

**Dr. RALPH D. TURNER,**  
**DBA, MPA, MSHA, FACHE**  
718 Fortunella Cir, SW  
Vero Beach, FL 32968  
608-516-6499 Home • 216-310-9521 Mobile  
turnerralph530@gmail.com

**SUMMARY:**

Healthcare executive with 32 (plus) years of direct operational experience at many levels. Loyal, energetic leader/change agent adept at developing subordinates to their full potential. Results oriented manager with a strong reputation for praising and recognizing staff. Visionary, team focused professional with excellent organizational and interpersonal skills. Proven success as military leader and strategic planner. Additional experience and education in Health Facility Planning, project management and government policy.

**EXPERIENCE:**

01/17 – Present

**The Cleveland Clinic, Cleveland, OH**

Ranked number 2 in the nation by U.S. News and World Report, and number 1 in heart and heart surgery since 1995, the Cleveland Clinic is a nonprofit, multispecialty academic medical center that integrates clinical and hospital care with research and education. Cleveland clinic has over 3,000 physicians and scientist, representing 120 specialties and subspecialties. In 2015, the Clinic recorded over 6.63 million outpatient visits; over 160,000 admissions; with patients coming from more than 80 nations. The main campus in Cleveland, OH houses 1,400 beds with more than 4,500 beds throughout the system. Within the system, there are 16 family health and ambulatory centers; Akron General Health System (350 beds); Cleveland Clinic Florida (220 beds); Cleveland Clinic Canada (Executive Health/Sports Health); Cleveland Clinic Lou Ruvo Brain Institute in Las Vegas, NV; Cleveland Clinic Abu Dhabi (350 beds); and Cleveland Clinic London (200 beds under construction, scheduled for 2021).

*Executive Director, Patient and Support Services*

Reports directly to the Chief Operations Officer. Provide executive leadership to ethnically diverse departments and is responsible for the successful oversight of several key divisions for the Cleveland Clinic Enterprise. They are: Food and Nutrition Services; Patient Transportation; Textiles; Customer Service/Concierge (Red Coats); Services Express; and Laundry and Linen Services. This entails an operating budget of \$20M and over 1,300 FTE's.

- Executed the removal of the incumbent Food Services vendor for the Main Campus within six months of assuming responsibility.
- Implemented a new Food Services Vendor at Main Campus with increased the overall Press Ganey Food Service scores by 41 percentile points.
- Executed the removal of the incumbent Laundry and Linen operational vendor from servicing the Northeast, OH, main campus and regional hospitals.
- Implemented a new Laundry and Linen service vendor and improve fill rates by over 50% in the region and over 48% at Main Campus.
- Executed the opening of a new restaurant at the main campus which created 66 new jobs for the community and improved selection at Main.

- Created over 100 new local jobs at the Laundry Plant with the implementation of the Evergreen Cooperative.
- Selected to serve on the Fairfax Community Development Board and the Cleveland Foundation Board of Directors.
- Established the Laundry and Linen Operations Committee.
- Improved the communication with nursing and other key customers across the enterprise.

04/12 – 12/16

### **UW Health, Madison, WI**

UW Health is the integrated health system of the University of Wisconsin – Madison serving more than 600,000 patients each year in the Upper Midwest and beyond with 1,400 physicians and 16,500 staff at six hospitals and 80 outpatient sites. The six hospitals are as follows: University Hospital, a 505 private beds regional referral center (1.7Msqft) that is home to a level-one adult and pediatric trauma center, burn center, organ transplant program, comprehensive stroke centers and the UW Carbone Cancer Center; UW Health at The American Center, a 56 private beds (503Ksqft) community-based health and wellness facility; American Family Children’s Hospital, a nationally ranked, 87 private beds facility (480Ksqft) with pediatric and surgical neonatal intensive care unit; UW Health Rehabilitation Hospital, a 50 private beds (54Ksqft), post-acute inpatient rehabilitation facility; Swedish American Hospital, 333 bed facility located in Rockford, IL; Belvidere hospital, 34 bed facility located in Belvidere, IL. UW Health also consists of six regional cancer centers and 65 regional outreach clinics beyond the 80 clinic sites.

*Vice President, Facilities, Support and Emergency Medicine Services; President InnTowner, LLC.*

Reports directly to the Senior Vice President, Chief Administrative Officer. Provide executive leadership to highly unionized, ethnically diverse departments with \$105 million operating budget and more than 1300 FTE’s. Direct reports departments include Facility Planning, Design and Construction; Facility Engineering Services, Life Safety; Environmental Services; Security/Parking Management; Culinary and Nutrition Services; Art; Clinical Engineering; Emergency Medicine Services (Emergency Department/Med Flight/Ground Transportation/Emergency Education Council); Central Sterilization and Reprocessing, Med Materials, Patient Transport; Patient/Guest Services; and Purchasing. Provide executive oversight to the Environment of Care, Emergency Management, Supply Chain Management and Environmental Sustainability Committees. President InnTowner LLC, provides executive oversight for a 176 room Best Western (Plus) InnTowner hotel owned by UW Hospital and Clinics which consist of 80 staff members.

- Managed the EMS to earn gross revenues \$9.4M positive to budget while decreasing operating expenses by \$1.4M, supporting an 11% increase in volumes.
- Implemented the patient ambassador program to improve customer service throughout the organization.
- Completed the development and construction of a new, 503K square feet, lean designed community hospital, at a cost of \$235 M on time and under budget.
- Facilitated and executed the purchase of the InnTowner Hotel at a cost of \$14.5M.
- Completed construction of a 76K square foot Digestive Health Center at the cost of \$26M on time and under budget.
- Completed the construction & development of a 54K square foot rehabilitation hospital Kindred Healthcare at a cost of \$16.5M on time and under budget.

- Completed a 56K square foot vertical expansion to the American Family and Children's Hospital at a cost of \$28M on time and under budget.
- Implemented the first integrated Facility Master Plan with a focus on creating healthcare Centers of Excellence with \$268M in executable projects.
- Implemented an inpatient unit and clinic refresh program.
- Revitalized the Environmental Sustainability Committee.
- Served as the Chairman of the Board member of the Madison Environmental Resource Inc.
- Served as a Board member of the Madison Uniform Healthcare Laundry service.

06/08 – 03/12

**MedStar Washington Hospital Center, Washington, D.C.**

Washington Hospital Center is a 926 bed, 1.4M square feet facility, with over 6,000 employees, 1,400 associated physicians and 300 residents. It serves as the regional response trauma center in the nation's capital with a premier shock trauma and surgical critical care center, providing major trauma resuscitation, surgery and care of critically ill or injured patients. Washington Hospital Center is an acute care teaching and research hospital; it is the largest non-profit hospital in the Washington metropolitan region. The hospital is ranked as one of the nation's top 100 hospitals by Health Care Industries Association (HCIA); it operates one of the five largest cardiovascular programs in the nation and perhaps the largest interventional cardiology program in the United States. It also operates the areas only regional adult burn center.

*Vice President, Support Services*

Reports directly to the Senior Vice President, Chief Operating Officer. Provide executive leadership to highly unionized, ethnically diverse departments with a \$74 million operating budget and more than 600 staff members. Direct reports departments include Nursing Clinical Support; Environmental Services; Biomedical Engineering; Facility Engineering; Food and Nutrition Services; Patient and Guest Services; Communications; Protective Services; Parking Management; Life Safety; Central Patient Transport; Design and Construction Management. Accredited by The Joint Commission (TJC) and certified by the District of Columbia Department of Health.

- Managed operational budgets to perfection for three years, saving over \$10M in FY11 by decreasing FTE's and increasing efficiency.
- Increased the Support Services Division Employee Survey Index by 10 percentage points to 71 earning World Class ratings as surveyed by Towers Watson.
- Recovered over \$2.1M in overdue steam payments from the Veterans Administration Medical Center (VAMC) with a current payment plan.
- Recovered over \$42K in overpayments identified during an audit of the Sign Language Contract.
- Established a relationship with the District ANC Commissioner, which led to traffic safety improvements around the campus at no cost to the hospital center.
- Established a relationship with the District Government Surplus Office, which led to acquiring government surplus items at no cost to the hospital center.
- Established a partnership with VAMC to decrease the hospital centers inherent cost and improve the contracted transportation system to neighboring metro stations.
- Established an infrastructure improvement program, which corrected ADA barriers, improved traffic flow and the appearance of the facility.
- Defeated an attempt by the SPFPA Union to organize the WHC Police Department with a vote count of 56 for No - 5 for Yes; held by the NLRB.

- Facilitated space initiatives to accommodate unforeseen requirements.
- Implemented programs in the WHC Police Department, which lead to a 95 percent reduction in crimes on the campus.
- Received zero deficiencies during an unannounced District Department of Health Food and Nutrition Services inspection.
- Provide executive oversight to the Environment of Care Committee.
- Managed cost by relying on inherent talent and limiting contracted labor.
- Fostered a cohesive "Team of Teams" atmosphere within the Division.

09/04 – 03/08

**Walter Reed Army Medical Center and Healthcare System, Washington, D.C.** The Walter Reed Army Medical Center and Healthcare System is a 260 bed (1,280 beds expansion capability), 1.2 million square foot, tertiary care, academic facility with 60 clinics and over 7,000 employees. The Healthcare System partners include one 68 bed community hospital and two healthcare clinics.

*Director of Clinical Engineering Services, Deputy Director for Logistics,* Reports directly to the *Director of Logistics and Chief, Operating Officer.* Provide executive leadership for highly unionized, ethnically diverse departments with a \$28 million operating budget and more than 280 staff members. Direct reports departments include Environmental Services, Biomedical Engineering, Quality Assurance, Supply and Services, Linen Management, and Equipment Management. Accredited by the Joint Commission Accreditation for Healthcare Organizations (JCAHO).

- Received commendable mention by the engineering surveyor during two JCAHO survey's of which the 2007 survey was unannounced.
- Maintained my current duties and voluntarily assumed the duties of the largest division in the directorate, Environmental Services.
- Served as the North Atlantic Regional Director for Clinical Engineering Services which consists of 2 medical centers, 4 community hospitals and 4 health clinics.
- Demonstrated strong leadership to professionally develop seasoned directors and managers in the administration of a very large unionized support service division.
- Saved over \$1.2M in first 12 months while renegotiating and canceling contracts by training in-house resources.
- Managed property valued at over \$168M with zero losses by implementing a state of the art asset tracking system.
- Established an equipment-purchasing program, which integrated more than \$15M of new equipment technology into the healthcare system.
- Restructured Environmental Services decreasing supervisors, increasing pay for custodial workers and decreasing customer complaints over 72 percent.
- Developed strong collaborative relationships with medical staff through daily support, service evaluation, strategic planning, and leadership recruiting.
- Procured resources for a \$900 thousand renovation project in Clinical Engineering and Red Cross which enhanced morale and increased worker productivity.

9/02 – 8/04

**18<sup>th</sup> Medical Command, Seoul, South Korea**

The 18<sup>th</sup> Medical Command is a comprehensive healthcare system which consists of one 52 bed, tertiary healthcare facility and 28 health, dental and veterinary clinics throughout the peninsula of South Korea. The healthcare system employs over 8,000 personnel and supports over 20,000 Soldiers, Sailors, Airmen and Marines.

*Director/Senior Advisor for Equipment Management Services,*  
Reports to the *Assistant Vice President of Operations for Logistics Services*; responsible for asset management of over \$283 million of medical, ground and aircraft equipment.

- Ensured all medical equipment was safe for patient use which was solidified by the 2004 JCAHO survey noting zero deficiencies for the healthcare system.
- Maintained my current duties and voluntarily assumed the duties of Property Management which formed the Equipment Management Services.
- Established policies, maintenance guides, training initiatives and safety programs to govern the maintenance and safe operation of medical, vehicular and aircraft assets.
- Established an equipment purchasing program which utilized centralized funding and upgraded more than \$1.5M of medical dental and veterinary equipment.

9/99 – 8/02

**Bassett Army Community Hospital and Clinics, Fairbanks, Alaska**

Bassett Army Community Hospital consists of one 38 bed tertiary care facility, one veterinary clinic, two health clinics and three dental clinics. Employs over 4,000 personnel and services 8,000 Soldiers and their families.

*Director of Logistics, (2/02 - 8/02)*

Reports directly to the *Chief, Operating Officer*. Responsible for logistical operations for all Army medical facilities in Alaska with a \$7.1 million dollar operating budget and supervision for 45 personnel. Ensured proper stewardship of \$22.6 million worth of property. Direct reports departments include Biomedical Engineering Services, Property Management, Medical Supply/Materials Management and Facility/Engineering Services.

- Implemented a Laundry Service contract which decreased cost by \$27K.
- Established a Material Distribution System to allow clinicians more time with their patients.

*Director, Biomedical Engineering (9/99 - 1/02)*

Responsible for managing the medical equipment program, servicing over \$17 million of medical equipment.

- Exceeded the JCAHO standards which were noted during the 2002 survey.
- Served as the medical equipment planner with the Health Facility Planning Agency for the New Bassett Army Community Hospital.
- Fostered a relationship with the Indian Health Services which earned the Bassett \$24K for Biomedical Engineering Services.
- Served as the Army technology representative with the Alaska Federal Healthcare Partnership for implementing telemedicine throughout Alaska.
- Decreased the cost of medical equipment maintenance service contracts \$600 thousand by implementing a training program for in-house technicians.

6/96 - 8/99

**DeWitt Army Community Hospital and Healthcare System, Alexandria, VA**

DeWitt Army Community Hospital and Healthcare System consist of a 68-bed acute care facility and six primary health clinics servicing 130,000 beneficiaries in Northern Virginia and Southern Maryland.

*Director of Clinical Engineering Services,*

Reports directly to the *Director of Logistics*. Responsible for management of all medical, dental and veterinary equipment valued at over \$28 million; executes a \$2.4 million operating budget.

- Exceeded the JCAHO standards, which were noted during the 1998 survey.
- Combined the Property Management and Biomedical Engineering to form the Clinical Engineering Services, which decreased the number of required personnel.
- Served as the project manager for a \$367K medical gas system upgrade which corrected major life safety/federal code deficiencies.
- Managed a \$2.3M radiology clinic renovation, which only cost DeWitt \$100K and integrated new Digital Imaging Archival System technology into the healthcare system.
- Fostered a partnership with the Technology Assessment Review Team for radiology services and encouraged the management to fund \$2.2M of the renovation.
- Created an alliance with the Fairfax INOVA hospital which led to the donation of a \$260K Intensive Care Unit patient monitoring system.
- Decreased the cost of annual service contracts by over \$200K.

6/94 - 5/96

**21<sup>st</sup> Combat Support Hospital, Killeen, Texas**

The 21<sup>st</sup> Combat Support Hospital is a 296 bed Deployable Combat Support Hospital which supports operations in the Middle East and consists of dental, medical, optical and diagnostic equipment.

*Director, Maintenance Management Services*

Reports directly to the *Chief of Staff*. Responsible for management of all medical, dental, veterinary, vehicle and support equipment valued at over \$100 million. Supervise 56 soldiers and senior noncommissioned officers. Direct reports departments include Medical Maintenance, Power Generation, Laundry and Bath, Wheeled Vehicle Maintenance, Environmental Services and Equipment Calibrations Services.

- Combined Biomedical Engineering with Motor Maintenance and formed the Maintenance Management Services which decreased the required human resources.
- Saved the unit \$175K by ensuring the Environmental Services program was implemented and adhered to by all employees.
- Implemented a maintenance program that decreased over due services by 57 percent.

10/86 - 5/94

**United States Army, Health Services Command, San Antonio, TX**

Fitzsimmons Army Medical Center (4/94-4/93); 34<sup>th</sup> General Hospital, Augsburg Germany (2/93-9/91); 15<sup>th</sup> Evacuation Hospital, Fort Polk, Louisiana (8/91-6/89) and (6/87-5/88); and Fitzsimons Army Medical in Aurora, Colorado (1/87-5/87)

*Non-Commissioned Officer* with responsibility for leading subordinates in technical and tactical training as *Squad Leader* and *Staff Sergeant*.

- Earned the Leadership award upon graduation - Warrant Officers Candidate School.
- Earned Membership into the prestigious Sergeant Morales Club.
- Earned the distinction as the 7<sup>th</sup> Medical Command NCO of the year.
- Served as an instructor for the Army Biomedical Equipment Repair School.
- Accelerated to the rank of Sergeant in 18 months.

- Accelerated to the rank of Staff Sergeant in just 66 months.
- Maintained a Secret clearance status on background investigation - still active.

**EDUCATION:** Doctor of Business Administration, University of Wisconsin, Whitewater, WI, December 2018.  
 MS, Health Care Administration (MSHA), University of Maryland, University College, College Park, Maryland, 2011.  
 Master of Public Administration (MPA), Troy University, Dothan, Alabama, 2004  
 BS, Business Administration and Management, University of Maryland, University College, College Park, Maryland, 1995.

**PROFESSIONAL MEMBERSHIP:** *A Fellow of the American College of Health Care Executives, 2011*  
*The Order of the Military Medical Merit, 2003*  
*Association for the Advancement of Medical Instrumentation; Certified BMET, 2000*

**COMMITTEES:** Fairfax Community Development Board  
 The Cleveland Foundation Board of Directors  
 The Construction Management Operations Committee  
 The Patient Experience Committee  
 The Laundry and Linen Management Operations Committee

**SPECIAL AWARDS/  
 CERTIFICATIONS:** Legion of Merit, 2008  
 Member of the Silver Caduceus Society (Treasurer), 2002  
 Certified Biomedical Equipment Technician, 2000  
 Army Airborne Badge (Parachutist), 1998  
 Medical Service Corps, Maintenance Excellence Award (Biomedical Eng), 1997  
 Army Air Assault Badge (Repelling), 1993  
 Army Expert Field Medical Badge for emergency preparedness 1989  
 Army Meritorious Service Medal (4<sup>th</sup> Award)  
 Army Commendation Medal (4<sup>th</sup> Award)  
 Army Achievement Medal (12<sup>th</sup> Award)

**INTERESTS:** Family; and travel

**REFERENCES:** Available upon request