

### **Bio for Allan Fine, MBA**

**Allan Fine, MBA**, is Co-Founder and a Managing Director of Pillar Health International, a global healthcare consulting and management firm. He is an accomplished strategy and business development professional with executive hospital/health system management, operations and ambulatory experience in the United States and the Middle East. He has also provided strategy consulting for a global pharmaceutical company in Europe.

As a senior executive with over a 40 year record of successful healthcare management and leadership of transformational strategic initiatives for complex healthcare organizations, he has held multiple diverse positions in hospital/health system management, strategic and operational consulting, ambulatory care management, physician practice management and managed care. Mr. Fine has a solid track record of balancing collaboration with formidable negotiation skills and translating conceptual goals into executable strategies.

As Executive Vice President, Chief Strategy & Operations Officer for New York Eye and Ear Infirmary of Mount Sinai (NYEE) and also as Interim President for one year, he was responsible for all strategy and business development activities as well as operational, administrative, and financial responsibility for clinical, ancillary and non-clinical departments. He also had direct responsibility for developing and managing various clinical programs and departments organized around multiple sites. Mr. Fine has extensive experience in all facets of enterprise-wide, programmatic and service line strategic planning, growth initiatives and implementation, developing and implementing joint ventures and other creative partnering arrangements, new program development, mergers and acquisitions, diversification opportunities, branding strategy, market research, ambulatory surgery center development and management, physician alignment strategies, international strategy and program development and physician recruiting. He led the development of NYEE's network of external sites (16 satellite faculty practice sites staffed by 55 employed physicians with annual budgets over \$40 million), oversaw the development of two free-standing multi-specialty ambulatory surgery centers as joint ventures and designed and implemented diversification and expansion strategies in clinical programs such as allergy, breast and reconstructive surgery, interventional pain management and dermatology. Mr. Fine conducted comprehensive marketplace analyses for NYEE's core specialties, identifying competitors, potential opportunities and areas of vulnerability. This analysis combined with implementation strategy resulted in record levels of surgical volume (32,000 cases), patient visits and physician recruitment.

He has extensive experience in designing and developing ambulatory surgery centers, diagnostic centers, and physician satellite offices both in the metropolitan New York City area and throughout the U.S. in consulting with hospital systems, tertiary and specialty hospitals as well as large physician groups. All of these projects entailed working on the pre-construction market analyses in addition to construction planning with architect and engineering firms. At NYEE, he also coordinated and managed major construction projects including a \$13 million surgical suite initiative, comprising new operating rooms and an expansive post-anesthesia care unit. In addition, Mr. Fine oversaw and managed major renovation projects including expansion of public areas, design and renovation of clinical space, physician offices, satellite offices, private patient rooms, sleep center, ear institute and pediatric unit.

His operational experience includes leading and implementing cost reduction initiatives, health policy formulation, managing and implementing institution-wide process and service improvement initiatives, implementing patient and physician satisfaction programs, quality improvement processes and coordinating construction and renovation projects. At NYEE, he contributed to the development and implementation of a \$9 million EBIDTA improvement program, converting a history of operating losses to five consecutive years of increasing profitability.

Mr. Fine served as Corporate Resource Operations & Strategy Executive for Allegheny International Health, a U.S.-based hospital management and international health care consulting firm and led the strategy and business development initiatives for the first private hospital, Doha Clinic Hospital, in Doha, Qatar. Mr. Fine participated in the financial and clinical turnaround and conducted assessment and gap analyses of administrative, clinical, financial, and operational departments. He developed clinical service and strategic plans to grow revenue in departments such as surgery, emergency services, OB/GYN and pediatrics. In addition, he created business plans for new programs including ICU and NICU. Mr. Fine led and managed the visiting international physician program and also developed and oversaw innovative physician recruitment strategies. He developed and implemented growth strategies to enhance revenue and increase market share in addition to the repositioning of certain services. He had extensive experience in successfully developing direct contracting relationships with multinational companies, regional employers, embassies, and consulates that successfully contributed to the growth of patient and surgical volume.

As Chief Strategy & Development Officer for Fromer Eye Centers (FEC), the largest independent Ophthalmology practice in New York City, treating 90,000 patients annually from six offices along with an Ambulatory Surgery Center owned and managed by FEC generating 4,500 surgical cases annually, he has been responsible for mergers & acquisitions, organic growth for all of the practice sites and ASC, overseeing post-M & A integration activities, outreach initiatives, analyzing, cultivating and maintaining referral and portal relationships, digital marketing and communications, physician recruiting as well as developing and implementing overall growth strategies for the organization. He successfully acquired and integrated four practices into the organization. In addition, he developed and maintained a robust pipeline of prospective acquisitions. He positioned the organization to replicate its differentiated operating model in new geographies. Mr. Fine led the executive team to develop a comprehensive plan allowing for seamless integration of new practices in addition to improving payer contracts and realizing operational, financial, and clinical synergies. In addition, he collaborated with other members of the executive team on operational, staffing, process improvement and financial assessments.

Mr. Fine has also held senior leadership positions at Navigant Consulting, Ernst & Young LLP, Quorum Health Resources, Inc., Rush Contract Care (Rush-Presbyterian St. Luke's Medical Center) and as a consultant with Regent Surgical Health. Mr. Fine has led and advised health care organizations throughout the U.S. on strategy development and implementation, growing market share, expanding geographic footprint, increasing patient capacity, designing and instituting custom solutions to optimize financial and operational performance, business development, developing and implementing centers of excellence, managing capital projects and facilities issues, mergers & acquisitions and developing and managing strategic alliances and joint ventures.

He has published extensively, served as Editor of multiple publications, been a frequent speaker at national and international conferences and has served on a number of editorial boards and advisory panels. Mr. Fine is also a Senior Fellow for the Center for the Digital Future, USC Annenberg School for Communication and Journalism. He has a MBA in health care administration from Bernard M. Baruch College – Mount Sinai School of Medicine, City University of New York, and a BBA, Cum Laude in marketing from Temple University.

## Professional Activities

### Books

- Editor, *Integrated Health Care Delivery Systems: A Guide to Successful Strategies for Hospital and Physician Collaboration*, Thompson Publishing Group
- Co-Editor, *Integrated Health Care Delivery Systems: Business and Legal Forms*, Thompson Publishing Group
- Co-Author, *Dealing Direct: A Business Strategy for Business-Provider Partnerships*, American Hospital Publishing
- Co-Author, *Provider Sponsored Organizations: Emerging Opportunities for Growth*, Aspen Publications.

### Newsletters and Journals

- Former Editor, *Managed Care Quarterly*, Aspen Publishers
- Former Founding Editor, *International Health Care Business Strategies*, MCOL/Global Health
- Former Founding Editor, *Allan Fine's Trends In Integrated Health Care*, Aspen Publishers
- Former Founding Senior Editor, *Executive Solutions for Healthcare Management*, Aspen Publishers
- Former Founding Editor-in-Chief, *Integrated Health Care Delivery Systems*, Thompson Publishing Group

### Book Chapters

- *The Managed Health Care Handbook-Third Edition*, Aspen Publishers
- *Integrating the Practice of Medicine*, American Hospital Publishing
- *Hospital Strategies in Managed Care 1999*, COR Publications

**Articles (authored over 60 articles in national publications) - Selected publications in which articles have appeared:** *Healthcare Financial Management, Healthcare Executive, Trustee, Hospitals & Health Networks, Journal of Health Care Benefits, HMO Magazine, Physician Executive, Employee Benefit Plan Review, Health Care Strategic Management, Managed Healthcare, Managed Care Interface, COR Healthcare Market Strategist, MedPro Month, MX: Business Strategies for Medical Technology, Product Management Today, Pharmaceutical Executive, Frontiers of Health Services Management, BioPartnerships-Supplement to Pharmaceutical Executive + Biopharm International, Managed Care Quarterly HealthLeaders.*

### Editorial Boards

- **Former Board Member:** *Managed Care Interface, Managed Care Contracting & Reimbursement Advisor, Managed Care Outlook, Business & Health, Medical Network Strategy Report.*

### **Boards**

- **Former Board Member:** LIROT – The Israeli Research Association for Eye Health and Blindness Prevention, GuideStar Clinical Trials Management, The Children’s Hearing Institute, Health Industry Group Purchasing Association (HIGPA), Society for Health Care Planning and Marketing, American Hospital Association, Academy for Health Services Marketing, American Marketing Association, EyeTel Imaging (payer advisory board).

### **Speaking Engagements**

- Frequent speaker at international, national and regional conferences. Topics ranging from strategic planning and business plan development, marketing, managed care, integrated delivery and financing systems, product development, global health, health care consumerism, commercialization strategies for pharmaceuticals, medical devices and new technologies and joint ventures.

### **Recognition**

- Track Chair and speaker for inaugural and subsequent hospital management sections of Asia Pacific Academy for Ophthalmology conferences in Australia, Korea, India and China and for World Ophthalmology conference in Abu Dhabi
- Listed in Becker’s 2012 “300 Hospital and Health System Leaders To Know” and “ASC Industry Leaders To Know”
- Recipient of 1995 Managed Care award from the Society for Healthcare Planning and Marketing
- Former Track Chair for the provider section, National Managed Care Congress
- Former member of Illinois Regent’s Advisory Council, American College of Healthcare Executives

### **Teaching**

- Former Adjunct Faculty Member in multiple graduate programs in health care management. Served as instructor in courses in strategic planning and health care marketing, new product development, marketing for non-profit organizations and organization and management of health care facilities.