

# **Ronald J. McConnell, MBA, FACHE**

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## **Executive Summary**

**Personable, highly respected, results-oriented health care leader with more than 20 years of progressive experience in mergers and operational consolidations, physician network development and practice acquisitions, strategic market growth plan development, service line management and growth, inpatient and outpatient facility development including significant project construction experience, and leadership experience in a unionized environment.**

## **Experience**

**Penn State University, University Park, Pa – (8/18 to current)**

**Adjunct Instructor**

**Master of Health Administration Program**

- Current adjunct instructor in the Master of Health Administration program teaching a variety of courses at the graduate level.
- Utilizing my 20-plus years of health care administration experience to provide students with a modern-day, practitioner's view focused on managing in today's complex health care environment.
- Flexible approach - teaching residential and world-campus (on-line) courses.
- Very favorable student and colleague feedback on teaching style, experience, and case study examples used to enrich the classroom experience.
- Advisor for the student case competitions assisting with strategic case development, as well as overall presentations.

**UPMC Altoona, Altoona, PA – (7/13 to 7/18) – 5 years**

## **Chief Operating Officer**

- On July 1, 2013, Altoona Regional Health System merged with UPMC, forming UPMC Altoona. Post-merger integration efforts, systemwide-savings opportunities, and implemented growth strategies resulted in UPMC Altoona being the most profitable hospital within the UPMC system. By all measures, this was a highly successful merger in a large consolidated market area.
- Responsible for leading day-to-day operations for this 400-bed large tertiary care hospital with 450 medical staff, annual revenue of \$380 million, and a 10%+ operating margin. Annually the hospital cared for 30,000 inpatients, 68,000 ER patients, 1,800 trauma patients, and 800 stroke patients.
- Developed / supported / led a regional growth plan effort focused on expansion of services. Constructed two new major outpatient centers and one cancer center.
- Attracted 100+ new physicians to the Blair County marketplace in five years. Also enhanced / supported existing relationships with medical staff.
- Facilitated and acquired a significant number of local and regional physician practices - growing both the primary care and specialty care teams.
- Led the regional orthopedic service line. Started the practice and grew it to more than 12 fellowship-trained providers with significant regional market share.
- Implemented the UPMC Med Call system for easy physician referrals. Quarterbacked regional telemedicine program implementation. Initiated new administrative fellowship program at UPMC Altoona.

## **Altoona Regional Health System, Altoona, PA – (1/1/07 to 6/30/13) – 6.5 years Chief Operating Officer**

- Responsible for leading day-to-day operations for this two-hospital system. Combined licensed beds totaled 550, with 350 medical staff, annual revenue of \$330 million, and an ~ 3% operating margin. Annually, the two hospitals cared for 24,000 inpatients, 65,000 ER patients, 1,200 trauma patients, and 600 stroke patients.
- Led the post-merger service and facility consolidation planning for this two-hospital system.
- Oversaw \$80 million of new construction focused on improving and consolidating patient care. Included a new 52 bay, \$13 million emergency room, various

inpatient ICU, step-down, and observation units, a new 34-bed behavioral health unit, and a new state-of-the-art Data Center and IT lab.

- Constructed a new, patient centric, medical mall (200,000+ square feet) that was fully occupied and very profitable. The mall houses multi-specialty physician practices, a large hospital-based outpatient service center, and various other tenants. This was also a community-focused brown-field revitalization effort.
- Oversaw the Organizational & Service Excellence initiative focused on making Altoona Regional a world-class organization.

**Altoona Regional Health System, Altoona, PA - (11/04 to 12/06) – 2 years**  
**Senior Vice President – Corporate Development**

- On November 1, 2004, Altoona Hospital and Bon Secours Holy Family Hospital merged, forming Altoona Regional Health System.
- Facilitated post-merger integration efforts for hospital departments and service line integrations. Led health system visioning efforts for new mission, vision and values statements.
- Implemented a new strategic planning process / effort, inclusive of all key stakeholders, including our board of directors.
- Operationalized new system efforts for physician recruitment, medical staff planning, and general planning.
- Led efforts to educate and formulate new health system strategies related to physician joint venture opportunities and outpatient growth.
- Spearheaded new organizational service excellence initiative focused on improving the patient experience. Facilitated the establishment of organizational goals, accountability modeling for leaders, and leadership development and training, as well as efforts to improve employee, physician, and patient satisfaction.

**Altoona Hospital, Altoona, PA - (10/01 to 10/04) – 3 years**  
**Senior Vice President - Corporate Development**

- Recruited by the CEO to focus on development, marketing, corporate communications, public relations (including role as hospital spokesman), legislative liaison, community relations, educational outreach and programming, patient satisfaction, volunteer services, and as a liaison with the hospital auxiliary.

- Restructuring of the marketing program efforts yielded strong image enhancements and service line results. Rebuilt internal and external constituency relations.
- Served as hospital spokesman and chief of internal communications for two years of merger discussions dealing with wide-ranging concerns from the community, physicians, employees, and the union.

**Mount Aloysius College, Cresson, PA – (10/98 to 10/01) – 3 years**  
**Dean of Institutional Advancement**

- Recruited by the president Sr. Mary Ann Dillon to help lead this college turn-around. Responsibilities included leadership, strategic direction, and staffing for all advancement functions (including marketing, development, public relations, alumni relations, and board / advisory committee relations).
- Efforts yielded strong enrollment gains (from 700 to 1,200 full-time students), a new master facility plan, significant academic enhancements (new academic programs including graduate degrees and expanded athletic opportunities), significant community attention, and greatly improved fiscal support.
- Expanded and professionally restructured the President's Advisory Council.

**Home Nursing Agency, Altoona, PA – (5/94 to 10/98) – 4.5 years**  
**Final Position: Director of Planned Giving & Community Relations**  
**Initial Position: Community Specialist**

- Worked integrally with the senior leadership team and CEO. Initial position focused on development / advancement. Promoted to the Director of Planned Giving & Community Relations from within the Development / Advancement office, provided leadership opportunities for strategic development of the program.

**Trinity Investment Management, Bellefonte, PA – (10/89 to 8/92) – 3 years**  
**Research Analyst / Marketing Coordinator**

- Worked for the Director of Research and with portfolio managers. Conducted daily research and calculation of equity fundamentals. Assisted in data collection of daily buy/sell/hold decisions regarding all value, growth, and balanced style investment portfolios. The marketing aspect allowed me to assist in material development. Left to pursue a full-time graduate business education.

## Education

- **American College of Healthcare Executives**, Chicago, Illinois (2012)  
Fellow Status Achieved (FACHE)  
Certification: Current through 2018
- **Gannon University**, Erie, PA (5/94)  
Master of Business Administration (MBA)  
Concentration: Finance - GPA: 3.9
- **Gannon University**, Erie, PA (5/94)  
Masters Graduate Certificate in Financial Management - GPA: 3.9
- **The Pennsylvania State University**, University Park, PA (8/89)  
B.S. College of Health & Human Development / Resort Management  
Interdisciplinary Minor: Business - GPA: 3.6

## Activities / Honors

### Current Community Service

- Altoona Blair County Development Corporation – Vice Chair
- Altoona Blair County Development Corporation - Executive Committee
- Altoona Blair County Development Corporation – Finance Committee
- Altoona Blair County Development Corporation KIZ Advisory Board
- Operation Our Town – Board Member, Founding Member

### Past Community Service

- Blair County Chamber – various initiatives / committees
- Blair County Chamber of Commerce BASICS Committee (past co-chair)
- Pennsylvania Economy League Central Penn Division Board (past chair)
- Blair County Chamber of Commerce Legislative Liaison Committee
- Pennsylvania Mountains Healthcare Alliance Blood Bank Public Relations Committee (past-chair)
- Sunrise Rotary of Altoona (past member)
- United Way of Blair County Campaign Cabinet member for five years
- Allegheny Mountains Convention & Visitors Bureau (past board treasurer)

## Personal

Married, two children Benjamin age 20 and Fiona age 16, family orientation, with a strong work ethic. Strongly networked and well-respected regional business leader. Very positive long-term relationships with the physician community, hospital employees, and all former employers and leadership colleagues.

My wife Lauren is a Ph.D. employed by Penn State University. My personal interests include competitive bicycling, other outdoor pursuits, cooking and wine collecting.

## **References**

Extensive and detailed references available upon request.