

JOSEPH S. BARCIE, M.D., MBA

741 MANDALAY BAY DRIVE
DALLAS, TEXAS 75056

954-303-8585

www.TimberglenHP.com

joseph@barcie.net

Executive Summary

Accomplished C-level physician executive with extensive strategic and operational management experience in multi-site healthcare facilities and a successful track record of market sector development, investment experience in Latin America and the Caribbean totaling over \$2.5 Billion in aggregate asset value creation over ten years. Experienced in healthcare governance, operations, strategy, marketing, medical travel and management of venture stage e-commerce and consumer pharmaceutical research companies with successful sale to public and private companies.

- International Healthcare Mergers & Acquisitions
- Greenfield and JV partnerships
- Physician Practice M&A
- VC Backed Hospital Management
- Operations and Strategic Planning
- Physician Alignment & Integration

Leadership Experience

UNIVERSITY OF CHICAGO, MEDICINE

2019 - PRESENT

Nationally ranked, home to 12 Nobel Prize winners in Medicine and 98 Nobel Laurates. UChicago Medicine include 1,300 bed medical centers, 8 ambulatory centers, 9,000 employees caring for nearly 2 million patients per year from the US and over 75 other countries.

Director, Strategy & Business Development – Latin America, Canada & Europe

Leading an international team in multimillion-dollar business development for Latin America, Caribbean, Canada & Europe that include B2B with top tier hospitals and B2G with Governments and Private-Public Funds.

TIMBERGLEN HEALTH PARTNERS

2018 - Present

A Dallas Texas based company focusing on healthcare M&A growth, consolidation and shared services.
www.timberglenshp.com

Managing Partner

Executing the mission and vision set by the partners. Effectively creating and executing strategies for the company for successful healthcare M&A growth and consolidation. Aligning the right team for cost-effective operations and expansion in the US, Canada and Latin America.

CHRISTUS HEALTH

2012 - 2017

Irving, Texas based CHRISTUS Health is faith-based not-for-profit integrated delivery network including 55 hospitals and 250 clinics with over 15,000 physicians, 50,000 employees and 9,000 nurses.

Corporate Senior Vice President International Operations

Led several complex multimillion-dollar healthcare projects in Latin America that spanned the entire life cycle of M&A process from Due Diligence to Post-Merger Integration on publicly listed and private companies; with P&L responsibility for over \$875 million in revenues.

- Created and implemented diversification strategy acquiring health insurance company, acute care hospitals, ASC's, pharmacies, laboratories, cancer centers, home health agency and divesting unprofitable service lines, creating three higher equity value organizations in three countries; resulting partnerships generated consistent double-digit EBITDA percent growth.

- In five years, the inorganic growth was up 900% in aggregate fixed asset value and net operating income CAGR of 75% up from 1% five years prior; from 4,000 to 17,000 employees; and from 100 to 2,100 employed physicians serving nearly 6.5 Million patients per year
- Implemented Rollup/Consolidation Strategy of integrated service line resources, lowering operational costs, shared quality best practices, improved insurance contracting, exceeding NOI goals
- Created a Regional Shared Services Division across four different countries for revenue cycle, HR, IT, quality and patient safety, compliance, purchasing, supply chain - implementing GPO strategies
- Board Member of every acquired facility and Chair of multiple committees

Interim CEO/COO |during Post-Merger Integration:

- Ten Months: In Chile for a prestigious Academic Medical Center, nearly 1,000 beds, seven ambulatory centers, 5,600 employees and 980 employed physicians serving 3 Million patients per year
- One Year: In Colombia for a vertically integrated health system, 850 beds, a private health insurance company, 200 ambulatory centers, large home health providing care to 5,000 patients per month; 6,200 employees, nearly 1,050 employed physicians serving 2 Million patients per year

BAPTIST HEALTH SOUTH FLORIDA

2011 - 2012

Miami Florida based BHSF is an integrated healthcare delivery system and the region's largest not-for-profit healthcare organization and ranked among the best providers in the nation by U.S. News & World Reports.

Assistant Vice President International Marketing and Health Plans

Marketing and management oversight of administrative teams in Latin America and the Caribbean with ten direct reports, oversight of physician partnerships, leadership development

INTERNATIONAL HOSPITAL CORPORATION

2006 - 2011

Dallas Texas based IHC is a VC backed for-profit health system of ten acute care hospitals with operations in Brazil, Mexico and Costa Rica, co-founded by the retired ex-CEO of Coca Cola, Mr. Brian G. Dyson.

Corporate President, International Operations

Administrative oversight for growth and performance and creating new B2B alliances with Harvard and Mayo for medical continuing education and inbound medical travel; P&L responsibility for over \$125 million revenues

- Led multimillion-dollar greenfield project in Costa Rica for new full-service Hospital to meet the needs of the US Medical Travel community
- Member of the M&A team exploring deal flow in Latin America and the Caribbean; working with EY, JP Morgan and local investors for potential target acquisitions for Rollup

Interim Chief Executive Officer |during turn-a-round circumstances.

- One Year: In San Jose Costa Rica for a 60-bed, acute-care hospital, implemented a six month turn-around plan, hospital regained its market share, EBITDA rose 19% from prior year and employee and physician satisfaction increased to 91%/78% up from 63%/51%, respectively; scoring a 98% on JCI accreditation
- Six Months: In Hermosillo Mexico for a 50-bed heart hospital, implemented a 90-day turn-around plan and reversed negative trend within 100 days, EBITDA rose 12.5% from prior year and employee and physician satisfaction increased to 89%/87% up from 56%/44%, respectively

Additional Experience

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| [HCA] LAWNWOOD REGIONAL MEDICAL CENTER [Florida]
Clinical Laboratory Director | 2005 - 2006 |
| SOUTH BEACH DOCTOR'S HOSPITAL [Florida]
COO and CMIO | 2003 - 2005 |
| PRINCETON RESEARCH ASSOCIATES, [Florida]
Founder and President
<i>A Contract Research Organization for the pharmaceutical industries, exit sale to PPMG.</i> | 2000 - 2002 |

Education/Medical Training

- **MASTER OF BUSINESS ADMINISTRATION**, Healthcare Administration and Informatics, University of California, Irvine, The Paul Merage School of Business, Irvine, CA
- **INTERNAL MEDICINE CLERKSHIPS**, Montefiore Medical Center, the University Hospital for Albert Einstein College of Medicine, Yeshiva University, New York, NY
- **MEDICAL DOCTOR**, UACJ School of Medicine and Biomedical Institute, Mexico
- **BACHELOR OF ARTS, Chemistry Major; Medical Technology Minor**, Florida Atlantic University, Boca Raton, FL

Certificate & Licensure

- **CORPORATE FINANCE**: Cornell, SC Johnson College of Business, (six-month certificate program)
- **QUALITY, PATIENT SAFETY**: Johns Hopkins University, (three-month certificate program)
- **CLINICAL LABORATORY DIRECTOR, Florida Licensed Clinical Laboratory Scientist** [*Chemistry, Immunology, Hematology*] License No. JC008797 Active

Professional Associations

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| ▪ ACHE | ▪ Professional Speakers Bureau |
| ▪ HIMSS | ▪ National Association of Corporate Directors |
| ▪ American Association of Physician Leadership | ▪ The Judo Black Belt Association |

Languages

- Fluent in English, Spanish, and conversational Portuguese

Community Involvement

- MicroMentor Organization (mentoring first-time healthcare entrepreneurs)
- Habitat for Humanity: Central Florida housing project and charity clinic Soweto South Africa
- Advisory Board Member: Colombia Healthcare Think Tank
- International Red Cross: Peru and Mexico deployment as post-disaster relief volunteer physician
- Boy Scouts of America, Committee Chair, North Dallas Texas Region