

MUSKEGON COUNTY BOARD OF COMMISSIONERS  
MUSKEGON COUNTY, MICHIGAN

AGENDA

ADDENDUM

FULL BOARD

Hall of Justice

990 Terrace


November 8, 2011 - 3:30 PM

Kenneth Mahoney, Chair

I. John Snider, II, Vice-Chair

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11. Administrator's Report
    - A. Authorize Adoption of Proposed Soil Erosion & Sedimentation Control Ordinance and Rescind Board Resolution Under Which the Department of Public Works Currently Operates the Soil Erosion & Sedimentation Control Permitting Function
    - B. Accept the Grant Funds from the Department of Justice to Allow the Sheriff to Purchase Bulletproof Vests
    - C. **Accept Recommendation from Human Services Board for Appointment of Martin Rosenfeld as Brookhaven Administrator**
  12. Old Business
  13. New Business
  14. Public Comment (on a new topic)
  15. Adjournment

# REQUEST FOR BOARD CONSIDERATION-COUNTY OF MUSKEGON

<b>COMMITTEE</b> Full Board		<b>BUDGETED</b> <b>NON-BUDGETED</b> <b>PARTIALLY BUDGETED</b> X	
<b>REQUESTING DEPARTMENT</b> Administration		<b>COMMITTEE DATE</b> September 13, 2011	<b>REQUESTOR SIGNATURE</b> Bonnie B. Hammersley
<b>SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES)</b>  The panel of the County Administrator, the Human Resource Director and the members of the Human Services Board interviewed four (4) finalists for the Muskegon County Brookhaven Administrator position. Mr. Martin J. Rosenfeld was ranked as the top candidate by the panel for the position. Mr. Martin J. Rosenfeld has an extended resume in Healthcare Administration. The Human Services Board has offered the Administrator position to Mr. Rosenfeld.			
<b>SUGGESTED MOTION (STATE EXACTLY AS IT SHOULD APPEAR IN THE MINUTES)</b>  Move to accept the recommendation by the Human Services Board for the appointment of Mr. Martin J. Rosenfeld as the Brookhaven Administrator (BPN #ND00035); \$76,317.28 - \$97, 389.76; with the beginning salary of \$92,749.28 (Step 5) effective November 9, 2011.			
<b>ADMINISTRATIVE ANALYSIS (AS APPLICABLE)</b>			
<u><b>HUMAN RESOURCES ANALYSIS:</b></u>  Recommend Approval D. Groeneveld		<u><b>FINANCE &amp; MANAGEMENT ANALYSIS:</b></u>  <i>Recommend Approval</i> 	
<u><b>CORPORATE COUNSEL ANALYSIS:</b></u>		<u><b>ADMINISTRATOR RECOMMENDATION:</b></u>  <i>Approval BSH</i>	
<b>AGENDA DATE:</b>		<b>AGENDA NO.:</b>	<b>BOARD DATE:</b>
<b>PAGE NO.</b>			

**MARTIN J. ROSENFELD, BA, MHA, MBA, NHA**  
7215 Edinborough  
West Bloomfield MI 48322  
(248) 464-2050  
mjr@mjrosenfeld.com

**CAREER AT A GLANCE**

Interim Vice President of Clinics-Aspirus Grand View Hospital  
Practice Manager, Michigan Neurology Associates, PC  
Practice Administrator, Tri-County Medical Clinic, PC  
Management Consultant, Rosenfeld LLC  
Chief Operating Officer, Dickinson Wright, PLLC  
Chief Executive Officer, Kern Hospital for Special Surgery  
Administrator, Chandler Convalescent Center  
Administrator, Aurora Manor Continuing Care Center (Care Corporation)

**HEALTHCARE EXECUTIVE EXPERIENCE**

**Aspirus Grand View Hospital, Ironwood, Michigan**  
**Interim Vice President of Clinic Operations** (May & June 2011)

Worked collaboratively with other administrative team members to determine best practices and procedures to carry out the overall strategic direction of the AGV clinics. Provided leadership to department managers, and assumed responsibility and accountability for overall organization and supervision of clinics. Established, ensured, and role-modeled the delivery of excellent customer service. Developed and maintained established system policies and procedures, performance improvement programs, safety, environment of care, management of information, and infection control standards. Assured compliance with Federal and State laws and accrediting and licensing agencies at all times to include, but not limited to, TJC, OSHA, and all Federal compliance regulations. Built on the fiscal strength and stability of the clinics through proper management and oversight. Prepared Clinic capital and operational budgets. Oversaw strong workforce development through recruitment, orientation, training, scheduling, evaluation, and termination of clinic staff. Maintained proper staffing requirements. Met weekly as part of AGV administrative team. Attended departmental meetings. Prepared and submitted monthly reports of Gross Profit Contributions of Providers to CEO and CFO. Served as member of the Quality Assurance Committee and the Board and Finance committee.

**Michigan Neurology Associates, PC, Clinton Township, Michigan**  
**Practice Manager** (2005-2011)

Managed day-to-day business operations of this 110-employee neuroscience medical group with four clinic locations. The professional staff included seven neurologists, three physiatrists, two neuropsychologists, and five physician assistants. Services included ambulatory surgery, imaging (MRI, CT, fluoroscopy, ultrasound, and X-Ray), neurodiagnostics (EMG, ENG, EEG, urodynamics, bone density, and ultrasound), pain management, infusion therapy, and sleep laboratory. Job responsibilities included management and oversight of

finance, human resources, strategic and long-range planning, support services, compliance, information technology, physical plant, and third-party contracting. Liaison with financial institutions, media, outside attorneys, and accountants.

Major Projects/Achievements

- Wrote first employee handbook and all subsequent revisions. Result was codification of previously oral policies and practices.
- Added three new clinical sites resulting in over \$2,000,000 in additional revenue.
- Wrote first practice-specific policy and procedure manual resulting in improved patient flow.
- Recruited physicians and mid-level providers resulting in over \$1,500,000 in new, first-year revenue.
- Converted accounting and financial reporting to QuickBooks resulting in \$200,000 accounting fee savings, and reduction in time to produce financial statements from two months to three weeks.
- Created and implemented total reorganization of the non-clinical operations resulting in reduction 60% reduction in employee turnover, and first-year cost savings of \$250,000.
- Developed employee performance evaluation system emphasizing accountability resulting in improved morale, improved patient relations, and improved patient flow.
- Developed and implemented incentive-based compensation system resulting in better retention of key employees.
- Implemented ePrescribing as first step in EMR selection. Result was improved prescription accuracy, better control of pain medication administration, and better awareness by physicians of advantage of EMR.
- Developed and managed new digital transcription system resulting in 40% cost reduction from 15 cents per line to 9 cents per line, and turnaround improvement from 72 hour average to 36 hour average.
- Managed MRI accreditation by ACR.
- Managed construction and renovation of 22,000 square foot facility resulting in \$3,000,000 first-year revenue increase.
- Revenue increased from \$7,000,000 to \$11,000,000 while I was practice manager due to additional providers, increased facilities, better patient flow, better procedures, and better cost control.
- Designed and built ambulatory surgery center.

**Tri-County Medical Clinic, PC, Sterling Heights, Michigan**  
**Practice Manager (2002-2005)**

Responsible for day-to-day business operations including finance, human resources, strategic and long-range planning, support services, compliance, information technology, physical plant, and third-party contracting. Liaison with financial institutions, media, outside attorneys, and accountants.

Major Projects/Achievements

- Wrote first employee handbook.
- Added after-hours urgent care center resulting in \$350,000 net first year revenue.
- Wrote first practice-specific policy and procedure manual.
- Recruited physicians and mid-level providers.
- Converted accounting and financial reporting to QuickBooks.
- Added urgent care center resulting in additional \$350,000 first year revenue.

**Monsignor Clement Kern Hospital for Special Surgery, Warren, Michigan**  
**President and Chief Executive Officer (1971-1985)**

Responsible for all business, regulatory, accreditation, business activities, and operation of this 54-bed, acute-care, community hospital. Gross revenues were \$19,000,000 in 1983 dollars. The hospital had 110 employees, 125 physicians, an outpatient clinic, and full diagnostic and treatment facilities.

Major Projects/Achievements

- Managed design and construction of a new hospital facility.
- Arranged construction, bridge, and final financing of \$10,000,000 cost including obtaining 125 personal guarantees from physicians.
- Designed initial organization structure, wrote policy and procedures, obtained third-party participating contracts, and managed hiring and training of all personnel prior to opening the facility resulting in ability to open within the one year goal.
- Developed and implemented marketing strategies.
- Wrote, presented, implemented, and managed strategic and long range plans.
- Designed and implemented computerized Management Information System.
- Achieved five three-year JCAHO accreditations.
- Coordinated hospital and medical staff activities.
- Participated in establishment of an accredited podiatry residency program.
- Developed preferred provider organization.

**MANAGEMENT CONSULTING EXPERIENCE**

**Rosenfeld Partners, LLP, Southfield, Michigan**  
**Founder & Principal (1988-2002)**

Provided executive search and management consulting to professional service organizations. Clients were hospitals, medical practices, law firms, and corporate law departments. Searches included physicians, nurse practitioners, physician assistants, senior executives, managing partners, general counsels, associate attorneys, and support staff. Consulting assignments included financial and operations management improvement, long-range

planning and merger evaluation, merger management, technology issues, clinical service planning and development, profit improvement, partner compensation, and staff compensation.

Partial Listing of Consulting Assignments

- Conducted long-range planning retreats for Miller Canfield Paddock & Stone, and Kemp Klein.
- Developed and assisted in the implementation of long-range plans for Miller Canfield.
- Advised The Schwartz Law Firm on technology issues.

Partial Listing of Placements

- Chief Operating Officer-Honigman Miller Schwartz and Cohn
- General Counsel, International-Boston Scientific Corporation
- General Counsel-Domino's Pizza Corporation
- Partner, Labor and Employment Law-Walter Haverfield
- General Counsel-Shostak Development
- Partner, Environmental Law -Honigman Miller Schwartz and Cohn
- General Counsel-Tadian Homes
- President/CEO-Thaxton Group

**LAW FIRM MANAGEMENT EXPERIENCE**

**Dickinson Wright. PLLC, Detroit, Michigan**  
Chief Operating Officer (1985-1988)

Principal administrative executive and first non-lawyer in the position. Responsible for day-to-day management of this 180-attorney, 500 person, \$80,000,000, multi-office, national law firm.

Major Projects/Achievements

- Managed purchase and installation firm-wide, \$2.5 million computer network.
- Reduced per lawyer expenses by 17% over two years.
- Implemented a management paradigm to improve firm administration.
- Reduced days in accounts receivable by 15%.
- Implemented a new time, billing and accounting system.
- Authored and edited several sections of the firm's revised Attorney's Manual.
- Directed the acquisition of a small Detroit firm.
- Implemented a firm-wide publication of daily business information.
- Implemented the firm's first long term disability insurance program.
- Implemented a staff-sharing arrangement which resulted in a 20% savings.
- Added a new computer center and office space on time and under budget.
- Reduced unbilled time by 20%.
- Implemented new management reporting systems.

**LICENSURE**

Michigan Nursing Home Administrator License No. 4801013764

**EDUCATION**

Indiana Northern University, Marion, Indiana\*  
Master of Business Administration  
Master of Hospital Administration  
Michigan State University, E. Lansing, Michigan,  
Bachelor of Arts-Health Facilities Administration

**PROFESSIONAL ACTIVITIES**

Medical Group Management Association  
American College of Health Care Executives  
Michigan Hospital Association-Committee on Long Range Planning  
Greater Detroit Area Health Council-Provider Relations Committee  
Southeast Michigan Hospital Council-Executive Committee  
Community Hospitals of Southeast Michigan, Founder and President

**TEACHING APPOINTMENTS**

Davenport University-Adjunct Professor, Health Care Management, Economics, and Law  
University of Detroit-Mercy-Adjunct Associate Professor of Business  
Marygrove College-Adjunct Instructor in Health Care Management

\*-School closed. Records and transcripts on file at Indiana Commission on Proprietary Education