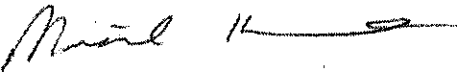




## City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Anthony J. McLean, MHA		
<b>Board/Commission Name:</b> Pacific Hospital Preservation & Development Authority Governing Council		<b>Position Title:</b> Governing Council Member
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: PHPDA Governing Council		<b>Term of Office:</b> 3-Year Term: 01/01/2017 – 12/31/2019
<b>Residential Neighborhood:</b> Alki	<b>Zip Code:</b> 98116	<b>Contact Phone No.:</b> [REDACTED]
<b>Legislated Authority:</b> SMC 3.110		
<b>Background:</b> Tony McLean is Market President of CHI Franciscan Health's South King County region. This region's operations encompass the services of Highline Medical Center in Burien and St. Francis Hospital in Federal Way. CHI Franciscan Health is a health system comprising hospitals, medical groups, hospice, long term acute care and home health services in King, Pierce and Kitsap Counties. Previously he served as the Vice President of Operations for Virginia Mason Health System. He is also a member of the American Hospital Association Region 9 Policy Board, the ACHIEVE Health Coalition, and the Washington State Hospital Association Public Policy Committee.  Mr. McLean has a Bachelor's of Arts from Harvard, and a Masters of Health Administration from The Ohio State University.  This re-appointment represents Mr. McLean's Second Term.		
<b>Date of Appointment:</b> 10/11/16	<b>Authorizing Signature (original signature):</b> 	<b>Appointing Signatory:</b> Mike Heinisch Chair, Governing Council

# TONY MCLEAN

## SUMMARY OF EXPERIENCE

- Eighteen years of progressively responsible leadership in complex integrated delivery system settings.
- Solid track record of delivering significant results in quality, service, engagement, strategic growth, and financial performance.
- Consistently demonstrated strength in managing effective relationships with medical, technical & nursing staff, leadership colleagues, and community partners.

## EXPERIENCE

9/15-Pres **Market President, South King County, CHI Franciscan Health, Puget Sound Region, Washington State**

10/8-8/15 **President, St. Francis Hospital, CHI Franciscan Health, Puget Sound Region, Washington State**

*CHI Franciscan Health comprises hospitals, medical groups, hospice, acute rehabilitation, long term acute care and home health services which serve King, Pierce and Kitsap Counties. Employs 12,000 caregivers and produces \$2 billion net revenue annually.*

### Quality & Safety Improvement

Implement aggressive culture of safety initiative focused on significant reduction in serious safety events by creating a proactive culture "obsessed with near misses."

- Achieved 50% reduction in lead time for closing follow up on safety incidents
- Reduced Cdiff rate by 50%
- Reduced CAUTI & CLABSI rates by 90%
- Reduced sepsis mortality rate by 50%

### Process Improvement

Drove five-year series of LEAN initiatives to improve service and throughput.

- Achieved acute care length of stay performance levels which rank in the top 15th percentile nationally while reducing all cause readmissions by 12%.
- Reduced emergency department door to discharge time by 25% while improving overall patient satisfaction to 75th percentile against national benchmarks.

### Strategic Program Development

- Built significant clinical programs in bariatrics, cardiology, obstetrics, and interventional care.

### Stakeholder Engagement

- Achieved nationally benchmarked leadership effectiveness rating at the 84<sup>th</sup> percentile and staff satisfaction ratings at the 75<sup>th</sup> percentile.

### Financial Performance Management

- Grew profit margin in market of eroding reimbursement and increasing labor and supply costs from \$36 million (FY 10) to \$50 million (FY 15).

### Regional Care Coordination

Drive development of integrated care continuum.

- Hard wired real time primary care follow up appointment making from both emergency department and acute care settings.
- Developed service agreements with local skilled nursing facilities to improve handoffs both to and from hospital.
- Serve as hospital executive representative on care coordination steering committees which:
  - Implemented same day appointments and extended hours in primary care to provide access for

## TONY McLEAN (continued)

lower acuity patients to alternative settings to the emergency department.

- Implemented patient centered medical homes for intensive management needs patients.

### 3/01-9/08 Vice President-Operations (Ambulatory Care, Clinical Ancillaries, & Clinical Service Lines,)

#### **Virginia Mason Health System, Seattle WA**

*An integrated system of 336-bed tertiary care hospital, 450-employed physician group practice, significant clinical research activity, and four fully accredited graduate medical education programs, and 5,000 employees. Produced \$650 million net revenue annually.*

#### Role Scope

- Division produced annual net revenues of \$210 million and is supported by 1,100 personnel.
- Responsible for strategic growth & operational leadership of various inpatient and outpatient services with emphasis on identifying and implementing divisional quality, safety, efficiency and productivity improvement opportunities using process improvement strategies acquired through extensive US and Japan-based training in the *Toyota Production System*.

#### Current Responsibilities (2004-2008)

- Inpatient and outpatient ancillaries: radiology, lab and pathology. Select service lines including cancer, neurosciences, orthopedics, sports medicine & digestive diseases. Outpatient physical & occupational therapy. Medical group practices-procedural, surgical & select medical specialties.

#### Prior Responsibilities (2001-2004)

- Anesthesiology and hospital based perioperative services, free-standing suburban ambulatory surgery centers, surgical group practices.

#### Strategic Growth Leadership

- Developed & positioned integrated, multi-disciplinary digestive disease institute for international preeminence. Institute brings together oncology, radiology, surgery, gastroenterology, nursing, research and graduate medical education services (2006-2008).
- Led turnaround in overall surgical case volume growth from baseline annual growth rate of 1% (2001-2003) to annual growth rate of 3% (2005-2007).
- Positioned surgical services for future growth through successful recruitment of several positions targeted by surgery strategic plan: general surgery (advanced laparoscopic surgery & simulation medical education), thoracic surgery (lung and minimally invasive), neurosurgery (movement disorders & spine), plastic & reconstructive surgery, urology (prostate cancer), and transplant (kidney & pancreas) (2006-Present).
- Achieved 10% annual growth in interventional procedure volumes (2004-2006).
- Managed relationship with external medical group to sustain continued use of surgical facilities. Group contributes 25% of overall surgical case volume (2001-2004).
- Developed relationships with another external medical group that achieved 10% growth in orthopedic surgery volumes-an organizational strategic priority (2003-2004).

#### Financial Performance Improvement

##### Overall Margin Growth

- 15% growth in clinical ancillary net margin (2004-2007) from \$28.2 million to \$32.5 million.
- 33% growth in perioperative services net margin (2001-2004) from \$25.2 million \$33.6 million.

#### Patient Service Performance Improvement

## TONY MCLEAN (*continued*)

Ranked among top 1% regionally and top 5% nationally by *Press Ganey* for outpatient orthopedic practice patient satisfaction (2006).

Led aggressive improvements in outpatient specialty appointment access to achieve:

- 81% of all medical group division services at less than 7 days wait for routine new appointments (2006). Sustained similar level of performance in 2007.
- 85% of all medical group division phone lines answered within 36 seconds (2006). Sustained similar level of performance in 2007.

Reduced length of stay for joint replacement patients by 10% (2008).

Achieved significant improvement in access to care for critical preventive screening services:

- 76% reduction in lead time for screening mammography—from request for exam date to completion of exam (2006). Sustained similar level of performance in 2007.
- 98% reduction in lead time for screening colonoscopy—from request for exam date to completion of exam (2006). Sustained similar level of performance in 2007.

### Performance Management Systems Implementation

Developed and implemented custom daily and weekly performance management systems as supplement to monthly organizational performance reports to:

- ensure real time transparency of individual and team leadership performance
- provide effective decision support to facilitate prompt leadership team action to correct course as needed
- assist leadership in identifying better practices to support continuous performance improvement

*Focal areas: Capacity Utilization, Service Access, Productivity, Safety Core Practice Compliance*

### Facility Utilization Planning

- Led planning process to relocate and consolidate mammography services on downtown medical center campus (move occurred Dec 2007).
- Led planning process for constructing replacement integrated sports medicine center (move occurred Aug 2007).
- Avoided \$3 million capital investment in new endoscopy suites via throughput improvements (2004).

### Quality Improvement

- Led quality improvement efforts in core service lines to support the following most recent regional & national recognitions:
  - Ranked 23rd nationally for digestive disorders by *U.S. News & World Report* (2006).
  - Led Puget Sound market in *Leapfrog* performance including market leader status for performance on high-risk procedures (2006).
  - Ranked nationally among top 5% for gastroenterology and joint replacement and among top 10% for bariatric surgery by *Health Grades* (2006).
  - Ranked among top 1% regionally and top 5% nationally by *Press Ganey* for outpatient orthopedic practice patient satisfaction (2006).

**8/99-3/01 Administrative Director, Orthopedics & Musculoskeletal Care**

**7/98-7/99 Administrative Fellow (*Interim Manager*, Downtown Orthopedic Medical Group)**

***Virginia Mason Health System, Seattle WA***

Responsible for performance of service line—25 physicians & 150 support staff across 5 sites, who deliver outpatient, ancillary, & inpatient care in orthopedic surgery, podiatry, rheumatology, & sports medicine.

- Grew net income by 77% (1998-2000).

## **TONY MCLEAN** *(continued)*

- Developed strategic plan for aggressive growth & enhanced market positioning of orthopedic service line across health system.
- Coached largest practice site through appointment & phone access improvement initiatives.
  - 83% reduction in phone wait time
  - 79% reduction in appointment access wait time.
- Used system profile & tracking tool to understand orthopedic operational & financial performance across multiple sites.
- Coordinated orthopedic practice improvement efforts throughout the health system.
- Redesigned service line outpatient & inpatient work unit leadership to create stronger service line accountability & support.
- Facilitated medical center outpatient manager operations improvement workgroup (30 managers).
- Led initiative to improve hospital nursing assistant recruitment & retention performance. Achieved 6% reduction in turnover one year after implementation

### **9/97-6/98 Project Manager/Administrative Intern, Quality & Operations Improvement**

#### ***The Ohio State University Medical Center, Columbus OH***

- Provided data analysis & research support for the development of clinical performance indicators for a variety of physician services.
- Evaluated financial & operational impact of referrals to long-term acute hospital.
- Developed proposal for primary care network credentialing standards.
- Assessed utility of participation in statewide hospital cost & severity of illness study.
- Recommended action, which was adopted by senior management.

### **6/97-9/97 Administrative Resident**

#### ***Northwestern Memorial Hospital, Chicago IL***

- Developed comprehensive Latino market strategic plan.
- Assessed the effectiveness of Northwestern's managed care strategy.
- Made strategy improvement recommendations to CEO.

### **7/94-9/96 Analyst**

#### ***New York State Office of Human Resource Development, Health Sciences Center, State University of New York at Stony Brook***

- Analyzed performance effectiveness data for various not for profit agencies who received grant funding from SUNY.
- Evaluated and recommended opportunities for performance improvement to various agencies in the lower Hudson/metro New York City service area.

## **EDUCATION**

**Master of Health Administration, June 1998**

*The Ohio State University, Columbus, Ohio*

*Phi Kappa Phi National Honor Society (highest academic honors)*

**Bachelor of Arts, June 1992**

*Harvard University, Cambridge, Massachusetts*

*Cum laude general studies*

## **PROFESSIONAL AFFILIATIONS**

**8/02-Pres Preceptor, Mentor & Guest Lecturer, University of Washington Masters of Health Administration Program**

**7/00-Pres Preceptor & Mentor, The Ohio State University Masters of Health Administration Program**

**8/97-Pres Member, Medical Group Management Association**

## **TONY MCLEAN** *(continued)*

2/97-Pres **Member**, *National Association of Health Services Executives*

4/96-Pres **Member**, *American College of Healthcare Executives*

### **BOARDS**

1/14-Pres **Member**, *Pacific Hospital Preservation & Development Authority Board*, Seattle WA (health care access & disparities)

4/11-Pres **Member**, *ACHIEVE Health Board*, Tacoma WA (health equity)

1/11-Pres **Member**, *Washington State Hospital Association Public Policy Committee*, Seattle WA

8/09-Pres **Member**, *American Heart Association South Puget Sound Board*, Tacoma WA  
(7/10-6/12) **President**

### **ADDITIONAL INFORMATION**

**Foreign Language:** Spanish (speak, read and write w/moderate competency)

**Foreign Residence/Travel:** Jamaica (6 yrs.), Spain (1yr.), Argentina, Australia, Brazil, Chile, Colombia, Costa Rica, Croatia, Czech Republic, France, Greece, Italy, Japan, Mexico, Portugal, Turkey, Uruguay

# Pacific Hospital Preservation and Development Authority (PHPDA)

November 2016

9 members: Per RCW 35.21.730 and Seattle Municipal Code 3.110, all subject to City Council confirmation, 3-year terms:

- 4 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): PHPDA Governing Council
- 1 King County Executive-appointed

## Roster:

*D	**G	Position No.	Position Title	Name	Term Start Date	Term End Date	Term #	Appointed By
1	F	1.	Member	Doris Koo	12/31/14	12/31/17	1	Mayor
6	M	2.	Chair	Mike Heinisch	12/31/14	12/31/17	2	Governing Council
3	F	3.	Member	Teresa Mosqueda	12/31/15	12/31/18	1	KC Executive
6	F	4.	Secretary	Judy Tobin	12/31/15	12/31/18	2	Governing Council
6	F	5.	Member	Susan Crane (filling out remainder Rich Nafziger's of 3-year term)	11/30/15	12/31/17	1	Mayor
2	M	6.	Member	Tony Mclean	1/01/17	12/31/19	2	Governing Council
2	F	7.	Member	Rhonda Berry	12/21/13	12/21/16	1	Mayor
3	F	8.	Member	Eleanor Menzies	12/31/15	12/31/18	2	Mayor
6	F	9.	Vice Chair	Nancy Sugg	1/01/17	12/31/19	2	Governing Council

## Diversity Chart:

Diversity Chart:					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Vacant	Minority	Asian-American	Black/African American	Hispanic / Latino	American Indian/Alaska Native	*** Other	Caucasian / Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor		4		3	1	1	1			1			
Governing Council	2	2		1		1				3			
Other		1					1			1			
Total	2	6		4	1	2	2			5			

## Key:

- \*D List the corresponding *Diversity Chart* number (1 through 9)
- \*\*G List *gender*, M or F
- \*\*\*Other Includes diversity in any of the following: *race, gender and/or ability*

10/11/2016

Pacific Hospital Preservation & Development Authority (PHPDA)

**RESOLUTION NO. 17-2016**

**WHEREAS** Article VII, Section 1 of the PHPDA Charter provides that the number of Council members shall be set at nine;

**WHEREAS** Council members Nancy Sugg and Tony McLean were appointed by the PHPDA Council in January 2014;

**WHEREAS** the term of Council members Nancy Sugg and Tony McLean is expiring at the end of December 2016;

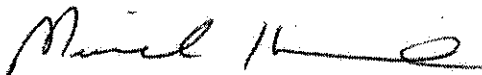
**WHEREAS** the PHPDA Council is reappointing Nancy Sugg and Tony McLean, in positions available for appointment by the Council;

**NOW, THEREFORE, BE IT RESOLVED** that the PHPDA Council confirms the appointment of Nancy Sugg and Tony McLean to serve a three-year term beginning in January 2017 as a member of the PHPDA Council.

Council Member	Appointing Authority	Term Ends
Nancy Sugg	PHPDA Governing Council	December 2019
Tony McLean	PHPDA Governing Council	December 2019

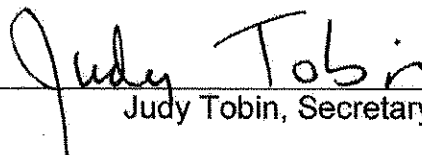
COUNCIL, PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY

BY:



Mike Heinisch, Chair

BY:



Judy Tobin, Secretary

Adopted by the vote of a majority of the members of the Pacific Hospital Preservation & Development Authority Governing Council, present at a meeting held on October 11, 2016.