

THOMAS PFIFFNER

3946 North Ravenswood #701
Chicago, Illinois 60613

(773) 398-2411
tompfiffner@yahoo.com

PROFESSIONAL EXPERIENCE

Advocate Health Care - Advocate Medical Group

Des Plaines, Illinois

Advocate Healthcare is recognized as one of the top 10 healthcare delivery systems in the country. Advocate Medical Group is a physician-led group comprised of over 1,100 multi-specialty providers with over 250 sites of care.

Executive Director of Revenue Cycle and IS/IT Applications

March 2013 – present

Operational Responsibilities:

- Comprehensively directs non-clinical physician Practice Management System Applications, Data Analytics, Revenue Cycle, and Business Systems areas for the consolidated Advocate Medical Group.
- Responsibility for end-to-end revenue cycle supporting over \$950M in gross revenue for over 1,100 providers and oversight of 300 FTEs support staff.
- Partnered with Physician Dyad overseeing system responsibility for Emergency Medicine Service Line which supports 5 Emergency Departments with staff of over 100 providers.
- Current major initiative: Leading the centralization of entire charge capture which includes over 200 sites of care – pilot sites launched April 2013 with phase roll out through 2013.

Vice President Operations – City Region

January 2012 – March 2013

Operational Responsibilities:

- Partnered with Physician Dyad overseeing the practice operations of the City Region consisting of over 225 providers; over 400 FTEs support staff; \$175M Total Operating Revenue; 21 sites of care including Family and Internal Medicine residency programs, 12 primary care sites, and over 20 different specialties.

Team Accomplishments:

- Increased Patient Satisfaction by over 35% (YTD) - from 32nd to 44th percentile – Press Ganey.
 - Implemented improvement plans focused on patients utilizing the Studer Principles and tracking progress with A3s.
 - 2012 Challenges: Implementation of EMR across 12 sites; started the year 5 manager vacancies.
- Managed 2012 Finance Budget to a \$5M (21%) positive variance across the city region.
- Led the implementation of Advanced Access initiative across the primary care service line resulting in consistent increased access and same-day availability; Phase II roll-out scheduled for specialties.
- Led implementation of the physician compensation plan transition from productivity based to productivity & value based compensation.
- NATO emergency preparedness – relocation of practice operations for the Sykes Center consisting of over 50 providers for a whole week during conference – helped redesign our Emergency Preparedness Protocols.

Participating member of teams and committees including: VP-Medical Management, Co-Chair of the City Region Regional Governing Council, Member of Advocate Illinois Masonic Medical Center Executive Team, Finance Committee, Quality Committee, Contracting Committee, Sustainability Committee.

Director of Practice Acquisitions

February 2008 - December 2011

Operational Responsibilities:

- Responsible for oversight of all practice acquisition activity within Advocate Medical Group.
- Formalized the department in 2010 – including addition of Manager, Financial Analyst, and continued alignment within our hospital services areas.

Team Accomplishments:

- Grew the medical group by an unprecedented 228 new providers in 2011 including 200 physicians and 28 advanced practice nurses/physician assistants.
- Directed team in the development of a comprehensive on-boarding and integration process for acquired practices.
- Helped designed the system's first financial review and approval process for physician recruitment and acquisitions across ten hospitals – establishing a system budget, standardized business plan and pro forma, and a new corporate approval process with financial tracking and accountability for multi-year funding.

Director of MSO Services and Revenue Cycle

June 2006 – February 2008

- Directed the transition and integration of service area medical group from the financial business side.
- Started transition to build Acquisition team in 2008.

Manager of MSO Service and Revenue Cycle

March 2004 – June 2006

- Development and implementation of a remote, real time coding application for Emergency Medicine professional billing.
- Lead transition of both affiliated medical groups from Advocate Christ Medical Center and Advocate Illinois Masonic Medical Center into AMG’s billing system ~300 providers.

Northwestern Memorial Hospital

Chicago, Illinois

Business Operations Manager – Surgical Services

January 1998–March 2004

Operational Responsibilities:

- Manage operational budgets for surgical services. \$60M in expenses and more than \$120M in revenue.
- Manage surgical support staff (25 FTEs) responsible for all surgical business operations including: surgical scheduling, patient billing; financial analysis including budget preparation for all of surgical services and surgical information system management.

Accomplishments:

- Managed the implementation of the integrated surgical information system, Cerner/SurgiNet, on the departmental side with responsibilities including project management, strategic planning for technology operational impact focusing on process improvement.
- Developed and presented the business plan for Olson Ambulatory Surgery Center that included operational impact and workflow analyses, financial budgets/pro forma, and staffing models.
- Project manager for the perioperative transformation project focusing on access and utilization including complete revision of block scheduling system and management overall resulting in 15% increase in utilization and decreased access issues across all services.

Management Engineer

September 1997 - January 1998

Henry Ford Health System

Detroit, Michigan

Operations Analyst

July 1996 – September 1997

Columbia-HealthONE

Denver, Colorado

Management Engineer

January 1994 - July 1996

EDUCATION

Harvard School of Public Health

June 2010 - May 2011

Project Management in Health Care - Certificate Program

Northwestern University, Evanston, Illinois

September 2001 - June 2003

Communication Systems Strategy and Management Program

Master of Science Communication

The University of Iowa, Iowa City, Iowa

September 1990 - May 1993

Industrial Engineering

Bachelor of Science Engineering

TECHNICAL DEVELOPMENT

Advocate High Reliability Training

2013

Studer Group Leadership Training

2011-2012

Advocate Healthcare High Potential Leadership Program

2009-2011

Six Sigma Black Belt Certification

2004

Six Sigma Manager Training (DMAIC)

2003

PROFESSIONAL AFFILIATIONS

Member, American College of Healthcare Executives (ACHE)

Member, Chicago Healthcare Executive Forum

Member, Healthcare Information and Management Systems Society (HIMSS)