

## STACY A. VAILLANCOURT, MBA

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Innovative, results-oriented executive with broad health care experience in leading strategy, marketing, communications, business development and operations. Collaborative leader with strong interpersonal, communication, negotiation, presentation and facilitation skills. Resourceful, forward thinking, decisive and skilled at leveraging relationships and building dynamic teams.

### CORE COMPETENCIES

- |                          |                                   |                     |
|--------------------------|-----------------------------------|---------------------|
| ✓ Strategic Planning     | ✓ Marketing Strategy              | ✓ Change Management |
| ✓ Business Development   | ✓ Communications                  | ✓ Advocacy          |
| ✓ Physician Alignment    | ✓ Public Relations                | ✓ Lean Principles   |
| ✓ Stakeholder Engagement | ✓ Brand and Reputation Management | ✓ Human Resources   |

### PROFESSIONAL EXPERIENCE

**SAINT AGNES MEDICAL CENTER, Fresno CA**  
**A Member of Trinity Health, Livonia MI**

**2008 – present**

**Chief Administrative Officer** (March 2012 to present)

- Report to CEO as member of Executive Leadership Team with oversight of Regional Health Ministry with operating revenue of \$544M (FY19).
- Saint Agnes is a 436-bed hospital with a Medical Foundation and network of multi-specialty clinics, urgent care and ambulatory surgery centers. Member of Trinity Health, one of the largest Catholic health systems in the nation, operating 92 hospitals and 100+ continuing care sites in 22 states.
- Matrixed reporting and accountability to Trinity Health leadership. Ensure alignment with system-wide Priority Strategic Aims.
- Seven direct reports with responsibility over Strategic Planning, Service Line Development, Marketing, Communications, Human Resources, Saint Agnes Foundation (Philanthropic), Volunteers, Advocacy and Community Health and Well Being.
- Provide executive counsel to CEO in development of leadership and organizational strategy.
- Collaborate with Executive Leadership on strategy as well as tactical implementation on key initiatives including physician alignment, population health and signature service line development.
- Lead development of Medical Foundation and establishment of Graduate Medical Education.
- Oversee communication and marketing activities; Ensure protection of brand reputation.
- Trained in Transformational Coaching, New Leader Integration and Culture Change & Engagement.
- Lead Strategy Updates/Discussion at all Board of Directors meetings. Accountable Executive assigned with oversight of Mission/Community Benefit Committee.
- Direct local efforts and implementation teams related to Trinity Health Administrative Services Redesign; creating shared service models in Human Resources (OneHR) and Strategy (Growth Transformation).
- Serve on numerous system-wide initiatives and leadership councils representing not only the interests of the West Region but the vision and direction for Trinity Health as a national health ministry, including: Unified Brand Strategy Executive Advisory Council (for rebranding all markets to one master brand), HR Council (as designated CHRO), MarComm Council, Lead Strategists Council and System Leadership Council.

**Vice President, Marketing, Communications & Advocacy (August 2008-March 2012)**

- Reported to CEO with six direct reports. Provided oversight of all strategic marketing and communications activities including branding, public relations, media relations, advertising, publications, special events, internal communications, social media and creative services.
- Managed strategic planning and coordinated with corporate office to link local and system goals.
- Established specific strategies to improve public perception and media relations issues; directed all crisis communications and served as Public Information Officer.
- Developed focused growth initiatives for various service lines and programs including Robotics/Minimally invasive surgery, Neurosurgery, Orthopedics and Women & Infants.
- Developed physician engagement and alignment efforts, including establishment of an Integrated Leadership Team comprised of key executives and physician leaders appointed by the CEO.
- Oversight of physician recruitment efforts and managed creation of Physician Manpower Plan.
- Represented hospital through participation in local, regional and national advocacy efforts.
- Assumed additional accountability over the following functions:
  - Community Benefit activities and reporting (May 2010)
  - Human Resources and role of CHRO (March 2011)
  - Saint Agnes Foundation activities and reporting (August 2011)
  - Promoted to Chief Administrative Officer (March 2012)

**CAPE COD HEALTHCARE, Hyannis MA****2007 – 2008****Vice President, Strategic Planning & Marketing**

- Reported to CEO with five direct reports; Directed all planning and marketing activities for network of two hospitals.
- Performed situational analysis in support of physician development efforts resulting in more targeted recruitment and heightened urgency for critical specialties.
- Identified Clinical Program opportunities and led key stakeholders through analysis and discussions resulting in growth strategies for expansion of key service lines.
- Defined tactics to strengthen patient/visitor loyalty and enable cross selling of services via in-room satellite educational and informational programming.
- Managed rollout of regional campaign regarding MA's groundbreaking Health Care Reform Act.

**SUTTER DELTA MEDICAL CENTER, Antioch CA****2004 – 2007****Director of Strategy and Business Development**

- Reported to CEO with two direct reports; Affiliate of Sutter Health, an integrated system of 26 hospitals serving Northern California.
- Collaborated with CEO and Board on strategic direction.
- Directed all advertising, marketing and public relations efforts; served as Media Spokesperson.
- Oversaw internal /external communications including those related to labor relations and negotiations.
- Created Strategic Planning Committee of the Board; coordinated all activities including conducting business opportunity analysis, identifying changes or threats and creating focused strategies to address each.
- Partnered with CEO and Medical Foundation leadership on Physician Relations and Recruitment efforts; key participant in regional planning including identification of land and subsequent development of multi-specialty clinic.
- Collaborated with Sutter Health System Counterpart work teams for Marketing and Business Development resulting in shared resources and improved access across regions.

**INDEPENDENT CONSULTANT, Brentwood CA****2002 – 2004**

Continued to support New England Baptist with a variety of strategic projects to advance orthopedic service line.

**CAREGROUP, INC., Boston MA****1998 - 2002**

Network of six hospitals formed by the merger of Beth Israel and New England Deaconess Hospitals.

**NEW ENGLAND BAPTIST HOSPITAL, Boston MA****A Member of Caregroup****Director of Marketing and Creative Services (2001-2002)**

- Reported to Executive Vice President as member of Regional Marketing Team; Two direct reports.
- Led core team initiatives as 'internal consultant' of Strategic Services for system hospitals.
- Created budgets and contracts for providing planning, business development and marketing support to each hospital CEO.
- Managed advertising agency relationship, providing budget oversight for five unique marketing/communications plans while ensuring linkage to overall system branding initiatives.
- Monitored and defined strategic response to competitor activity for region, resulting in linkage of system strategy to execution of local programs to create a stronger market presence.
- Supported development of Executive Health program within system-owned health club.

**BETH ISRAEL DEACONESS MEDICAL CENTER, Boston MA****A Member of Caregroup****Director of System Marketing (1999 – 2001)**

- Reported to Vice President, Business Development as member of leadership team which created, centralized services for newly created CareGroup, Boston MA.
- Developed system-wide branding and positioning resulting in increased brand recognition.
- Conducted advertising agency review, managing process of converting business to newly selected agency; resulted in standardized messaging, increased efficiency of budgeting and improved controls over media spending.
- Managed central creative services staff, ensuring synergy of messaging and strengthening cohesive market position.

**DEACONESS-NASHOBA HOSPITAL, Ayer MA****A Member of CareGroup, Boston MA****Director of Program & Business Development (1998 – 1999)**

- Reported to Vice President, Planning and Marketing with one direct report.
- Established strategic planning process to address the organization's long and short-term goals for strengthening market position
- Provided oversight of Master Facility Plan and associated programmatic recommendations.

**OPTIMA HEALTHCARE, Manchester NH****1994 – 1998****Director of Planning**

- A Regional Health System formed by the merger of three NH hospitals: Elliot Hospital, Catholic Medical Center and Saint Joseph's Medical Center
- Reported to Managing Director, Strategy with three direct reports.
- Created and managed newly formed Planning Department for regional health system, including reference lab, Visiting Nurse Association (VNA) and a retirement community.
- Provided leadership for consolidation and merger-related activities; drove cultural change initiatives resulting in formation of Consolidation Resource Team and creation of new mission, vision and values.
- Facilitated strategic planning process resulting in clearly defined service lines and program initiatives for each site.

**VISITING NURSE ASSOCIATION, Manchester & Southern NH**

**1989 - 1994**

**Director of Planning & Marketing**

- Reported to CEO with two direct reports; Created new department to establish functions of planning, marketing and fund development for this 90+ year community-based agency.
- Organized and facilitated Board/Management strategic planning retreats.
- Created marketing plans and executed agency-wide operational goals and objectives.
- Provided direction and counsel regarding market dynamics resulting in merger of VNA with Catholic Medical Center. Led transition of newly merged entity into the formation of Optima Health.
- Awarded VNA Employee of the Year

**ELLIOT HOSPITAL/HEALTH NORTHEAST, Manchester NH**

**1986 – 1989**

**Coordinator, Senior Membership Program (1987-1989)**

**Planning and Marketing Assistant (1986-1987)**

**EDUCATION**

**NEW HAMPSHIRE COLLEGE, Manchester NH**

MBA, Business Administration

**UNIVERSITY OF NEW HAMPSHIRE, Durham NH**

BS, Health Administration & Planning

**BOARD AND COMMUNITY SERVICE**

Fresno Housing Authority, Board of Commissioners, Commissioner for Fresno City (current)

Community Conversations (Fresno County), Steering Committee (current)

American Heart Association, Multiple Committees (current)

National Alliance for Mental Illness, Advocate and Volunteer (current)

March of Dimes, Executive Champion for March for Babies (past)

Rotary International, Member (past)

Kiwanis International, Member (past)

Senior Companion Program, Board of Directors, Concord NH (past)

Chamber of Commerce, Campaign Board, Manchester NH (past)

**PROFESSIONAL AFFILIATIONS**

Society for Healthcare Strategy & Market Development (SHSMD)