychiatric units. Marian Medical Center (Santa Maria) is a full service, 130-bed acute care hospital and a 95-bed extended care center including sub-acute, transitional and rehabilitative care. A children's day care center is provided on-site. Other community services include home care/hospice, infusion services, industrial medicine and two community health clinics. St. Francis Medical Center (Santa Barbara), an 84-bed facility provides a variety of inpatient, outpatient, and community outreach services. In addition, it has a 21-bed transitional and residential care assisted living facility.

- Directed the overall operations of the region's four facilities including community clinics, ambulatory services, home care and outreach programs with over 3000 employees and net revenues in excess of \$300 million. Direct reports include three hospital presidents, chief financial officer, chief medical officer, chief information officer, and the VP for business development.

Mercy Healthcare – Ventura County, Oxnard, California – 1993-1997
President and CEO

MHVC was a regional system comprised of St. John's Regional Medical Center and St. John's Pleasant Valley Hospital. It was merged into CHWCC in 1997. SJRMC is a 264-bed acute care hospital in Oxnard, providing a broad range of primary and secondary services as well as tertiary care including oncology, cardiovascular, and acute rehabilitation. In addition it includes extensive ambulatory and community-based programs. SJPVH was acquired in 1993. Located in Camarillo, it combines an 81-bed acute care hospital and a 99-bed skilled nursing facility, offering comprehensive medical and surgical services, physical therapy, hyperbaric medicine, and women's services. Senior programs include long-term rehabilitation and transitional care.

- Directed the merger of the two facilities forming one governing body, management team and medical staff. Improved net income by over \$3 million in three years.

St. John’s Regional Medical Center, Oxnard, California – 1984 - 1992
President and CEO

- Achieved an average of over \$7 million yearly in net income over the last ten years
- Planned, developed and managed the construction of a new 264-bed facility with a 90,000 sq. ft. medical office plaza at a cost of \$150 million.
- Developed successful joint ventures with physician partners in Chronic Dialysis and Radiation Oncology.
- Initiated with Mercy Charities Housing building affordable apartment units for low-income families and elderly
- Created the St. John’s Community Outreach and Health Ministries Programs to provide shelter, food, social services assistance and parish nursing services through local churches.

Mercy Hospital and Medical Center, Chicago, Illinois – 1975 - 1984
Vice President
Assistant Vice President
Administrative Resident

Not 1974-1984
 1973-1975
 1970-1971

MHMC is a 500-bed teaching hospital providing extensive primary, secondary and tertiary services to Chicago’s near South-side communities.

- Managed hospital operation including all support services, ambulatory care and community outreach services.
- Completed major construction programs including outpatient and educational facilities.
- Directed the organization’s Strategic Plan and the development and management of several offsite services.

EARLY EXPERIENCE

- Administrative Assistant, Ambulatory Care Services, Michael Reese Medical Center, Chicago, IL 1971-1973
- Admitting Officer, University of Chicago Hospitals and Clinics, Chicago, IL 1964-1968

HONORS AND AWARDS

- Golden State Award for Individual Performance Excellence, California Council for Excellence 2000
- Regent’s Award, American College of Healthcare Executives 1998
- Who’s Who in America

Authorized

EDUCATION

CERTIFICATE	Negotiation & Mediation, University of California, Santa Barbara	2005
MBA	Health Care Administration, George Washington University, Washington, DC	1971
BS	Loyola University of Chicago, Chicago, IL	1968

COMMUNITY ACTIVITIES

- Rotary International, Santa Barbara, CA
President, Oxnard North, 1989
- World President's Organization, Santa Barbara Chapter
- Jewish Reconstructionist Federation, Philadelphia; Board of Directors
- Juvenile Diabetes Foundation
Campaign Chairman, Ventura-Santa Barbara
- Conejo Adult School Literacy Program, Tutor
- Mercy Charity Housing Advisory Board , Santa Barbara
- The Santa Barbara Channels, Public & Educational Media Access Center, Board of Directors
- Santa Barbara Health Authority, Board of Directors, 2004
- Rental Housing Mediation Task Force, City of Santa Barbara

PROFESSIONAL ACTIVITIES

American Hospital Association, Regional Policy Board District 9 (1998-2002)

- California Delegate (2000-2002)
- California Institute for Health System Performance (2000 – 2003)
Board of Directors
- Radiation Oncology Center of Ventura County (1995 – 2001)
Board of Directors
- Dialysis Centers of Ventura County (1987 – 1992)
Board of Directors
- American College of Healthcare Executives, Fellow
Regent, Los Angeles Area (1992-1997)
Nominating Committee (1998-2000)
- Health Care Association of Southern California (230 hospitals)
Chairman of the Board (1994)
Member, Board of Directors (1986-1997)
- California Medical Review, Inc.
(Medicare Professional Review Organization for California)
Member, Board of Directors (1992-1999)
- California Association of Hospitals and Health Systems
Board of Directors (1993-1995)
- United States Department of Commerce, Malcolm Baldrige National Quality Award
Board of Examiners (1996 & 1997)
Health Care Evaluation Team (1995)
- California Council for Quality and Service, Board of Trustees (1998-2001)
- Institute for Diversity in Health Management, Preceptor (1995-1997)
- University of Southern California, School of Public Administration
Health Services Administration Program Advisory Committee (1997-2005)
- University of California, Santa Barbara, Economic Forecast Project Board of Directors (1996-Present)
- California Association of Catholic Hospitals, Board of Directors (1994-1997)
- Blue Cross of California, Hospital Advisory Committee (1992-1996)
- Livingston Memorial Visiting Nurses Association, Ventura CA, Board of Directors (1985-1992)
- California Lutheran University Health Care Advisory Council (1996-1998)
- Santa Barbara Regional Health Authority, Board of Directors (2004-Present)
- Santa Barbara Health Data Exchange, Board of Directors (2004-Present)
- Satellite Healthcare Inc., Board of Directors (2004-Present)

- California Cooperative Healthcare Reporting Initiative, Executive Committee (2008-Present)
- Surgical Eye Expeditions International, Board of Directors (2008-Present)
- Cognitive Fitness & Innovative Therapies, Board of Directors (2008-Present)
- AARP California, Healthcare Policy Advisor (2008-Present)