

# BRIAN VARNER



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## TRANSFORMATIVE CHIEF GROWTH OFFICER (CGO) / CHIEF OPERATING OFFICER (COO)

**MULTI-SITE LEADERSHIP | SCALABLE OPERATIONAL PLANS | CONSUMER-CENTRIC BUSINESS MODELS | ROBUST REFERRAL NETWORKS**

Unwavering passion for optimizing growth and patient outcomes. Holistic strategist respected for building referral streams and advantageous partnerships that maximize system sustainability, practice innovation, and patient-centered care. Committed to improving bottom-line profitability while achieving the highest levels of patient satisfaction.

### CAREER HIGHLIGHTS

- Elevated State Region From Worst To First
- Upheld 99% Patient Satisfaction Scores
- Stabilized Operations During COVID-19
- Opened 24 Clinics In 3 Years
- Built Business To \$38M+
- Achieved 70%+ YoY Growth
- Kept Operational Expenses <12%
- Boosted Staff Productivity 22%
- Tripled Annual Acquisition Growth

### PROFESSIONAL EXPERIENCE

ABC HEALTH SYSTEM, Indianapolis, Indiana

10/2018 to Present

Vice President of Rehabilitation, Respiratory, Sports Medicine, and Wound Care Services

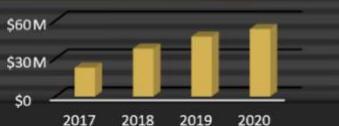
Direct Reports: 14 | Indirect Reports: 700 | P&L: \$550M

Set and champion vision for key divisions of this hospital system comprised of 24K team members throughout 11 hospitals and 300+ locations. Spearhead strategic initiatives while enhancing sales, marketing, business development, patient workflows, and partnerships. Ensure seamless transitions of care across Rehabilitation, Respiratory, and Wound Care service lines. Perform due diligence for new clinic acquisitions; research and select clinics based on geographic locations, competitive landscape, and consumer needs.

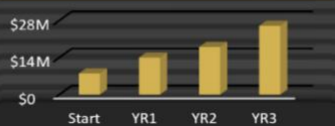
“Under his vision and intentional growth strategies, my department grew 74% YoY in FY’20. Brian is a genuine leader who focuses on meaningful relationships and sound business practices.” – Lucas Parker, Executive Director

- Grew Rehabilitation Services 325%+, increasing revenue from \$8M to \$26M in 3 years through targeted marketing.
- Achieved 70% year-over-year (YoY) growth for Wound Care, bringing revenues to \$39M while keeping expenses <\$5M.
- Increased revenue from \$24M to \$55M in 4 years, driving 130% growth for Wound Care, Burn, and Hyperbaric Centers.

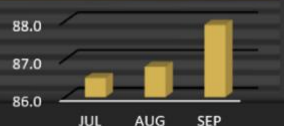
Wound Care, Burn, & Hyperbaric



Rehabilitation Services



Ambulatory NPS



- Boosted patient satisfaction 4.8 points, surpassing target for patient experience excellence within 4 months of taking over the Lean Ambulatory Patient Experience initiative. Achieved 87.7 net promoter score (NPS) by prioritizing consumer voices.
- Generated \$7M incremental revenue within single year and saved 10% in operational costs across enterprise through staff productivity improvement. Streamlined front-office and staff workflows by running ABC’s FOCUS initiative.
- Added 5K+ student-athletes to patient roster for rehabilitation, surgery, laboratory, and radiology care pathways after forging \$800K Sports Medicine Partnership, which included athletic trainers and co-branding opportunities for athletic events.



**Stabilized operations during COVID-19 crisis:** Coordinated Hospital Incident Command System (HICS) for 820 critical care beds and oversaw Ambulatory division reporting. Developed real-time ventilator capacity/utilization dashboard in collaboration with EPIC analysts. Led COVID-19 respiratory ventilator workforce.

- Ensured 4-hour turnaround time for biomedical equipment distribution.
- Reduced staffing vacancy ratio 30% with effective workforce surge planning.

XYZ REHAB PARTNERS, Indianapolis, Indiana

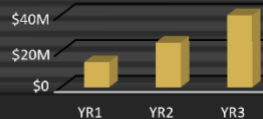
01/2015 to 10/2018

**Assistant Vice President of Outpatient Rehabilitation and Sports Medicine Services****Direct Reports: 10 | Indirect Reports: 400 | P&L: \$38M**

Assumed responsibility of the system's 6 outpatient (OP) wound care centers with hyperbaric chambers. Expanded patient access throughout Indiana by acquiring new clinics and driving rapid de novo growth after researching each market's unique needs. Analyzed market share, sales forecasts, and marketing plans while aligning services with strategic community partners. Established strategic sites, new programs, capital/operational budgets, and key performance indicators (KPIs). Hired and supervised healthcare information technology (HIT) experts to streamline systems for electronic medical records (EMR); integrated WebPT and EPIC across all clinics.

- **Tripled historical annual acquisition growth within 1 year of hire**, bringing net profit to \$16M.
- **Boosted net income to \$38M** by opening 24 outpatient rehabilitation clinics in 3 years.
- **Realized 99.6% patient satisfaction scores** after identifying pain points and implementing corrective changes across clinics.
- **Generated \$400K within 1 year of opening Indianapolis' first hospital-based occupational medicine center.** Facility served 1K+ patient visits each year and opened downstream revenue channels.

Net Income / EBITDA



"I am in awe of Brian's expertise in acquisitions, as well as his dedication to exceptional patient care. We started a patient experience improvement journey together with a mission to help raise patient satisfaction scores across all of our service lines, hitting our maximum targets for 3 years straight!" – *Kim Nicholson, Vice President*

ACME REHAB, Philadelphia, Pennsylvania

04/2008 to 01/2015

**Director of Operations****Direct Reports: 8 | Indirect Reports: 150 | P&L: \$20M**

Recruited by parent company leadership to spearhead turnaround of Outpatient Rehabilitation division of Therapy Group Incorporated (TGI). Stopped losses, achieved profitability, and resolved profound efficiency issues through operational restructuring. Optimized organization-wide resources while directing 23 facilities, including 14 outpatient clinics, 8 assisted living communities, and 1 physician-owned physical therapy (PT) clinic. Steered 5 home health rehabilitation management programs.

- **Brought state region from worst to first**, elevating it to #1 company-wide within 3 years of organizational revamp. Replaced substandard personnel with best-in-class professionals, acquiring talent from outside industries.
- **Reduced payroll-to-revenue ratio 15%, boosted staff productivity 22%**, streamlined logistics, and eliminated excessive, unproductive travel time by restructuring Central Scheduling department.
- **Transformed -\$30K loss into \$470K profit within 1 year** of introducing patient value-stream mapping process.
- **Lowered error rate 15% and improved patient retention within 1 month** of taking over TGI's Rehab Insurance Verification department. Retrained staff to provide new patients accurate benefits information-

**EDUCATION & CREDENTIALS****Master of Business Administration (MBA)** – The Wharton School of the University of Pennsylvania, 12/2014**Doctor of Physical Therapy (DPT)** – University of Pennsylvania, 05/2011**Bachelor of Science (BS) in Exercise Science** – Temple University, 05/2007

Lean Project Sponsor &amp; Coach Licensed Physical Therapist – Pennsylvania (PT022540), 04/2014 | Manual Therapy Certified, 11/2007

**AFFILIATIONS & COMMUNITY**

Diversity, Equity & Inclusion (DEI) Subcommittee Leader, ABC Health System, 10/2020 to Present | Indiana Association of Healthcare Executives, 11/2016 to Present | American College of Healthcare Executives, 11/2016 to Present | American Physical Therapy Association (APTA), 01/2003 to Present | Red Cross, 02/2002 to Present

## **Résumé Strategy**

Directly beneath the introductory paragraph, I created a powerful career highlights section to spotlight Brian's incredible, yet varied accomplishments. To showcase the progressive scope of leadership throughout his career, I started each of his job descriptions with colored lines that clarified the sizes of his teams and P&Ls.

I developed bar charts to highlight the growth he spurred across service lines. I also added a COVID-19 section for his pandemic response successes. Throughout the résumé, I sprinkled in some of the most compelling recommendations from his LinkedIn profile.

This résumé was designed to be completely ATS-friendly. All headers, sub-headers, charts, and call-out boxes are simply PNG images or shapes that are set behind the text. Each of these elements disappear in applicant tracking systems.