

# JAMES A. MUNZ, DBA, MHA, MT (ASCP)

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## PROFESSIONAL PROFILE

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*Self-motivated healthcare professional with 30+ years of progressive leadership. Extensive interpersonal, conceptual, and technical skills to successful market, promote, and develop business for key clinical programs and services. Expert in medical staff affairs, physician recruitment, acquisition, and retention along with physician engagement, provider relations, and human resource management. A leader with proven abilities to strategically identify market opportunities in order to improve operational performance, margins, and volume.*

## EXPERIENCE

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| 2016 – Present | ADVOCATE HEALTH CARE | Oak Lawn / Downers Grove, Illinois<br><i>Regional Director/ Administrator, Business Development/ Medical Staff Development<br/>Advocate Christ Medical Center, Advocate South Suburban and Advocate Trinity Hospitals<br/>Administrator, Community Relations<br/>Advocate Christ Medical Center</i>          |
| 2012 – 2016    | ADVOCATE HEALTH CARE | Hazel Crest, Illinois<br><i>Regional Director, Physician Relations / Medical Staff Development<br/>Advocate Christ Medical Center, Advocate South Suburban and Advocate Trinity Hospitals<br/>Director, Medical Staff Office; Community Relations; Patient Advocacy<br/>Advocate South Suburban Hospital</i> |
| 2006 - 2012    | ADVOCATE HEALTH CARE | Hazel Crest, Illinois<br><i>Consultant/Manager, Physician Relations / Medical Staff Development<br/>Advocate South Suburban Hospital</i>   |

## RESPONSIBILITIES

- Responsible for increasing referrals from targeted physicians through problem solving relationship based strategy
- Manage sales and deliver a more enhance desired results for assigned facility/territory and system
- Director the medical staff office to ensure the compliance, adherence, and integrity of the credentialing process, bylaws, and rules and regulations to meet DNV scrutiny
- Develop a loyal and engage medical staff to ensure improved physician satisfaction
- Consult hospital leadership on working with affiliated physicians to ensure their needs are met within the organization
- Educate hospital on most effective ways to develop medical staff mix to maximize organizational market share
- Work closely with system leadership to build a coordinated physician centric marketing plan targeting strategic services

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- Serve as the physicians' conduit for issue resolution and coordinate customer service with hospital leadership and operations
- Manage physician network development, including oversight of physician employment agreements and local physician recruitment efforts
- Developed and implemented a comprehensive sales strategy for referral growth and expansion

### ACCOMPLISHMENTS

- Grew regional service area market share: CY 2015: 18.7%; CY 2016: 19.4%; CY 2017 (through Q2): 20.2%
- Developed and implemented aggressive medical staff development plan grounded in quality and focusing on key drivers of recruitment, acquisition, retention, and outreach
- Recruited 7 primary care physicians within one year; achieving 230% of required goals for Advocate South Suburban Hospital
- Recruited 5 specialty physicians – 3 vascular surgeons, 1 orthopedic surgeon, 1 ophthalmologist – in order to strengthen organizational and community need
- Recruited 21 physicians from St. Francis Hospital, Blue Island, Illinois due to reorganization and change in ownership – 9 infectious disease, 7 primary care, 2 ob-gyn, and 1 orthopedic surgeon
- Brokered the acquisition of Midwest Physician Group. – 54 multi-specialty physician organization
- Improve trend in the physician engagement (CY '14 to CY '17) across the region to meet the 75 percentile goal – APMC: 64%, 81%, 82%, 74% ASSH: 93%, 88%, 84%, 79% ATH: 70%, 73%, 67%, 88%
- Created diversified approach to medical staff development plan paying close attention to diversity, demographics, community need, geography, and eclectic financial support
- Successfully generated new business opportunities in the primary and target market – practice acquisitions; sports/wellness complex; Aunt Martha's Youth Services Center, Oak Street Health, and JenCare
- Implemented diverse medical staff development plan to enhance physician relationships and improve physician loyalty and engagement in collaboration with Advocate Medical Group, Advocate Physician Partners, planning managers, and service-line leads
- Developed and implemented electronic physician orientation and on-boarding process to improve real-time information
- Developed and implemented strategic approach for enhanced physician referrals through Advocate Physician Partner 'value-added' dialog, long-term-care backfill initiatives, new channels of growth, and independent practices
- Successful developed call-coverage relationships with two area nursing facilities resulting in improved patient continuity and increased hospital activity
- Enhanced communication with physician leadership resulting in improved confidence with hospital administration and organizational responsiveness to physician needs

1996– 2006

NORTHWESTERN MEMORIAL HOSPITAL

Chicago, Illinois

*Manager, Physician Services*

### RESPONSIBILITIES

- Establish and maintain relationships with Northwestern Memorial medical staff and non-affiliated referring physicians.

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- Enhance physician practices and support the development of an integrated delivery system through physician recruitment and retention, faculty development grant programs, increased specialty and tertiary referrals, continuing education programs, promotion and facilitation of physician-hospital integration.
- Strengthen the physician and office staff's ability to successfully manage patient care in a capitated reimbursement environment.
- Direct, supervise, and evaluate an interdisciplinary group of seven physician representatives to ensure continued departmental growth and development while maintaining financial strength through cost-effective operations.
- Develop and expand the hospital's referral network.
- Training and develop all staff on sales and marketing strategies.
- Manage the departmental budget of approximately 2 million dollars per fiscal year. Review and manage all department expenditures including salaries, purchased services, faculty development funds, and marketing resources needed to promote clinical programs.

### ACCOMPLISHMENTS

- Developed and implemented a comprehensive sales strategy for referral growth and expansion.
- Enhanced physician satisfaction to top decile performance within a 5 year period.
- Redesigned internal office systems; including provider recruitment and retention, performance based job descriptions, and standardized operational procedures.
- Recruited respected physicians and advanced practice providers within all specialties to the medical staff. Successfully recruited approximately 300 new providers over ten years. Increased the medical staff diversity by 100% within a four year period.
- Developed and implemented four territories for the seven county Chicago land area.
- Implemented referral activity database to identify, track, and report referral activity. Now able to track over 90% of all new referrals.
- Developed and implemented clinical program strategic outreach plans to increase market share and productivity. Successfully grew volume for five clinical programs with an average volume growth of 30-40%: Cardiovascular, Solid Organ Transplant, Stem Cell Transplant, Surgical Oncology, and Neurosurgery.
- Improved communications between NMH providers and referring network by increasing responsiveness and enhancing customer service. Retrieved 3 provider relationships per territory.

1979-1996

INGALLS MEMORIAL HOSPITAL

Harvey, Illinois

1987-1996

*Business Development Manager - Reference Laboratory*

### RESPONSIBILITIES

- Developed the strategic plan for marketing and development of ancillary and diagnostic services which targeted hospitals, medical groups, private physician practices, managed care organizations, and other industrial and community business entities.
- Supervised and evaluated laboratory technology staff.
- Coordinated and integrated phlebotomy and courier services for contracted clients.
- Served as a liaison among the hospitals, physicians, community, and business groups.

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- Developed various informational and educational in-services focused on proper billing, coding, customer service, and legal concepts in the clinical laboratory environment.
- Member of IMH Home Care Advisory Board.

### ACCOMPLISHMENTS

- Grew laboratory outreach program by 100% within five years (1991-1996)
- Designed and executed new joint venture program with hospital and laboratory to compete with commercial entities. Actively maintained a client base of 250 accounts.
- Participated in major sales presentations and public relations activities with community hospitals, and single and multi-physician practices.

1979–1987

*Medical Technologist / Technical Supervisor—  
Chemistry, Hematology, Microbiology, Blood Bank, and Immunology*

### RESPONSIBILITIES

- Supervised and monitored all activities in the laboratory to ensure proper procedures and timeliness.
- Evaluated and assisted in the development of objectives and core competencies for the laboratory.
- Scheduled, trained, and evaluated clinical staff
- Instructed medical technology students in field experiences.
- Performed laboratory analysis in all areas.
- Maintained, calibrated, and troubleshot laboratory equipment

## EDUCATION

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2017

NORTHCENTRAL UNIVERSITY San Diego, California

- Doctorate: Business Administration (ACBSP accredited)
- Specilization: Health Administration
- Dissertation published / primary research:  
*Assessing the Value of Educational Competencies of Healthcare Leaders and Organizational Factors: A Case Study Analysis*

1996

GOVERNORS STATE UNIVERSITY University Park, Illinois

- Masters of Health Administration (CAHME accredited)
- Accomplishments: Outstanding Student, Health Administration: College of Health Professionals 1995 and 1996

1979

GOVERNORS STATE UNIVERSITY University Park, Illinois

- Bachelors of Health Science Allied Health Care
- Major: Medical Technology (A.S.C.P. Registered)
- Activities: Student Representative, Advisory Board for School of Medical Technology, Student Bowl panelist

1974 - 1977

TRINITY CHRISTIAN COLLEGE Palos Heights, Illinois

- Bachelors of Science major / Medical Technology curriculum

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## CONTINUING PROFESSIONAL EDUCATION

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### PROFESSIONAL MEMBERSHIPS

- American Society of Clinical Pathologists
  - MT(ASCP)
- Moraine Community College Foundation
  - Board Member 2018 – 2021
- Oak Lawn Chamber of Commerce
  - Board Member 2017 – 2020
- Tinley Woods Surgery Center
  - Board Member, 2017 – 2020
- Chicago Southland Chamber of Commerce
  - Board Member, 2012 – 2015
- American Association of Physician Liaisons, Inc.
  - Board Member, 2004 - 2007
  - National Conference Education & Planning Chair, 2005 - 2007

### TEACHING ENGAGEMENTS

- Governors State University, University Park, Illinois. 2000 - Present
  - Senior University Lecturer, Department Health Administration
    - HLAD 3102 Principles of Health Care Microeconomics
    - HLAD 4108 Health Care Strategic Planning
    - HLAD 4104 Health Care Economics – Macroeconomics
    - HLAD 4103 Health Care Law and Ethics
    - HLAD 468 Institutional Management for Health Care Organizations – *Capstone*
    - HLAD 7108 Health Care Policy
    - HLAD 7112 Health Care Management I
    - HLAD 8108 Health Care Strategy Planning
    - HLAD 855 Health Care Management II – *Capstone*
  - Preceptor
    - HLAD 490 Health Administration Practicum
    - HLAD 865 Health Administration Field Experience
  - Outstanding Clinical Supervisor, Health Administration, 2001 and 2009
  - Accreditation Site-Survey Participant for undergraduate and graduate health administration program
- Moraine Valley Community College, Palos Hills, Illinois 1997 - 2014
  - Adjunct Clinical Professor, Department of Career Programs
    - PHB 110 Principles & Practice of Phlebotomy
  - Adjunct Professor of The Year, 2007 (three time nominee)
- NM Academy, Northwestern Memorial Hospital 2000 - 2006
  - Adjunct Instructor and Certified 'Achieve Global' facilitator
    - Giving and Receiving Constructive Feedback
    - Basic Principles for a Collaborative Workplace
    - Conducting a Collaborative Performance Review
    - Coaching: Bringing Out the Best in Others

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### CONSULTANT/ PRESENTATIONS/ PUBLICATIONS

- American Association of Physician Liaisons, Regional Chicago Meeting, 2017 – *Aligning Your Business Development Team*
- WHCC- Hospital Marketing and Communications Summit, 2016 – *Workshop: Develop a Physician Relations Program to Strengthen Provider Loyalty and Engage Providers as Brand Advocates*
- World Congress, 2016 – *Discover Strategies for Improving Access to “Out of Network” Referring Physicians*
- Forum for Healthcare Strategists, 2016 – *Emerging Themes in Physician Relations: Are You Prepared?*
- World Congress, 2015 – *Enhancing Physician Responsiveness, Enhancing Growth*
- Forum for Healthcare Strategists, 2015 – *Physician Focused Responsiveness Strategy: Where the Rubber Meets the Road*
- Southern Metropolitan Higher Education Consortium: Allied Health Clinical Instructor/Preceptor, 2011 – *How To Prepare For The Workplace.*
- PracticeMatch Client Conference, 2011 – *Why Your Attention Should Be On Retention.*
- Barlow/McCarthy. Leading Physician Relations Guide, 2010, Issue 6. *Ideas From The Field: Closing The Sale.*
- American Association of Physician Liaisons, Annual Conference and Membership Meeting, 2010 – *Community Hospital Program: Moving from a Physician Liaison to a Strategic Partner.*
- Rush-Copley Medical Center, 2010 – *Customer Service in the Medical Practice.*
- Advocate South Suburban Hospital, 2010 – *Beating Money Stress: Tips for Coping in Today’s Society.*
- Physician Practice Hospital Client Conference, 2010 – *Customer Relationship Management.*
- Munson Health System, Traverse City, Michigan – Consultant for seven hospital federation. Developed strategic plan for improved physician engagement and loyalty – 2008.
- Physician Practice Hospital-Client Conference, 2007. Keynote – *Innovative Physician Liaison Programs: Key Strategies for Success.*
- Physician Practice – Physician Practice Management Journal. Business Advisory Board, 2002 – 2007
- Effective Sales Techniques for Physician Relations Representatives- Media Health Leaders a Division of HC Pro. Webcast with Kriss Barlow, Lori Marshall, and James Munz; – 2007
- Enhancing College Culture: Partnering Health Sciences with the Community – League for Innovation in the Community College - 2006
- Help Physicians Improve Their Practice Performance – Forum for Healthcare Strategists - 2005
- Principles of a Collaborative Workplace – American Association of Critical-Care Nurses, Northwest Chicago Area Chapter, 2003
- Financial Turnaround in the Primary Care Physician Office - 2001
- Professional Selling Skills - Learning International - 1990 and 1994