

CURRICULUM VITAE

NORMAN J. ANDREWS, R.N., FACHE.

PROFESSIONAL EXPERIENCE - ADMINISTRATIVE

Kindred Westminster Hospital, Westminster, CA, May 2007 - Present

109-bed long term acute care hospital

Kindred Hospital San Gabriel Valley, West Covina, CA, October 2005 - May 2007

Chief Executive Officer

76-bed long term & acute care hospital.

Antelope Valley Healthcare District, Lancaster, CA, October 2003 - October 2005

Hospital Supervisor

Hands-on administrative and clinical responsibility, three 12 hour shifts per week, 380-bed regional hospital

Antelope Valley Healthcare District, Lancaster, CA, April 2003 - October 2003

Director Women's Services

Responsible for day-to-day management of Women's Health Services, including OB, post partum and perinatology.

Arthur S. Shorr and Associates, Inc., Woodland Hills, CA, Sept. 2002 - Present

Senior Consultant

Health care management consulting services to hospitals, physicians and attorneys.

Antelope Valley Healthcare District, Lancaster, CA, May 1999 - Sept. 2002

Senior Vice President Operations

380-bed full service regional hospital with 1900 employees. Responsible for \$180,000,000 annual operating budget

St. Joseph's Regional Health System, Stockton, CA (CHW), Feb. 1998 - May 1999

Chief Executive Officer Oak Valley Hospital District

Oak Valley IPA

148-bed facility, including two rural health clinics, imaging center and outpatient rehab facility, ambulance services covering 145 square miles of Stanislaus County.

Econo Health Group, Fresno, CA, June 1997 - Feb. 1998

President and CEO

IPA/Consulting start-up venture

Priority Health Services, Fresno, CA, Nov 1994 - June 1997

Administrator

Responsible for day-to-day management of two group sites covering 25,000 capitated lives and 70,000 PPO and EPO lives. Received a three-year accreditation from The Medical Quality Commission.

Community Health Systems of Central California, Fresno, CA, March 1984 - Oct. 1994

President - Clovis Community Hospital

180-beds, two sites, \$50,000,000 annual budget. Over 300 employees. Fully integrated delivery system. Corporate service line responsibility for rehab, senior services, sub acute services and behavioral health services. Managed the design, building and opening of a new 120-bed acute health complex. Converted the old hospital into a 56-bed sub acute and chemical dependency facility.

Antelope Valley Hospital Medical Center, Lancaster, CA, Jan. 1980 – March 1984

Assistant Administrator

184-bed regional medical and trauma center. \$90,000,000 annual budget. 1,200 employees. Developed and implemented a neonatal intensive care unit, including recruitment of the neonatologist.

Cedars-Sinai Medical Center, Los Angeles, CA, Sept. 1976 – Jan. 1980

Assistant Administrator

1100-bed regional medical center and trauma center.

Operational responsibility for 15 clinical and support departments; implemented a 35-bed inpatient rehab unit and recruitment of the physiatrist; implemented an ambulatory surgical service.

PROFESSIONAL EXPERIENCE – CLINICAL

Draft

Antelope Valley Healthcare District, Lancaster, CA, October 2003 – October 2005

Hospital Supervisor

Hands-on administrative and clinical responsibility, three 12-hour shifts per week, 380-bed regional hospital

Antelope Valley Healthcare District, Lancaster, CA, April 2003 – October 2003

Director Women's Services

Responsible for day-to-day management of Women's Health Services, including OB, post partum and perinatology.

Not

Bakersfield Memorial Hospital, Bakersfield, CA, Aug. 2002 - Present

Medical Surgical Nurse

St. Joseph's Regional Health System, Stockton, CA (CHW), Feb. 1998 – May 1999

Chief Nursing Executive Oak Valley Hospital District

Valley Medical Center, Fresno, CA, June 1985 – June 1990

Nursing Supervisor

(One weekend per month, US Army Reserve)

LA County/USC Medical Center, Los Angeles, CA, Sept. 1977 - June 1985

Staff RN

Neurology Unit for 3 years and Pediatrics for 5 years (One weekend per month US Army Reserve)

Authorized

George Washington University, Washington, DC, Sept. 1976 – Aug. 1977

Student Health Center Nurse (10 hours per week)

Walter Reed US Army Medical Center, Rockville, MD, Sept. 1976 – Aug. 1977

Staff Nurse

Neurosurgical Unit (One weekend per month US Army Reserve)

Fresno Community Hospital, Fresno, CA, Sept. 1970 – Aug. 1976

Staff Nurse

ER, Med Surg, Pysch, Pediatrics, CCU, ICU, Chemical Dependency and Recovery Room.

United States Air Force, Sept. 1966 – Aug. 1970

Corpsman with experiences in med-surg, orthopedics, and pediatrics

For Use

EDUCATION:

California State University, Fresno

B.S. Nursing (Minor emphasis in Business/Accounting/Chemistry)

1/75

George Washington University, Washington, D.C.

MA Health Care Administration

9/77

Continuing Education:

American College of Health Care Executives, Critical Financial Factors for Organizational Success
Kellogg School of Business, Northwestern University, Medical Group Management Association, Issues in Group Practice Management

U.S. Army, Command and General Staff College, Fort Leavenworth, Kansas

9/95-8/97

COMMUNITY INVOLVEMENT:

Past President of the Clovis Rotary Club. President of the Miss Clovis Scholarship Program (Responsible for raising over \$80,000 in scholarship money from the community). Served on the Clovis Chamber of Commerce Board of Directors for 10 years. Past chairman of sponsorships for the Clovis Babe Ruth Association (Raised \$20,000 in sponsorships for the Pacific Southwest Regional Babe Ruth Baseball Championships). Chairman of the Chiwanakee District Sustaining Membership Drive (Raised over \$20,000 from the community). Retired Lt. Colonel US Army Reserves, High Priest in the Church of Jesus Christ of Latter Day Saints, served four years on the Clovis Unified School District Superintendents Advisory Board, and many other community committees.

PROFESSIONAL ORGANIZATIONS:

American College of Health Care Executives, Fellow
American Arbitration Association, Health Panel Arbitrator

FACULTY APPOINTMENTS:

George Washington University - Residency Preceptor
University of Southern California – Guest Lecturer
La Vern University - Adjunct Professor, School of Management
Antelope Valley College - Associate Professor, Department of Business

LICENSES AND CERTIFICATIONS:

Registered Nurse State of California License number RN 252158/Expiration 1/31/2005
Certified Public Health Nurse California Certification number 21177
California Junior College Teaching Credential On file with the State as a Lifetime Credential

PUBLICATIONS:

Board Self-Evaluation Process. Journal of Healthcare Management, American College of Healthcare Executives. Vol. 51, Number 1, January/February 2006.

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