

# MARCIA L. SWIFT

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## PROFESSIONAL PROFILE

*Health Care Administrative Director* with 15 years' experience identifying and implementing broad-scale improvements to achieve profitable, efficient operations. Solid business acumen, developing and managing budgets of up to \$12M across multiple cost units to maintain profits while achieving high customer service standards. Successful change management background, gaining stakeholder and staff support for reorganizations; and implementing operating policies and processes to accommodate growth initiatives. Solid Leader, building cross-functional teams clearly focused on internal and external customer satisfaction. Excellent academic credentials with Master of Science in Health Policy and Strategic Management.

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## SELECTED ACCOMPLISHMENTS

### *Freeport Cancer Institute*

- ◆ Successfully re-organized Oncology Practice to bring out of bankruptcy. Expedited implementation of timely and accurate billing and records systems; staffed office; secured past due insurance payments; grew daily patient base from 3 to 19 to bring into profitable status in one year.
  - ◆ Led staff and department customers through dynamic growth with accumulation of two additional business units. Gained management and staff support; eased anxieties through clear communication of plans, developments and issues to facilitate smooth transition.
  - ◆ Coordinated with Business and Medical Directors to develop and implement Patient Registry for improved customer service. Increased Medical Oncology appointment schedule from 80 to 120 patients per day while expediting average time of visit from 3 hours to 1 hour.
  - ◆ Put into place and enforced clear discipline and documentation practices to ensure equitable, consistent application of policies and regulations.
  - ◆ Reduced Orthopedic Oncology administrative costs by 28%, saving \$1.5M annually.
  - ◆ Worked with Information Systems to implement Central Financial Clearance System, streamlining reporting to ensure and expedite eligibility verification, referrals, authorizations, services and billing/payment tracking. Enabled clear reporting of financial status.
  - ◆ Identified and resolved inaccurate insurance billing of specialty nursing services. Implemented policies and training to ensure appropriate Level IV designation to increase annual revenue by \$500,000.
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## PROFESSIONAL EXPERIENCE

Freeport Hospital Center, Freeport, ME

1997 – Present

Freeport Cancer Institute

*Practice Administrator*, (2003 – Present)

Hire, train and direct 2 Senior Administrative Assistants and 27 Administrative Coordinators, Medical Office Assistants, and Coding and Reimbursement Specialists to manage staffing, billing, reimbursements, scheduling, and program implementations for 4 departments including Medical Oncology, Orthopedic Oncology, Oncology Practice, and Cancer Screening and Prevention. Continually analyze operations and overall efficiency to identify areas for improvement in support of 25 doctors and 130 medical staff providing services to over 1500 patients monthly.

- ◆ Develop, implement and monitor department budgets encompassing \$12M annually. Analyze and reconcile discrepancies. Work with Directors to identify needs. Provide budget and operational expertise to develop paths to accomplishment while maintaining quality service and profitability.
- ◆ Report directly to Vice President. Prepare and present management reports of financial activities and disposition. Write formal proposals with cost analysis and anticipated ROI. Summarize issues and outline significance to overall mission goals.

(Freeport Cancer Institute continued)

- ♦ Plan, coordinate and monitor organization-wide implementations with Hospital Department Directors. Meet monthly with Leadership Team made up of WCI Business and Medical Directors to define long- and short-term goals, plan projects, assess performance and synchronize activities.
- ♦ Participate in Leadership and Health Services Management professional development to stay abreast of best practices, emerging regulations and technical changes to insurance processes.
- ♦ Consistently selected to analyze underperforming operations; plan and manage complex reorganizations.

#### Leadership

- ♦ Conduct staff performance evaluations, recognizing outstanding contributions. Assist in developing and working toward professional goals. Recommend step increases and promotions for qualified individuals. Facilitate technical and functional training via on- and off-site resources. Cross-train to enable flexibility in scheduling. Align mentor relationships to prepare for succession management. Address performance issues calmly and professionally, clearly stating expectations and supporting in development of solutions.
- ♦ Ensure regulatory compliance to hiring, wage and labor laws. Represent FCI interests in union negotiations and arbitrations.
- ♦ Lead bi-weekly staff meetings with Assistants and Coordinators. Solicit input of ideas and leverage internal talent and expertise to brainstorm solutions. Build goal-focused team and create overall positive, productive working environment.
- ♦ Recruit, interview and select administrative staff; evaluating for technical and functional fit. Recognized for quality staffing success. Developed and published interview questions for use throughout Institute business units.

*Administrative Coordinator, (1997 – 2003)*

Hired, trained and directed 15 Administrative Specialists to manage billing, collection and records for 3 Oncology business units. Administered \$9M budget, researching irregularities and variances. Analyzed performance statistics. Strategized improvements to maintain profitability and customer service standards.

- ♦ Guided administrative start-up of Orthopedic Oncology Department; identifying and fulfilling staffing needs; coordinating equipment and information system needs. Established administrative policies and procedures aligned to goals, principles and HR processes. Monitored performance and adjusted expenses and procedures to achieve profitable status.
- ♦ Initiated and enrolled physicians and practitioners with third-party payors. Tracked outstanding payments; researched and resolved non-payment issues to maximize income.
- ♦ Maintained updated knowledge of emerging health care management systems and practices; insurance processes and regulations. Implemented procedures reflective of best practices and fiscal responsibility.

Portland Free Clinic, Portland, ME

1994 – 1997

*Clinic Administrator*

Hired, oriented and directed 20 administrative staff covering 4 Mental Health and Pediatric clinics. Administered \$1.5M budget for Portland business unit. Provided expertise to all clinics to increase productivity, improve customer service and achieve sound fiscal footing. Analyzed underperforming clinic, restructured scheduling and patient service processes to enable growth from 8 to 29 patients per day. Evaluated and ensured regulatory compliance and adherence to industry privacy and ethical standards.

Franklin Smith Hospital, Vienna, VA

1991 – 1994

*Administrative Coordinator*

Led 2 Billing and Records Specialists to process and maintain accurate documentation of admissions, census, transfers and discharges. Responded to inquiries regarding admissions, eligibility and services.

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*EDUCATION*

University of Southern Maine, Portland, ME  
*Master of Science in Health Policy and Strategic Management, 2002*  
*Bachelor of Science in Health Services Management, 1995*  
*Graduate Certificate in Gerontology, 1994*

University of Rhode Island, Kingston, RI  
*Certificate in Health Management and Policy, 1999*

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*TRAINING*

Managing Change, 2005  
Managing in Challenging Environments, 2005  
Leading Process Improvement Teams, 2004  
Coaching and Counseling, 2004  
Evaluation and Management Coding, 2004  
Annual Updates on Medicare Coding

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*AFFILIATIONS*

American College of Health Care Administrators  
Medical Management Institute