David Reed Selig

**3501 LaVecchia Way dpjls@comcast.net**

**Glen Allen, Virginia 23059 Cell (804) 539-4762**

|  |  |
| --- | --- |
| **EDUCATION** | Masters in Health Services Administration - M.H.A.  Virginia Commonwealth University, Richmond, Virginia, 1992  Bachelor of Science, Physical Therapy - B.S.P.T.  Washington University, St. Louis, Missouri  Magna Cum Laude, 1983 |

**PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS**

|  |  |
| --- | --- |
| November 2008  to  Present  November 1997  to  October 2012  April 2005  to  July 2012  December 1996  to  November 1997 | **PRINCIPAL AND CONSULTANT,** Forge Works Consulting, Inc., Richmond, Virginia.  Healthcare management and consulting practice. Provides services to both private and public sector organizations. Federal programs governance and grants management financial compliance, strategic organizational and network development, operational management, fund development, financial and cost analisyes, financial management and reporting including financial analytics and optimization, clinical analytics and technology deployment. Clients include private medical practices, physician and hospital network organizations, state and county health departments, the Bureau of Primary Health Care, provider networks and state primary care associations. Contractor consultant for Management Solutions Consulting Group as administrative\governance leader and team member for Health Center Program Compliance operational site reviews for Federally Qualified Health Centers, Federally Qualified Health Center Look A-Likes and focused Technical Assistance. Federal grants reviewer. Virginia Notary Public. Short and long term HRSA funded health center interim CEO engagments including executive recruiting   * **Strategic Sustainability Planning** - comprehensive internal and external organizational assessments, development of strategic agenda, goal setting and implementation * **Financial Management** - budgeting, reporting and financial accountabliltiy and compliance * **Governance and Leadership Development** – Board assessments, development and training * **Grant Writing and Community Collaborations** – Governement and Foundation funding * **Interim Executive Management** – Chief Executive Officer and Executive Leadership   **PRESIDENT AND CHIEF EXECUTIVE OFFICER,** Community Care Network of Virginia, Inc.,Richmond, Virginia.  Founding Chief Executive Officer for statewide primary care network of 450 safety net providers delivering care in over 120 Virginia based sites of Federally Qualified Health Centers. Financial responsibility, management and development of over $158 Million annual revenues, and 450,000 patient visits annually. Executive leadership and oversight for network wide complex contracting and credentialing and peer review activities for primary care, behavioral health, and oral health care directly with commercial insurances, Medicaid, and third party payers, as well as overseeing all network collaboration agreements with regional and local provider networks and State Department of Health. Financial modeling, pricing of services and risk contracting for medical and oral health services including competitive contract awards from the Department of Veterans Administration.  Strategic and operational responsibility for all managed service organization (MSO) programs, all new business development, financial modeling, budgeting, clinical informatics, quality improvement programming, accreditation and certification planning, medical management and utilization management infrastructure, capital development, and information systems acquisition, development, implementation and management. Expanded national client base footprint delivering NCQA certified credentialing services in 18 states plus the District of Columbia. Established revenue cycle services for medical, dental and behavioral health claims with an annual collections volume in excess of $12.4 Million.  Responsible for statewide electronic health record selection, acquisition, implementation and hosting architecture for network practices. Established multi-state training infrastructure. Developed network based Center for Data and Informatics performing clinical data analytics and performance benchmarking on over 150,000 patients including HEDIS performance measures. Developed support infrastructure for practices to achieve recognition as patient centered medical homes and meaningful use of certified electronic health record systems.  Successful grant writer and Federal grant reviewer (Department of Health and Human Services) with Federal and Foundation grants awarded in excess of $15 Million. Consultant to the U.S. Health Resources and Services Administration for practice operations\compliance with FQHC Program.  **MANAGING PRINCIPAL, FT Solutioms LLP**,Feldesman, Tucker, Leifer and Fidell, Washington, D.C.  Principal consultant responsible for managing all consulting engagments as well as employed and contracted consulting staff. Consulting practice primarily focused on health care consulting to hosptials, health care systems, Federally Qualified Health Centers and Federally Qualified Health Center Look Alikes in close affiliation with the law firm of Feldesman, Tucker, Leifer and Fidell. Consulting engagments included technical assistance, training, recruitment, interim exeutive leadership, grant writing, primary care practice conversions to Federally Qualified Health Centers, Community Benfit grant development and primary care practice start-up.  **RICHMOND MEMORIAL HOSPITAL\HEALTH CORPORATION OF VIRGINIA\VIRGINIA HEALTHSOURCE MAY 1991 –NOVEMBER 1997**  **ADMINISTRATIVE DIRECTOR, GROUP PRACTICE OPERATIONS**,Richmond Memorial Hospital/Virginia HealthSource, Richmond, Virginia.  Chief operating executive for 32 physician, multi-site primary care group practice, $14.2 Million annual revenues, and 115 non-physician FTE’s including Central Business/Billing Office processing more than 204,000 professional claims annually. Strategic planning and implementation, physician productivity and compensation modeling. Management of information technology, third party payer and managed care contracting.  Development of Westwood Avenue Imaging and Primary Care Center. Planning and development of 120,000 square foot MOB I - Hanover Medical Park medical office buildings. Dialysis unit planning and development. CenVaNet, L.L.C. Physician-Hospital Organization Board Member, Secretary, and Contracting and Finance Committee member. Notary Public. |
| May 1993  to  December 1996 | **VICE PRESIDENT, PROFESSIONAL STAFF SERVICES**, Richmond Memorial Hospital, Richmond, Virginia.  **Managed Care** - Risk contract analysis, and management. Developed Resource Utilization Management Program based upon cost accounting information system integrating clinical pathways, and outcome measures. Primary care and specialty physician profiling. Inpatient length of stay and cost per case reductions through quality improvement.  **Professional Practice Management** - Practice management and information systems consultations. Physician recruitment and employment contract development, including compensation and incentive methodology design. Physician practice valuations, negotiation, and acquisitions. Medical office space planning, design, fit-up, and building leasing. Physician retention and medical staff development.  **Integrated Delivery Systems** -Strategic planning and development for multi-site, 30+ physician primary care network. Central Virginia Health Network (CVHN) initiatives including PHO business planning and development, rural health practice development, Management Services Organization (MSO) and continuing medical education programs (CME). Board Member and Secretary CVHN-PHO, L.C.  **Medical Staff Affairs -** Management of 9 FTE's including Assistant Vice President of Quality Improvement, the departments of Risk Management, Infection Control, Resource Utilization, Credentialing, and Quality Improvement. Annual operating budget of $2.3 Million. Staff to Medical Executive Committee and Hospital board of Directors. |

|  |  |
| --- | --- |
| May 1992  to  May 1993 | **ASSISTANT VICE PRESIDENT, CORPORATE PROFESSIONAL SERVICES,** Health Corporation of Virginia, and Richmond Memorial Hospital, Richmond, Virginia.  **Hanover Medical Park - Development** of imaging, endoscopy, and cardiac operational services at Hanover Medical Park in conjunction with department heads. On-site management of 63,000 square foot medical office building including leasing, tenant and physician liaison.  **Medical Staff Development -**  Physician recruitment and retention, completed searches for the specialties of Occupational Medicine, Obstetrics\Gynecology, and Otolaryngology, practice acquisition, practice management services, medical staff liaison to 620 physician members, developed and implemented Physician Telephone Referral Service for 130 active medical staff, interface between physician office and hospital staffs. |

|  |  |
| --- | --- |
| May 1991  to  May 1992 | **ADMINISTRATIVE RESIDENT,** Health Corporation of Virginia, and Richmond Memorial Hospital, Richmond, Virginia.  **Operations:** Interim Director of Laboratory Department with a $2.2 million expense budget (charges of $9 million) and 50 FTE's. Hiring and supervision of Evening Administrators. Administrator On-Call Rotation. United Way Campaign Chairman exceeding goal by 11%.  **Planning and Development:** Corporate/hospital Physician Advocacy and Marketing Program. Resource utilization analyses. Physician recruitment, contract negotiations and practice acquisition. Feasibility studies, in conjunction with consultants for increasing the number of hospital cardiac catheterization labs, and development of an ambulatory surgical hospital with attached bed tower. Participated in the completion and filing of a Certificate of Public Need for an ambulatory surgical hospital. Operational development and start-up of 32 acre Medical Park. |
| May 1990  to  July 1990 | **RESEARCH ANALYST,** Williamson Institute for Health Studies, Richmond, Virginia.  Contributor to *Changes in Reimbursement and the Economic Viability of Providers in the Commonwealth of Virginia*, a 120 page report commissioned by the 1990 State Legislature. |
| January 1990  to  May 1990 | **RESEARCH ANALYST/ASSISTANT**, Division of Maternal Child Health, Commonwealth of Virginia.  Program sponsored by the Williamson Institute for Health Studies. Duties include data compilation, statistical analysis, and program evaluation. |
| July 1987  to  August 1989 | **REHABILITATION SERVICES COORDINATOR,** Instructive Visiting Nurse Association, Richmond, Virginia.  Management of multi-discipline rehabilitation staff and services, contract management, program planning, staff education, quality assurance, compliance with various regulatory agencies including the Health Care Finance Administration/Medicare, clerical staff supervision, and clinical treatment. United Way Campaign Co-Chairman 1988. |
| June 1986  to  July 1987 | **PRACTICE MANAGER,** Rehabilitation Institute of Oregon, Portland, Oregon.  Responsible for development and management of outpatient rehabilitation practices including site planning, budget development, marketing, staff management, and clinical treatment. |
|  |  |
| Feb. 1985  to  June 1986 | **STAFF THERAPIST,** Rehabilitation Institute of Oregon, Portland, Oregon.  Responsible for inpatient rehabilitation of neurologic and orthopedic patients, supervision of licensed assistants and aides. |
| Dec. 1983  to  Feb. 1985 | **SENIOR THERAPIST,** Hood Center Physical Therapy, Gresham, Oregon.  Overall private practice operations including treatment of orthopedic and rehabilitation patients, management of nursing home contracts, and clerical staff. |

|  |  |
| --- | --- |
| Nov. 1983  to  Dec. 1983 | **STAFF THERAPIST,** Emanuel Hospital, Portland, Oregon.  Therapist in acute and rehabilitation units. |

**PROFESSIONAL APPOINTMENTS AND AFFILIATIONS**

|  |  |
| --- | --- |
|  | Fan Free Clinic, Richmond, Virginia, Sustainability Committee (2015)  Virginia State Health Information Exchange Governing Board Member - State Health and Human Services Secretary Appointee (January 2012 – February 2014)  Virginia Health Information Technology Advisory Commission - Governor Appointed Commissioner (2009 – 2011)  Medical Group Management Association (1997 – 2012)  Department of Physical Therapy Advisory Committee, Virginia Commonwealth University  Medical College of Virginia, Chairman (1997 - 2001) |
|  | American College of Healthcare Executives (1989 – 1998)  Healthcare Financial Management Association (1989 – 1998) |

**CIVIC AFFILIATIONS**

Commonwealth Public Broadcasting Community Station Advisory Board Chairman (2003 – present)

Beth Sholom Home – Rehabilitation Clinic Advisory Board of Directors (1995- 2006)

Virginia State Bar – SCOLA Committee Member (2006 – 2008)

Richmond Bioethics Consortium - Board of Directors (1994-1997), Treasurer (1995)

Richmond Urban Primary Care Initiative - Community Advisory Board Member (1992-1994)

Rotary Club Member - Sandston, Virginia (1993-1996)

**AWARDS AND SOCIETIES**

Virginia Commonwealth University, A.D. Williams Award for Scholarship - GPA 4.0, Masters in Health Services Administration, Virginia Commonwealth University, May 1992

Phi Kappa Phi Honor Society

**PUBLICATIONS**

|  |  |
| --- | --- |
|  | *Contracting with The Veterans Administration as a Community Based Outpatient Clinic*, National Rural Health Association, September 2005, NRHA Publication Number PU0705-76  *Back Pain in Horseshoers*, American Farriers Journal, Vol. 10, Number 5, 1984. |

**LICENSURE**

|  |  |
| --- | --- |
|  | Licensed Physical Therapist – Virginia License Number 2305003013 (I) |