

**CURRICULUM VITAE &
PROFESSIONAL PROFILE**

WILLIAM O. REED, JR., M.D.(*)

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Leawood, Kansas 6611
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SUMMARY

Practicing Orthopaedic Surgeon and senior healthcare executive with extensive CEO/COO leadership experience. Track record of achieving high levels of quality clinical care, financial performance, patient, physician and employee satisfaction. Proven ability in operations, strategic planning, performance improvement, facility development, expansion programs, human resources management, with board, medical staff, employee, community and political relations. A tireless leader focused on the achievement of organizational excellence through alignment of mission, vision and values, strategic plan development and execution of action plans. Lifetime commitment to turning physician competitors into effective colleagues, and building "Center of Excellence" care frameworks.

EXECUTIVE PROFESSIONAL EXPERIENCE

SHAWNEE MISSION SURGERY CENTER, LLC; Merriam, KS

For-Profit Out-Patient Surgery Center division of not-for-profit Shawnee Mission Medical Center, Adventist Health Care System..

MANAGING PARTNER

1/1985 to 12/1987

Administrative and contributing surgeon in support of four-operating room surgicenter development and ongoing operations.

- Development of Arthroscopic Surgery specialty program.
- Development of Upper Extremity and Microsurgery programs

JOHNSON COUNTY SURGICENTER, LLC; Overland Park, KS

Division of Columbia-HCA, Inc.,

MANAGING PARTNER

1/1987 to 4/2001

Administrative and contributing surgeon in support of six operating room surgicenter development, budget management, equipment, supply acquisition, quality improvement and ongoing operations

- Development of Arthroscopic Surgery specialty program.
- Development of Upper Extremity and Microsurgery programs
- Development of Out-Patient, Minimally Invasive Spine Surgery program,
- Investigator of Arthroscopic Micro-Discectomy surgical techniques.

JOHNSON COUNTY REHABILITATION ASSOCIATES, LLC; Overland Park, KS

dba, Mid-America Rehabilitation Hospital, Overland Park, KS

MANAGING PARTNER

1/1988 to 4/2005

Administrative and contributing surgeon in support of 80-bed rehabilitation inpatient and outpatient hospital facility and program development, budget management, equipment, supply acquisition, quality improvement and ongoing operations

- Development of Spine Surgery specialty rehabilitation programs.
- Development of Upper Extremity and Microsurgery rehabilitation programs
- Development and support of physician syndication opportunity program
- Consulting Medical Staff Member, Orthopaedic Surgery, Spine, & Hand Surgery

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HEARTLAND HAND & SPINE ORTHOPAEDIC CENTER, P.A.

PRESIDENT/CEO

7/1983 to 5/2011

Founder of Orthopaedic Spine and Upper Extremity sub-specialty medical practice in prestigious and competitive Johnson County, Kansas. Built the solo practice into a six practitioner thriving and respected destination for Upper Extremity and Spine total care.

- First in the Metro to offer all digital radiography
- First in the Metro to offer Minimally Invasive Upper Extremity surgical techniques.
- First in the Metro to offer Minimally Invasive Spine surgical techniques.
- FDA investigators for Laparoscopic Spine Fusion techniques and technology
- Active Spine Fellowship Training Program

ADVANCED SPINE AND ORTHOPAEDIC SPECIALISTS, P.A.

PRESIDENT/CEO

4/2010 TO 5/2011

Expansion of Heartland Hand & Spine Orthopaedic Center, P.A. with added sports medicine fellowship trained orthopaedic surgeon, on site pain management anesthesiologist and injection suite, physiatrist and board certified electromyographer dictated a corporate name change to reflect the expanded services now available at the same familiar location. Practice then sold to hospital entity, Dr. Reed remained independent entering solo practice again.

HEARTLAND SURGICAL SPECIALTY HOSPITAL, LLC

Physician owned corporation dedicated to construction and operation of a “Center of Excellence” surgical hospital emphasizing multi-disciplinary care of Upper Extremity and Spine surgical patients. Orthopaedic Surgeons, Neurosurgeons, Pain Management, General and Vascular Surgeons, Plastic Surgeons formed initial core investor group.

FOUNDER, PRESIDENT & CHIEF ADMINISTRATIVE OFFICER

7/2000 to 9/2003

- Founder, visionary and organizer of physician investment opportunity based upon concepts of “Center of Excellence” care structures studied at Duke Medical Center, and principals of inter-specialty collegiality and cooperation observed in the armed services medical systems.
- Original proposals to for-profit and not-for profit Metro health systems for partnership never matured, thus project personally pursued successfully without established hospital partnership.
- Organized and led all investor meetings, personally investing in and bringing together consultants with expertise in real estate, accounting, facility architecture, construction, legislative and regulatory matters, legal, and equipment purchasing.

VP OF FINANCE

7/2000 to 9/2004

- Personally acquired needed financing for tenant improvements related to hospital interior build-out. Acquired temporary financing for all hospital equipment and supplies.
- Negotiated line of credit for critical hires needed to initiate hospital operations seamlessly upon state certification.
- Acquired and negotiated final three-part loan package with single debt-equity partner, secured all guarantees and taking out temporary construction loan participants.
- Have continued to competitively bid and re-negotiate debt covenants and terms, gradually reducing guarantees, loan principals, interest rates.

VP OF INVESTOR RELATIONS

7/2000 to 9/2003

- Syndication organization for physician investors.
- Observance and monitoring of process to accurately identify qualified investors as required for SEC compliance.
- Personally attracted and met with all potential physician investors with high rate of closure.

VP OF CONSTRUCTION

7/2000 to 6/2004

- Active in architectural design phase, merging clinical “Center of Excellence” design criteria into blue-prints for model surgical inpatient facility. Met with City Council and Zoning Commission to acquire all needed permits and permissions for hospital structure and site plan approvals. Met as needed with Kansas State authorities regarding health care facility approval and inspection requirements. Attended and led multiple weekly construction meetings with general contractor and all relevant subcontractors. Personally performed or attended all construction walk-throughs for plumbing, electrical, drainage, equipment location, IT configuration, security installation, fire and safety, HVAC, isolation.

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- Saved over \$2.5 M in construction costs by executing Phase II of site plan earlier than expected.
- Investigated and selected all equipment and technology incorporated into Metro's first all digital hospital radiology department and digital operating room environments.

VP OF OPERATIONS

7/2000 to 9/2003

- Led successful efforts in securing outstanding staff filling all positions serving the hospital's initial needs.
- Personally selected and trained initial hospital CEO, CFO, CNO, IT Manager, OR Director, HR Manager, Medical Records Manager, Business Office Manager, and Marketing Director.
- Located and secured off hospital but adjacent office space for remote business office serving hospital's needs.
- Secured successful opening of hospital with state inspection registering "zero deficiencies."
- First JCAHO inspection gained accolades by being the earliest successful JCAHO review in the Metro after opening.
- JCAHO then granted an unprecedented three year certification interval, unheard of for a new institution. Contracted for all third party supplies and services for hospital.
- Led and successfully survived cash flow challenges presented by managed care exclusionary practices.
- Bridge Plan initiation and compliance monitoring to assure fiscal responsibility and updating proforma modeling accordingly.
- Led a successful challenge to managed care exclusionary practices through a successful filing and litigation under the Sherman Anti-Trust Act.
- Prepared experts, prepared witnesses, gave testimony and survived the perilous hurdle of Summary Judgment, leading to satisfactory but undisclosed settlement with defendants.

**HEARTLAND SPINE & SPECIALTY HOSPITAL
CHAIRMAN OF THE BOARD**

9/2003 to 12/2008

- Led active managing board, devoting minimum twenty hours per week to duties of this position in addition to an active surgical practice
- Remained the number one contributor of surgical cases to HSSH, setting example of successful patient steerage to facility despite managed care challenges.
- Organized sub-committees serving the needs of the Board under select circumstances.
- Led search committees for critical employee replacement needs when necessary
- Personally read, red-lined, and negotiated all managed care contracts and vendor contracts.
- Personally and actively participated in workers compensation provider marketing efforts.
- Personally subscribed additional medical staff members in support of hospital specialist needs.
- Under my leadership, hospital [has achieved the status of a successful, profitable, and politically engaged health care facility with unprecedented quality indicators.](#)
- Grew hospital from opening to over \$100 M yearly revenue organization within 5 years.
- Coveted Press-Ganey "SUMMIT" award winner for 3 continuous years greater than 95% patient satisfaction rate.

CHIEF EXECUTIVE OFFICER

10/2004 to 9/2005

- Served in capacity of CEO for hospital while leading search for new hire in this position. Assumed all duties of CEO administratively, leading weekly managers' meetings.

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CITIZENS HEALTH CARE ASSOCIATION

This 501(c)-3 not-for-profit political organization came to serve more and more the acute political needs and access desires of physician owned facilities like Heartland, generating an alliance with and reliance upon this organization. volunteer position dedicated to furthering the political exposure of independent entrepreneurial physicians on behalf of their patients' needs. Specifically, CHCA set the goal of presenting factual information supporting the opposing opinion to the American Hospital Association and many state hospital associations who had set out to legislatively forbid physician ownership of hospital facilities. CHCA completed its mission successfully, dissolving officially in May of 2007.

VICE-CHAIRMAN

1/2004 to 5/2005

- At first an active member, then later appointed and accepted Vice-Chair position of CHCA
- A volunteer position involved in organizing and disseminating critical information to state and federal legislators, and federal administration key individuals.
- Organized fund-raising activities for various candidates who represented independent physician ideals.

CHAIRMAN OF THE BOARD

5/2005 to 5/2007

- Advanced to Chairman by the Board.
- Testified before the US Congress MEDPAC Committee regarding physician ownership in hospitals
- Continued fund-raising and educational encounters for members of congress regarding physician owned hospital.

PARTNERS HEALTHCARE DEVELOPMENT INTERNATIONAL, LLC

A start-up healthcare business organization based upon several simultaneously executable business plans regarding hospital facility acquisitions, pursuing the establishment of a successful hospital system dedicated to helping preserve physician independence and quality of cost effective care. PHD plans to always retain majority facility ownership, but depending upon market conditions, execute physician employment, physician syndication, or a blend. Target hospitals for acquisition will be 20 to 300 bed facilities in either competitive metropolitan areas or rural settings that geographically satisfy and support the business plan. Principals bring together an experienced leadership team with expertise in the successful development, operation, and political realities pertaining to health care. A business plan based upon diversity of opportunities supported by the ability to anticipate and preemptively react to a changing healthcare landscape supports growth, sustainability, and investment security for PHD.

FOUNDER & CHAIRMAN OF THE BOARD

5/2006 to 1-2009

- Assembled principals with like ideals and aspirations to form core of PHD corporate structure
- Created corporate documents and required filings to formalize corporate creation.
- Designed website, logo, naming.
- Managing board with all members active in daily activities surrounding acquisition target identification, evaluation, and due diligence of community, medical staff opportunities, syndication potential, funding sources, political considerations, competitive factors, local, state and national legislative factors, partnership opportunities, employer base, commercial insurance contract access and rates, physical plant assessment, environmental impact, tax basis, outstanding legal issues, operational concerns, lease and loan obligations, and other contractual obligations.
- PHD is currently involved in selectively pursuing its first acquisition.

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MEDICAL PROFESSIONAL EXPERIENCE

WASHINGTON UNIVERSITY MEDICAL CENTER, St. Louis, Missouri.

ORTHOPAEDIC SURGERY RESEARCH LABORATORY ASSOCIATE

Summers 1969 to 1972

Biochemistry, Histochemistry, Metalurgical, Biomechanical research laboratory work with animal research studies pertaining to Orthopaedic applications in the area of bone, tendon, ligament, muscle and cartilage metabolism, growth, repair, regeneration and surgical techniques.

DUKE UNIVERSITY MEDICAL CENTER, Durham, North Carolina

INSTRUCTOR, BIOMECHANICS, ORTHOPAEDIC SURGERY RESIDENCY

7/1980 to 7/1981

Teaching and research responsibilities for Orthopaedic Surgery Residency Program, Biomechanics Laboratory and teaching facilities.

INSTRUCTOR, ANATOMY, ORTHOPAEDIC SURGERY RESIDENCY

1/1981 to 4/1981

Teaching and research responsibilities for Orthopaedic Surgery Residency Program, Anatomy Laboratory and teaching facilities.

SENIOR RESIDENT, SPORTS MEDICINE, ORTHOPAEDIC SURGERY

7/1980 to 7/1982

Teaching, clinical and research responsibilities for Orthopaedic Surgery Residency Program, Sports Medicine and Surgery Laboratory and teaching facilities.

LENNOX BAKER CHILDREN'S HOSPITAL, Durham, North Carolina, &

DUKE UNIVERSITY MEDICAL CENTER, Durham, North Carolina

SENIOR RESIDENT, CHILDREN'S ORTHOPAEDICS

7/1981 to 7/1982

Teaching and research responsibilities for Orthopaedic Surgery Residency Program, Children's Orthopaedic patients with congenital, cerebral palsy, injury, and genetic conditions requiring care and study.

DUKE UNIVERSITY MEDICAL CENTER, Durham, North Carolina

CHIEF RESIDENT, ORTHOPAEDIC SURGERY RESIDENCY

7/1982 to 7/1983

Teaching, care organization, program scheduling, ultimate clinical responsibility, resident surgeon resource allocation, medical records supervision, surgical care, medical care, and all aspects of clinical Orthopaedic Surgery Residency Program support at Duke University Hospitals and Clinics.

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EDUCATION

High School: 1965-1968
The John Burroughs School,
St. Louis, Missouri

Undergraduate: 1968-1973
University of Rochester,
Rochester, New York
B.A. Chemistry
B.A. Biology

Post-Graduate Studies: 1973-1974
Washington University,
St. Louis, Missouri
Graduate Study,
Department of Anatomy

Medical School: 1974-1977
University of Missouri-Columbia Medical School,
Columbia, Missouri
M.D. Degree

(*)Graduate School: 2010-2011
Olin School of Business
Washington University in St. Louis
eMBA program-currently enrolled
anticipated MBA graduation Dec. 2011
#2 eMBA program worldwide (2011 WSJ rating)

Residency: 1977-1979
Resident, General Surgery
University of Missouri-Columbia Medical Center,
Columbia, Missouri
Ellis Fischell State Cancer Hospital,
Columbia, Missouri
Harry S. Truman Memorial VA Hospital,
Columbia, Missouri

1979-1982
Resident, Orthopaedic Surgery
Duke University Medical Center,
Durham, North Carolina
Durham County General Hospital,
Durham, North Carolina
Womack Army Community Hospital,
Fort Bragg, North Carolina
Cabarrus Memorial Hospital,
Concord, North Carolina
Durham VA Medical Center,
Durham, North Carolina
Lenox Baker Children's Hospital,
Durham, North Carolina

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1982-1983

Chief Resident, Orthopaedic Surgery
Duke University Medical Center,
Durham, North Carolina
Durham VA Medical Center,
Durham, North Carolina
Durham County General Hospital,
Durham, North Carolina

HONORS AND AWARDS

Dean's List, University of Rochester,
1968, 1971, 1972, 1973

MILITARY SERVICE

Branch:

United States Air Force
Induction: 1977
Missouri Air National Guard
133rd ANG TAC Hospital
Lambert International Airport,
St. Louis, MO

Rank:

Major

Designation:

Flight Surgeon
Brooks USAF Medical Center,
Flight Surgeon School,
San Antonio, TX

Assignments:

1977-1979

MO ANG
133rd TAC Hospital
St. Louis, MO

1979 – 1983

Flight Surgeon
USAF Reserve
4th Fighter Wing
Seymour-Johnson AFB
North Carolina

1983-2000

Flight Surgeon
USAF Reserves
Denver, CO

2000

Honorable Discharge,
United States Air Force

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LICENSURE

Active: State of Kansas 20072
State of Missouri R8823

ACADEMIC APPOINTMENTS:

1984 to 1997
Clinical Assistant Professor
Department of Orthopaedic Surgery
University of Kansas Medical Center
Kansas City, KS

CERTIFICATION

Certificate of Added Qualification in Surgery of the Hand, January 1989
Re-Certification awarded, C.A.Q. in Surgery of the Hand, January, 2000
Board Certified, American Board of Orthopaedic Surgery, July 1985
Fellow, American Academy of Orthopaedic Surgery, February 1988
Advanced Cardiac Life Support, July 2002

PROFESSIONAL SOCIETIES

American Medical Association
Duke Hand Club
Piedmont Orthopaedic Society
Kansas Medical Society
American Academy of Orthopaedic Surgeons
International Society for Minimally Invasive Surgery of the Spine
North American Spine Society

GRANTS HELD

Sutter Biomedical, San Diego, California, "Two-Stage Anterior Cruciate Ligament Prosthesis Project," William O. Reed, Jr., M.D. and Frank H. Bassett, III, M.D. Division of Orthopaedic Surgery, Duke University Medical Center, Durham, North Carolina, \$15,000, 1981-present.

Piedmont Orthopaedic Society, "Use of Impedance Monitoring to Detect Articular Cartilage Perforation During Metallic Implementation Near Joints," William O. Reed, Jr., M.D., Division of Orthopaedic Surgery, Duke University Medical Center, and James H. McElhaney, Ph.D., Department of Biomedical Engineering, Duke University, Durham, North Carolina, \$1,000, 1982-present.

MISCELLANEOUS

Licensed Airline Transport Pilot, Federal Aviation Administration
Certified Flight Instructor, Inactive
Senior Airman Medical Examiner, Federal Aviation Administration
Design and Clinical Consultant, Durr-Fillhauer Company, Project: Durr-Fillhauer Halo-Vest Cervical Spine Immobilization System

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SCIENTIFIC EXHIBITS

William O. Reed, Jr., M.D., William T. Hardaker, Jr., M.D., Frank W. Clippinger, M.D., David W. Vaughn, C.P.O: Application of the Halo-Vest Cervical Spine Immobilization System Using the Duke Halo Positioner. Videotape, AAOS Library

SCIENTIFIC PRESENTATIONS, NATIONAL AND REGIONAL MEETINGS

1. Reed, William O., Jr., M.D.: Limb Trauma and Salvage for Reimplantation and Reconstructive Microsurgery. Midwest Trauma Society Eleventh Annual Midwest Trauma Conference, May 16, 1997.
2. Reed, William O., Jr., M.D.: Surgical Treatment of Cubital Tunnel Syndrome: A New Surgical Procedure Utilizing Intermuscular Septum Flap Transfer. Duke Hand Club Meeting, The Cloister, Sea Island, GA, May 8, 1997.
3. Reed, William O., Jr., M.D.: Endoscopic Carpal Tunnel Release: Results of Office Surgery Experience. Piedmont Orthopaedic Society, May 5, 1995, Georgia.
4. Reed, William O., Jr., M.D.: Office Arthroscopic Surgery of the Knee: Results of Three Years' Experience. Piedmont Orthopaedic Society, May 6, 1995, Georgia.
5. Reed, William O., Jr., M.D.: Arthroscopic Microdiscectomy of the Lumbar Spine. Piedmont Orthopaedic Society. May 16, 1996, Tucson, Arizona.
6. Reed, William O., Jr., M.D.: Current Methods of Cervical Spine Immobilization, The North Carolina Society of Prosthetists and Orthotists, April 18, 1982, Chapel Hill, North Carolina.
7. Reed, William O., Jr., M.D.: Application of the Halo-Vest System, Videotape presentation and discussion.
8. Reed, William O., Jr., M.D.: "Review of Minimally Invasive Spine Surgery Results; Arthroscopic Microdiscectomy and Laparoscopic Interbody Fusion With Video Tape", Piedmont Orthopaedic Society Meeting, The Cloister, Sea Island, GA, May 1999.
9. Reed, William O., Jr., M.D.: "Subcutaneous Transposition of the Ulnar Nerve Using Intramuscular Septum Technique", Piedmont Orthopaedic Society, The Cloister, Sea Island, GA, May 1997

INSTRUCTIONAL COURSE AND LABORATORY AS FACULTY

1. Reed, William O., Jr., M.D.: Inflatable Bone Tamp Uses in Cancellous Bone. Instructional Course and Cadaver Laboratory, Spine Education and Research Institute, Denver, CO., February 28th, 2003
2. Reed, William O., Jr., M.D.: Inflatable Bone Tamp Uses in Cancellous Bone. Instructional Course and Cadaver Laboratory, Washington University School of Medicine, St. Louis, MO., October 19th, 2002

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3. Reed, William O., Jr., M.D.: Inflatable Bone Tamp Uses in Cancellous Bone. Instructional Course and Cadaver Laboratory, Oklahoma City Specialty Hospital, Oklahoma City, OK, July 12, 2002.
4. Reed, William O., Jr., M.D.: Surgical Treatment of Cubital Tunnel Syndrome: A New Surgical Procedure Utilizing Intermuscular Septum Flap Transfer. Duke Hand Club Meeting, The Cloister, Sea Island, GA, May 8, 1997.
5. Reed, William O., Jr., M.D.: Endoscopic Carpal Tunnel Release: Results of Office Surgery Experience. Piedmont Orthopaedic Society, The Cloister, Sea Island, Georgia, May 5, 1995,

INSTRUCTIONAL COURSE AND LABORATORY ATTENDED

Certificate of Recognition:
The BAK Lumbar Interbody Fusion System
Lumbar Interbody Fusion of the Spine Course
Kansas City, KS
February 1, 1997

BIBLIOGRAPHY

Reed, William O., Jr.: Persistence of Fetal Tropomyosin as a Model for the Pathogenesis of Duchenne's Muscular Dystrophy, (Departmental paper, not published), Department of Genetics, University of Rochester Medical School, Rochester, New York.

Reed, William O., Jr.: Disc Electrophoresis of Human Tropomyosin Molecule from Adult, Fetal, and Duchenne's Muscular Dystrophy Muscle, Department of Genetics, University of Rochester Medical School, Rochester, New York.

Daffner, Richard H., and Reed, William O., Jr.: Radiographic Findings After the Macquet Procedure for Chondromalacia Patella. In preparation.

Reed, William O., Jr., Ruderman, Robert J., and McCollum, Donald E.: Cadaveric Tibial Strut Grafting in Treatment of Kyphosis. In preparation.

Reed, William O., Jr., Vaughn, David W., Hardaker, William T., Jr., and Clippinger, Frank W.: Halo Application Using the Duke Halo Positioner, published 1984.

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ACTIVE STAFF

Shawnee Mission Medical Center,
Merriam, KS

Menorah Medical Center,
Overland Park, KS

KU Med West Surgicenter
Shawnee, KS

South Kansas City Surgicenter
Overland Park, KS

Doctor's Hospital
Leawood, KS