

Bio for Mark Santamaria, MBA, FACHE

Mark Santamaria, MBA, FACHE, is Co-Founder and a Managing Director of Pillar Health International, a global healthcare consulting and management firm. He is a highly accomplished executive with over 35 years of hospital leadership experience in the United States and Middle East. Mr. Santamaria is strong in hospital management, operations, clinical service lines, financial improvement, quality management, and strategic planning. He has demonstrated success in centers of excellence development, inpatient and ambulatory care revenue growth, operational improvement, financial turnarounds, physician residency programs, physician recruitment, accreditation programs, hospital construction projects, and new private hospital development.

Mr. Santamaria served as Chief Executive Officer for Doha Clinic Hospital an Accreditation Canada – Platinum Level hospital, in Doha, Qatar. He led a clinical and financial improvement plan for the first private hospital in Qatar, including an overhaul of the clinical and non-clinical service delivery system. Mr. Santamaria grew clinic visits by offering same day access to physician specialties and recruited international visiting physicians to perform complex surgery cases. He successfully negotiated more favorable payment rates with insurance plans. Mr. Santamaria implemented policies, procedures, and best practices used in the U.S. hospital system, including establishment of a formal medical staff structure with bylaws, rules, regulations, and credentialing process. To address challenges related to supply chain, he formed a joint venture to secure better availability, pricing, and inventory management. He initiated a regulatory compliance plan to prepare for the new Qatar Ministry of Public Health hospital facility licensure standards. Mr. Santamaria provided consultation on the design of a new 250-bed acute care hospital.

Prior to Qatar, Mr. Santamaria served as President & CEO for MidMichigan Medical Center-Gratiot, in Alma, Michigan, part of the MidMichigan Health/University of Michigan Health System. During his tenure, a significant financial turnaround to profitability through revenue growth and operational improvements was completed. He expanded market reach in a key strategic secondary service area through development and construction of a large ambulatory care facility with surgery center, physician clinics, and freestanding emergency department. Mr. Santamaria developed profitable Centers of Excellence in Oncology, Mental Health, Bariatric Surgery, Inpatient Acute Rehabilitation, Wound Care/Hyperbaric Medicine, Emergency Services, and Diabetes. Under his leadership the hospital's Oncology program obtained accreditation with commendation from the Commission on Cancer of the American College of Surgeons. Mr. Santamaria improved primary care access by establishing a new Family Medicine residency training program and obtaining rural health clinic designation for eight primary care practices in underserved areas. As the executive over health system supply chain management, he achieved top quartile for supply expense per case mix adjusted discharge as compared to peers.

Mr. Santamaria had prior Middle East experience as Director of Clinical Services at King Faisal Specialist Hospital & Research Centre ("KFSHRC"), a Joint Commission International accredited hospital in Jeddah, Saudi Arabia. As an academic medical center, KFSHRC provides adult and pediatric tertiary acute care services with Centers of Excellence in Oncology, Cardiology, Pediatrics and Neuroscience. Mr. Santamaria was recruited to provide U.S. executive clinical leadership in space planning, facility design, and to develop a comprehensive operating budget for a \$1.2 Billion USD expansion project. The planned expansion was designed to increase hospital size from 330 to 850 beds and open a new 200-bed children's hospital positioning itself as the largest referral center in western Saudi Arabia. In addition to the expansion project, he provided day-to-day executive leadership for hospital tertiary care clinical service lines. He served on the planning team for a joint venture with an investment partner to develop two new private 180-bed acute care hospitals.

Prior to Saudi Arabia, Mr. Santamaria was at The William W. Backus Hospital in Norwich Connecticut where he advanced in several executive management positions. As Senior Vice President & Chief Operating Officer he grew annual net patient revenue by \$113 Million USD (69%). This revenue growth was largely due to clinical service line expansions and the development of profitable Centers of Excellence in Oncology, Orthopedics, Endocrinology, Rheumatology, Radiology, Laboratory/Pathology, Wound Care, Emergency and Trauma Services. Mr. Santamaria provided executive leadership over the planning, design, and construction of a new medical office building and cancer center. He successfully recruited physicians in underrepresented specialties of urology, neurosurgery, thoracic, general surgery, rheumatology, endocrinology, plastics, and primary care. Focusing on the Emergency Department's 60,000 annual visits as an important gateway to engage patients, he achieved Press Ganey patient satisfaction scores ranking it in the top 1% nationwide. To provide timely care for injured patients he led the achievement of American College of Surgeons accreditation as a Level II Trauma Center and established a hospital base for an EMS helicopter. Although Mr. Santamaria attained strong revenue growth his hospital operations acumen led to a non-salary expense reduction initiative resulting in sustained \$8M annual savings.

Mr. Santamaria began his hospital leadership career at Middlesex Hospital in Middletown Connecticut where he developed a hospital-based regional paramedic and ambulance service. He directed departments providing pre-hospital care, occupational medicine, and emergency department clinical support services.

With extensive knowledge in the air medical transportation sector, he founded Global Reach Medical, LLC, a company that coordinates worldwide air ambulance, medical repatriations, medical escort, and organ transplant logistic services.

Mr. Santamaria holds an MBA from University of New Haven and a BS in Business from Charter Oak State College in Connecticut. He is a licensed Paramedic and completed his training at the University of Connecticut Health System. Mr. Santamaria is also board certified as a Fellow with the American College of Healthcare Executives ("FACHE").