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**EXECUTIVE PERFORMANCE PROFILE AND QUALIFICATIONS**

***Organizational Leadership***

*Strategic Business Planning \* Marketing and New Business Development \* P&L Performance \* Mergers and Acquisitions*

*Relationship Management \* Program Development \* Cross-Functional Team Leadership \* Leadership Development*

Solid experience in identifying, developing, growing and managing new business opportunities across diverse markets. Executive presence with superior communication skills and the ability to quickly gain respect and trust from governance boards, colleagues, clients, partners and staff. Outstanding track record for building, organizing, focusing, and motivating cross-functional teams. Ability to establish clear direction and resolve organizational conflict during a growth phase as well as in challenging market conditions.

***Strategic Management***

*Profit Revitalization \*Organizational Restructuring and Efficiency Improvement \*Quality Assessment & Performance Improvement \*Outcome Alignment \* Turn-around*

Strong conceptual, business analysis and crisis management skills with the ability to provide leadership in effective organization design and cultural transformation. Driving positive organizational change, directing quality, compliance, operational teams, and best practices to increase desired outcomes and improve bottom-line results through teamwork.

**PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS**

*HCI Care Services, formerly Hospice of Central Iowa*, West Des Moines, IA, February 2009- present

*HCI Foundation, formerly Hospice of Central Iowa Foundation*, West Des Moines, IA, February 2009-present

*Visiting Nurse Services of Iowa* (VNS), Des Moines, Iowa, January 2012-present

*HCI-VNS Care Services*, West Des Moines, Iowa, May 2012-present

***President and CEO***

Responsible for overall strategic and operational leadership of a multi-specialty health and human services organization that includes public health, mental health, maternal child health, home health and hospice care to over 60,000 patients and clients a year in 37 Iowa counties from 12 locations. HCI Care Services operates two hospice inpatient units with a total of 39 beds in addition to in-home care. HCI-VNS Care Services has operating revenues in excess of $35 million yearly, assets of $30 million, 500 employees, and 700 volunteers. HCI Care Services and VNS of Iowa are Iowa’s largest home care and hospice program and the largest provider of public health and maternal child health in Iowa. In April 2012, HCI Care Services was honored with the Better Business Bureau’s Integrity Award. In September 2012, HCI Care Services was named by the Des Moines Register as one of the best places to work in Iowa. The organization consists of a holding company, two operating companies with affiliates, and a foundation.

Noted Accomplishments:

*Governance*

* Created new holding company while preserving separate operating entities for reimbursement and regulatory purposes.
* Facilitated a strategic planning process for Board of Directors that included management, staff, and community leaders.
* Restated Articles of Incorporation, revised by-laws, and created committee charters for each corporation.

*Governance continued*

* Fiduciary of organization’s 401k plan.
* Established program of board education and training.
* Maintain board formalities of the corporations.

*Turn around—HCI Care Services*

* In FY 2009, the organization had a net operating loss of $3.8 million. Expect operating income of $800k in FY2013.
* Within 6 months of arrival, organization went from $500k negative cash flow per month to being cash positive.
* Reduced annual costs by $1.5 million in first 9 months. Reduced costs over a two period by almost $4 million.
* Reduced debt by 18% in first 12 months.
* Created and executed strategic business plan for new business lines to diversify and increase revenue. Expected revenue of $500k from new business lines in FY2012.
* Increased top line revenue over $800k from FY2010 to FY2011.

*Financial*

* Federal and State Government Contracts--$10 million annually
* Net Assets increased by $2.2million
* Obtained a $3 million line of credit
* Fund development on average of $1.8 million new dollars per year.

*Operations*

* Created a community utility for state wide intake for services for vulnerable populations. Included programs are Healthy Start, Title V Maternal Child Health, First Five, Nurse Family Partnership and community nurse visiting programs.
* Implemented a $2.5 million electronic clinical record (ECR) system.
* Initiated a 90 car fleet lease program with a net savings of $300k annually.
* Launched three new service lines in a 6 month period. Two service lines were profitable within 18 months. Third service line is still in the first phase of launch with profitability projected in year three.

*Merger and Acquisitions*

* Led board process to identify, explore, and negotiate merger with $12 million non-profit health care target. Led financial, quality and compliance due diligence. Worked with both boards to facilitate their respective deliberations on and approval of merger.
* Integrated two organizations in 18 months—ahead of schedule and on budget.

*Strategic Marketing*

* Re-branded, including name change, and refocused organization from a single-service-line hospice, to a multi-service-line specialty healthcare organization.

*Quality and Compliance*

* Increased quality scores on 44 of 48 quality metrics. All 48 quality metrics are above national benchmarks
* Created compliance program using industry standards.
* Compete in a highly regulated environment requiring strategic approach to compliance and providing services.

*Agrace Hospice Care formerly HospiceCare Inc.*, Madison, Wisconsin, March 2005-February 2009

***Chief Operating Officer***, December 2006-February 2009

***Vice President of Operations and Business Development***, October 2005-December 2006

***Director of Business Development***, March 2005-October 2005

Responsible for day-to-day clinical and support operations (IT, HR, facilities, food service) for a provider of end-of-life care serving almost 600 patients a day. Agrace HospiceCare operates an accredited 50-bed acute hospital coded inpatient unit in addition to in-home care. With revenues of over $50 million yearly, assets of $50 million, 550 employees and 1100 volunteers in Dane and Rock counties, Agrace HospiceCare is one of the largest hospices in the Midwest. In 2005, HospiceCare won the Business Ethics Award from the Society of Financial Service Professionals, in 2007 and 2008 was added to the *Inc.* 5000 list of fastest growing organizations, and was selected in 2008 as the best employer in Dane County by Madison Magazine.

Noted accomplishments:

*Growth and Business Development*

* Increased market share to 50% in Dane County and 35% in Rock County. Industry benchmark is 20%.
* In 2007, net income increased 320%—the most successful year in the organization’s 30 year history. Net income for 2007 was $1.9 million or 5.6% of revenue. Industry average is 2% of revenue.
* Increased average daily census in 2007 over 35% from about 400 patients per day to over 550 patients per day.
* In response to growth rates of over 30% per year, created and implemented growth management strategies.
* Led implementation team for 32 bed expansion in 2005-2006 which added 140,000 square feet of operational space. Planned and implemented an additional service line to diversify revenue ($1.3 million/year). The start-up team included over 100 people organized into 31 work groups. Implementation occurred on schedule and within budgeted cost.
* Created business plans and hired professionals to implement a mental health clinic (the only mental health clinic in the state focusing on complex grief) and to start-up a retail store ($500k revenue/year).

*Quality and Patient Satisfaction*

* Patient and Family Satisfaction—attained a 68% survey return rate and over 90% satisfaction ratings for all areas surveyed. Statistically significantly higher than industry standards.
* Leadership of quality program—assessment, monitoring and improvement of quality patient outcomes.

*Operational*

* Implemented Electronic Clinical Records (ECR) in the 50-bed inpatient unit.
* Provided catalyst, thought and operational leadership on: $20 million dollar design build project, $18.6 million bond financing, $20 million capital campaign (completed in less than 4 years), major compensation study, retooling of performance management system, implementation of the human resources information system (HRIS), safety committee and disaster planning, wellness committee (reduced health plan cost increases for employees from 31% to 5% in one year), and strategic planning for the foundation entity.
* Turnaround of $1 million on-demand food service operation using locally grown and healthy options.

*Regulatory and Legislative*

* In partnership with the Wisconsin Department of Human Services, led review and revision of the state hospice licensure rule to align with new federal regulations.
* Led the state delegation of 20 hospice providers for Capital Hill day in Washington D.C.

**EDUCATION**

* MBA, General Management, University of Wisconsin—Madison School of Business, December 2004
  + Summer study in China
* BS, Teaching of Mathematics, University of Illinois—Chicago, May 1986
* Women’s Corporate Director Development Program, Kellogg School of Management, Northwestern University

**CURRENT PROFESSIONAL AND COMMUNITY ACTIVITY**

* Visiting Nurse Association of America, board member October 2013-present
* Regional Workforce Investment Board—Iowa Region 11
  + Appointed August 2010 by Governor Chet Culver (D) to a four year term representing business
  + Chair, Planning and Operations Committee, December 2010-December 2012
  + Finance and Audit Committee, member February 2013-present
* Iowa Board of Mortuary Science
  + Appointed May 2012 by Governor Terry Branstad (R) to a three year term representing the public
* United Way of Central Iowa, Campaign Cabinet, segment leader, 2013-2014
* Rotary of Des Moines, member, June 2009-present
* Vistage, member, August 2009-present
* Central Iowa Works—Health Care Partnership, member, March 2010-present
* National Association of Corporate Directors, member May 2012-present
* Academy of Heath Care Executives, member, October 2006-2013

*References and additional professional experience and activity are available on request.*