

Angela L. Tobias
213 Patty Road
Ringgold, Georgia 30736
(706) 965-7221

Summary:

Certified Legal Nurse Consultant providing a wide range of consulting services to attorney, insurance company and governmental clients.
Professional Registered Nurse with twenty three years experience in acute and long term care nursing management and executive administrative healthcare management responsible for administrative operations, risk management/insurance management and ancillary departmental functions within a 232 bed acute care facility.
Served as Corporate Compliance Officer responsible for program design, development and overall monitoring of Corporate Compliance within an acute care, long term care and physician office complex.

Education:

Masters of Science in Health Services Administration
St. Francis College, Academic Distinction

Bachelor of Science in Nursing
Southern College, Cum Laude

Associate of Science in Nursing
Dalton College, Cum Laude

Certification:

Legal Nurse Consulting – CLNC (Medical Legal Consulting Institute) 1996 - present

Professional Experience:

NIGHTINGALE CONSULTING, LLC.
Ringgold, Georgia

Owner and Partner
(July 1996 to present)

Administrative and consultative responsibilities in the area of Medical/Legal Consulting, Joint Commission preparation, and Corporate Compliance, providing consultative services to attorney, insurance and medical center clients requiring assistance in any of the above mentioned areas. Provide medical review/analysis services for medical necessity and other purposes and development of reports for audit of medical records or

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cases pertaining to malpractice issues or investigative issues. Provide review services in the areas of acute care, as well as, long term care and other areas of the medical field. Expert testimony in medical center administrative areas, including but not limited to, standards and licensure, Joint Commission preparation and standards review and Corporate Compliance. Provide consultative assistance in the area of Worker's Compensation and Risk Management. Provide for location of expert witnesses in certain areas of the medical profession, including cost reporting issues. Most recently, provided monitoring/auditing review of Corporate Compliance program for an institution under a Corporate Integrity Agreement.

HUTCHESON MEDICAL CENTER
Fort Oglethorpe, Georgia
May 1978 – January 2000

Vice President of Administrative Services/Corporate Compliance Officer
(August 1, 1994 to January 2000)

Overall administrative responsibility for direction of 180 employees, five Board committees and five medical staff committees. Provided direction to administrative service departments within 230 bed medical center including Long Term Care Services for 109 bed Nursing Home, Laboratory Services, Human Resources, Organizational Development, Child Care Services, Performance Improvement/Joint Commission Preparation, Medical Staff Office, Risk Management and Pharmacy Services. Other responsibilities included overall direction of the medical center's Corporate Compliance Program and management of Professional Office Building.

Was responsible for development and ongoing monitoring of a Hospital-Wide Worker's Compensation and Professional/General Insurance management program and have conducted a number of bidding sessions for Insurance coverage for the medical center resulting in significant savings to the medical center.

Initiated programs in Quality Management/ Performance Improvement and Peer Review and have provided clinical instruction in Long Term Care Services, Nursing Assistant programs and Acute Hospital Care, Registered Nursing Programs for two local colleges. Have participated in programs sponsored by the Premier Corporation, and the Georgia Hospital Association in the area of Quality/Performance Improvement and Long Term Care management.

Have provided support to GHA as a member of the Advisory Board of the Joint Commission Orion project in Georgia. Have developed a hospital-wide Ethics Committee and provided educational opportunities for its members.

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I have provided various educational programs to the medical staff, board and medical center staff regarding Corporate Compliance, Joint Commission preparation, Performance Improvement and Risk Management Issues.

HUTCHESON MEDICAL CENTER
Fort Oglethorpe, Georgia
March 1994 – August 1994

Interim President and Chief Executive Officer
(March, 1994-August 1, 1994)

Responsible for total operation of 228 bed Acute Care Medical Center, 109 bed Long Term Care facility, Home Health/Hospice and four Physician Office Practices with a total of 1,150 employees.

Services offered at Hutcheson: a full range of primary and secondary inpatient care programs, including special units for diabetes, oncology, and family-centered maternal and infant care; cardiac catheterization, MRI and CT scanning services, nuclear medicine, and ultra-sonography; an ambulatory care program major service offerings in outpatient surgery, GI lab, oncology, home health and hospice; ambulance services; long-term care, including adult day care; and off-site, primary care physician office practices.

Responsible for an annual operating budget of \$120 million.
Management members reporting directly to the President included three Vice Presidents and seven Department Director - level positions. I maintained a close working relationship with a nine member Board of Trustees and a 130 member medical staff.

Developed strategic planning objectives and site and facilities planning including the projected expansion of emergency services and initiated the reorganization of the management structure to enhance customer service, reduce operating costs, and improve productivity. Management actions taken resulted in a reduction in salary and benefit expense and a reduction FTEs and supply expense per adjusted occupied bed.

Improved financial performance of the organization. Achieved a net income of over \$5 million on total patient revenues of \$124,763,457 in FY 1994.

Opened lines of communication with hospitals in the local market area (primary and secondary service areas). I assisted in the development of a standard compensation package to be utilized in recruitment of physicians. Developed a Business Plan for Physician Family Primary Care Centers. Successfully recruited four physicians (Family Practice, Orthopedics, Plastic Surgery) to the organization. Provided education to physicians and Board of Trustees regarding Managed Care and PHO development.

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Began development of a PHO Plan. Developed a target area for philanthropic contributions through the Foundation.

Hutcheson Medical Center
Fort Oglethorpe, GA
1985 –1994

Vice President of Quality Improvement/Risk
Management/Physician Relations (1989 - 1994)

Responsible for 150 employees, five Board committees and five medical staff committees. Attended and regularly made presentations at meetings of Board and Medical Staff. Responsible for physician relations, medical staff office, physician contract negotiations, development and implementation of hospital wide policies and procedures and Joint Commission Preparation. Responsibilities also included management of a 109 long term care facility, Social Services department, Infection Control program, Discharge Planning, Risk Management Services and development of a fully self-insured Worker's Compensation Program.

Initiated new programs in Quality Management and Quality Improvement including clinical pathway development. Participated in advisory groups for SunHealth Corporation, a regional, multihospital consortium of not-for-profit hospitals located in Charlotte, North Carolina and Georgia Hospital Association in the area of Quality and Long Term Care management.

Hutcheson Medical Center
Fort Oglethorpe, GA
1985- 1989

Director of Quality Assurance and Risk Management

Responsible for development of Quality Assurance/ Peer Review program for medical staff. Implemented a hospital wide safety program and was responsible for the successful completion of several Joint Commission surveys. Implemented a Workers' Compensation Program for the Medical Center and provided interim department director management of long-term care facility.

Manager of IV Therapy Program(1981-1985)

Responsible for the development and implementation of an IV Therapy Program for the medical center.

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Assistant Head Nurse Critical Care (1979-1981)

Assisted in providing overall management of an eight bed Coronary Care Unit.
Formulated and implemented a Cardiac Rehabilitation program for the medical center.

RN Pediatric and Medical Surgical Nursing (1977-1979)

Staff nurse providing care for Pediatric and Medical Surgical patients on both of those nursing units.

ACTIVITIES

American College of Health Care Executives (Member)
National Association of Quality (Member and Former State Officer)
Georgia Hospital Association Council on Long Term Care
Past Member, Board of Trustees of Walker County Technical
Licensed Practical Nurses Educational Program
Former Faculty member of Walker County Technical School and Southern College
(Nursing Programs)
Former President and Board Chairman of the American
Cancer Society (Northwest Georgia Chapter)
Member of Special Task Force on Elderly Abuse
Have the ability to provide Mediation Services.
Certified in Medical/Legal Consulting (Certified Legal
Nurse Consultant)

PERSONAL

Date of Birth: July 13, 1957
Marital Status: Married, One Child
Hobbies: Reading

REFERENCES

Available upon request.