

TODD W. SMITH
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PROFESSIONAL EXPERIENCE

Interim Administrator, Indiana - LeaderStat May 2018-Present
Indian Creek Healthcare Center/Corydon, IN/CommuniCare Health Services
Eagle Creek Healthcare Center/Indianapolis, IN/CommuniCare Health Services

- Achieved 100% occupancy at Indian Creek Healthcare Center
- Increased occupancy by 10% in 30 days at Eagle Creek Healthcare Center
- Cleared 19 citation survey attaining substantial compliance at Eagle Creek Healthcare Center
- Strengthened management and line staff teams at both facilities through integrated team building and recognition programs

Administrator, Indianapolis, IN July 2018-Sept 2018
Golden Living Center – Willow Springs/Golden Living Center

- Increased occupancy by 25% in 60 days
- Maintained strong CMI and overall case mix
- Achieved month over month positive movement of EBITDAR
- Enhanced customer service program with residents, families and staff through improvement of staff morale

Administrator, Columbus, IN Oct 2017-May 2018
Columbus Transitional Care and Rehabilitation/Kindred Healthcare then Magnolia Health Systems

- Achieved and maintained a competitive census and census mix
- Efficiently and productively operated a “special focus facility” as determined by the state and federal governments
- Appropriately eliminated the use of agency (supplemental staff). Facility was using \$100K per month in agency usage
- Successfully orchestrated state survey for “special focus facility” by obtaining 7 federal/state citations compared to 18 federal/state citations during the facility’s previous survey 6-month annual survey during the summer of 2017 prior to my tenure
- Joined department management managers together during my tenure to effectively work as a team
- Maintained an extremely clean and organized resident/family-oriented environment
- Continued to further strengthen and develop a productive working relationship with the local hospital

**Regional Director of Operations (State of Indiana)/
Administrator (Interim), Infinity Health Care Management**
Dillsboro and Huntingburg Facilities

Nov 2016-Sept 2017

- Desk review survey (complaint) at Dillsboro facility
- Stabilized staffing issues at Huntingburg facility
- Desk review survey (annual) at Huntingburg facility
- Worked with facility management teams on increasing census
- Developed strong leadership teams through integral oversight and direction
- Improved Net Operating Income for Indiana facilities
- Decreased OT for Indiana facilities by 10-15%
- Successfully educated Indiana Administrators on Fiscal Responsibility and OT control
- Developed a successful environment of survey readiness and compliance

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Administrator, Franklin, IN
Indiana Masonic Home/CCRC

Oct 2015-Oct 2016

- Achieved the highest census in years. Started at census of 101 and maintained at 130+
- Maintained competitive case mix through diligent oversight
- Maintained 5-Star rating with CMS in all areas minus Quality Measures which improved during tenure
- Continued to strengthen and develop the management team through decisive direction and strong leadership
- Instituted every 2-week resident council to better handle concerns by residents which ultimately decreased concerns dramatically

Administrator, Marion, IN
Marion Rehabilitation and Assisted Living Center/Covenant Care

Mar 2015-Oct 2015

- Maintained competitive census and case mix
- Continued implementation of clinical systems to further improve resident care through clinical management direction and education
- Continued to strengthen the management team through strong direction and leadership
- Continued ISDH substantial compliance through maintaining audits for the 2014 annual survey and no complaint surveys during tenure

General Manager, Evansville, IN
Oak Meadow Country Club

Feb 2015-March 2015

Main responsibilities were the operational and financial oversight of the country club

Administrator (Interim), Marion, IN
Marion Rehabilitation and Assisted Living Center/Covenant Care

Dec 2014-Feb 2015

Key responsibility was to assist the facility team in obtaining substantial compliance with the Indiana State Department of Health (ISDH) and correct all deficiencies for complaint and annual surveys.

- Composed the Plan of Correction for the 2014 annual survey which was accepted by the Indiana State Department of Health
- Ensured all audits were in place for the complaint survey and 2014 annual survey to achieve substantial compliance
- Implemented clinical systems to further improve resident care through clinical management direction and education
- Achieved the highest census and case mix in facility history
- Further strengthened the management team through strong direction and leadership

Administrator (Interim), North Vernon, IN

June-August 2014

Jennings Health Care Center/Consulate Health Care

Primary responsibility was to lead the facility in obtaining survey substantial compliance with the Indiana State Department of Health (ISDH). Other key objectives were to continue to develop the department management team and key clinical systems within the facility.

- Achieved survey substantial compliance by clearing 19 citations from May 2014 complaint survey and 2014 annual survey/complaint survey
- Enhanced the department management team through professional leadership and clear direction
- Implemented clinical systems to further improve resident care through clinical management direction and education
- Attained a competitive ADC occupancy of 92% and higher
- Improved the facility environment (cleanliness) by 75% through direct oversight and training of employees

Administrator, Henderson, KY

2011-2014

Henderson Nursing and Rehabilitation Center/Extendicare Health Services/Preferred Care Partners

Responsibilities focused on improving the overall care and reputation of the facility to be a healthcare leader in the medical community.

- Increased ADC by 11%
- Increased Medicare ADC by 46%
- Increased Private and Managed Care Insurance ADC by 70%
- Increased CMI from 1.18 to 1.32 through ADL training of line staff and precise documentation
- YTD financials for 2013 the facility made over \$100,000 above budget – net income
- Maintained consistent Customer Satisfaction Scores
- Enhanced the facility's behavior management program reducing behaviors by 25%
- Developed a dynamic department management team through professional direction
- 2014 Deficiency Free Life Safety Code Survey

Administrator, Evansville, IN

2010-2011

North Park Nursing Center/American Senior Communities

Objectives were to establish metrics to enhance the growth and reputation of the facility in the general and medical community. I developed a strong department management team through aggressive recruiting and professional development in a team environment.

- Increased ADC by 24%
- Increased Medicare ADC by 33%
- Increased CMI from 1.27 to 1.75 through accurate documentation and aggressive therapy program – 2nd highest CMI in the company
- Maintained Xs & Ls greater than 10% of resident population admitted from hospitals through strategic clinical oversight
- Maintained Medicare “A” ADLs at 0% through accurate documentation of ADLs
- Achieved 100% HP (EDS) validation score in 2011
- 60% of facility residents participating in therapy program
- YTD financials through September 2011 made \$500,000 before budget/\$260,000 above budget - net income
- Days Sales Outstanding (DSO) decreased by 14 days to 23 DSO
- Consistently increased Customer Satisfaction Scores
- Consistent ISDH Survey Record – cleared all surveys on revisit

Administrator, Evansville, IN

2009-2010

Trinity Village Rehabilitation Center/Magnolia Health Systems/American Senior Communities

Main responsibility was to improve the reputation of the facility through appropriate admissions and community support. Facility was purchased from Magnolia Health Systems by American Senior Communities in 2009. Upon purchasing the facility American Senior Communities proceeded to close the home. My task was to close the home in accordance with all State and Federal Regulations.

- Successfully relocated all facility residents to the resident/responsible party’s facility of choice
- Hired a professional moving company to move all resident belongings to his/her new home
- After facility was properly closed and approved by ISDH I became the Administrator of North Park Nursing Center with American Senior Communities

EXTENDICARE HEALTH SERVICES, Milwaukee, WI

2002-2009

National provider of healthcare services with over 240 skilled nursing, assisted living, and rehabilitation centers.

Administrator, Evansville, IN

2007-2009

Westpark Rehabilitation Center/Extendicare Health Services

- Instrumental in reducing the amount of skin issues (pressure sores) through development

of appropriate wound rounds by clinical team. Reduced affected resident population by 33%.

- Directed customer service program for residents and families which resulted in satisfaction rating of 87%. Company goal was 80%.
- Facility's YTD net operating income (controllable income) through November 2008 was 1.75 million on a budget of 1.78 million. When I took the facility, it was 80K off budget in regards to net operating income.

Regional Director of Operations/Central Indiana

2006-2007

Extendicare Health Services

Managed 8 facilities (1-Clarksville, 2-Washington, 1-French Lick, 1-Salem, 1-Scottsburg, 1-Leavenworth, and 1-Vevay). Developed and executed plans to improve recruiting, hiring and training, business/census development and compliance initiatives. Developed and managed customized customer service programs for each facility that were operationally effective.

- Adapted company benchmark to effectively track facility business development progress regarding strategic sales plans.
- Increased census by 4% as a region through assisting my 8 Administrators create relationship building strategies with key community organizations.
- Precipitated the addition of a physical rehabilitation therapy wing consisting of private suites for out-patient and in-patient applications. Resulted in 90%+ occupancy and facility being one of the highest rehab revenue producers for the company in Indiana.

Operations Specialist/Indiana

2005-2006

Extendicare Health Services

Responsibilities included assisting nursing facilities in achieving State and Federal compliance objectives. This was accomplished by improving staffing/morale issues, fixing broken operational procedures, providing clear directives and expectations to nursing staff/management team and effectively handling past survey issues.

- In each of the 3 problem facilities I was responsible for, I was able to work with department teams in reducing turnover and provide management/clinical staff with more effective directives and a support structure.
- Worked with facilities to provide better care to residents and more responsive communications to families.
- Worked with multiple facilities to rebuild broken relationships with medical communities and create proactive business development strategies that helped increase census by 5%.

Administrator, Mount Vernon, IN

2002-2005

Mount Vernon Nursing and Rehabilitation Center/Extendicare Health Services

- Worked with Regional Director and Corporate Office to ultimately renovate facility.
- Instituted "did you know" cards. Showed what facility could offer and used data as a

business development tool with hospitals, physician offices and local medical clinics.

- Promoted Director of Nursing to Regional Director of Nursing. Also, promoted Assistant Director of Nursing to Director.
- 2002 - Deficiency Free Survey.
- 2002-2004 – facility had a financial turnaround of \$750,000.00
- 2002-2005 – facility CMI increased from 1.01 to 1.27.
- 2004 – facility received recognition for having the highest Medicare Average Length of Stay, the highest CMI and was #1 in outstanding receivables for the state of Indiana.

Administrator, North Vernon, IN

2001-2002

Jennings Health Care Center/Centennial Health Care

This healthcare facility was 120 beds broken into 100 SNF/NF beds and 20 assisted living beds.

- 2001-2002 – Days Sales Outstanding (DSO) consistently remained at or below 30 DSO
- 2001-2002 – Positively grew CMI and census

Administrator, Corydon, IN

2000-2001

Walnut Creek at Corydon/Atrium Living Centers of Indiana, Inc.

- 2001 – Desk Review Annual State Survey
- 2001 (April) – Highest CMI in the company

LICENSURE

Health Facility Administrator License – Indiana

Health Facility Administrator License – Kentucky

EDUCATION

Doctorate

Years Attended

Indiana University School of Medicine

(1997-1998)

Indianapolis, IN

I attended medical school until I realized I could best serve Geriatric Medicine in an alternate field that better suited me. One of my major achievements was receiving a scholarship to attend medical school.

Bachelor of Science

Years Attended

University of Evansville

(1993-1997)

Evansville, IN

I achieved two majors including Biology and Chemistry. My biggest achievement was graduating *Summa Cum Laude*. I also received four scholarships to attend the University. In addition, I was a member of the varsity swim team and Lambda Chi Alpha national fraternity.

Todd W. Smith

References

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