

# STEPHEN H. REICHARD

## WORK EXPERIENCE

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**EXECUTIVE DIRECTOR** (7/2015 – 10/2017) Our United Villages d/b/a ReBuilding Center. Responsible for execution of strategic direction of Board of Directors, financial and operational oversight of \$2.5 million/annual community development/sustainability organization.

- Conceived, developed and initiated strategic vision to “normalize the market” for salvage materials
- Returned organization to “profitability”
- Grew development budget from \$0 to \$280,000/yr
- Designed and implemented community-informed feasibility study for future of organization
- Oversaw development of robust maker space, ReFind Education, with annual revenue >\$150,000
- Oversaw 50% increase in staff
- Led implementation of revisioned community outreach program
- Led restoration of trust/morale, through transparency, between senior management, staff and Board

**CONSULTANT** (1999-present) Reichard & Associates

### Leadership/Business Development

- Developed strategy paper for Volunteers of America-Oregon to facilitate engagement with health care reform in Oregon.
- As Interim Executive Director of Cancer Care Northwest, P&L responsibility for 20 physician, multi-specialty cancer clinic with 200 employees and \$50 million in annual sales
- Strategic planning, development and implementation of inventory control system; insurance RFP development and implementation for independent pharmacy chain
- Acquisitions analysis of home care agency
- Directed, planned and implemented web-based marketing assistance initiative to Native American Entrepreneurs in Indian Country

### Facilitation/Community Planning

- Facilitated strategic planning process for the Kalispel Tribal Court to address lack of ownership in justice system by significant segments of Kalispel community. Included comprehensive community survey, facilitation of focus groups, and facilitation of three day “future search” ([www.futuresearch.net](http://www.futuresearch.net)) conference designed to identify common ground in an effort to build the basis for a common future vision for the justice system.
- Facilitated community planning process with the Malye ‘es? Iyal (All Heals) Committee of the Kalispel Tribe of Indians to address issues of substance abuse, wellness within their community

### Change Management

- Turn around/reorganization of long term care pharmacy; total cost savings of \$2.2 million; workforce reduction, implementation of best practice; redesign of production, billing shipping and delivery processes; developed subcontracted provider network

### Strategic Planning

- Planning for all facets of system start-up for outpatient clinic for Kalispel Tribe of Indians including personnel recruitment, equipment acquisition, design, licensing, accreditation, funds development
- Led strategic planning sessions with numerous organizations including African American Alliance for Home Ownership, Portland Community Media, Martin Luther King, Jr. Center, Excelsior Youth Center, Spokane Committee on Race Relations, Spokane Alliance, Sustainableworks, American Indian Policy & Media Initiative, KYRS Community Radio, Rancho Milagro

### Funds Development

- Wrote successful bid to Washington State Liquor Control Board for seed-to-sale inventory management for the emerging commercial marijuana market on behalf of BioTrackTHC
- Secured \$800,000 in funding from Centers for Disease Control, Indian Health Service for the development of a quality improvement system for the Kalispel Tribe of Indians health services division.
- Strategic planning and implementation for successful \$1.9 million capital campaign for construction of an urban Indian health clinic, NATIVE Project, Spokane, WA
- Feasibility study for capital campaign for American Indian Community Center, Spokane, WA
- Achieved 90% grants approval rate between 2012-2015; 65% grants approval rate between 2003-2008;
- Over \$45 million raised over career via individual, foundation, corporate and governmental sources

#### Research and Evaluation

- Feasibility study for the development of permanent supportive housing by the Kalispel Tribe of Indians
- Financial Performance Assessment on behalf of the Mt. Carmel Hospital Surgical Group
- Feasibility study for the tribal management of Contract Health Services by the Ely Shoshone Tribe
- Feasibility study for the tribal management of Contract Health Services by the Kalispel Tribe of Indians
- Survey and analysis of infectious disease case reporting practices of tribally-run health clinics across the United States on behalf of the Confederation of State and Territorial Epidemiologists
- Feasibility study and pro forma development for foster care home on Kalispel Reservation
- Statistical analysis for feasibility studies for Contract Health Services for Gary Consulting, Inc., on behalf of Schurz Service Unit, Grand Ronde Tribe of Indians and the Confederated Tribes of Siletz Indians

**DEPUTY DIRECTOR** (2/2014 – 7/2015) Lambi Fund of Haiti, Port au Prince, Haiti. Primary responsibilities include funds development, strategic planning, and organizational development.

- Increased revenue by 40%, year one.
- Complete website redesign ([www.lambifund.org](http://www.lambifund.org))
- Developed new promotional brochure (available on website)
- Dramatically increased social media presence

**CHIEF OPERATING OFFICER** (2008-2012), Planned Parenthood Columbia Willamette, Portland, OR

- Responsible for all aspects of operations including clinical/patient services, purchasing, medical billing and community outreach for 210 employee, \$20 million non-profit organization. Over three years, our leadership team accomplished the following:
  - Recontracted all existing provider contracts to bring contracts back to market rates. Acquired four new payer contracts. Improved reimbursement by +10%.
  - Conceived of, developed and implemented major initiative to drive diversity within the organization while addressing disparities in health within Portland's communities of color. During this time, the percentage of staff of color increased from 9% to 25%
  - In the absence of increases to reimbursement since early 2007, restored organization to cash flow neutral status following three years of losses
  - Oversaw 20% improvement in clinician productivity in year one of tenure
  - Improved inventory turns by 50%; reduced inventory losses from 4% to <1%;
  - Developed pharmacy refill center, a new profit center, filling 70 prescriptions per day
  - Developed successful commercial clinical research effort, new profit center
- Responsible for all aspects of insurance payer contracting. Secured contracts with all major insurers in marketplace. Oversaw improvements in reimbursement ranging from 5-25%.

**EXECUTIVE DIRECTOR** (2001-2003) Inland Neuroscience & Spine Center @ Sacred Heart Medical Center, Spokane, WA

- All start-up activities associated with development and implementation of physical and strategic plans for  
E-MAIL : STEPHENHREICHARD@GMAIL.COM

center of excellence in neurosciences with focus on stroke, spine, epilepsy and neuro tumors

- Developed comprehensive spine clinic. Recruited physicians, physical therapists. Booked out two months within two months of opening. Achieved profitability in month six of operations
- Initiated recontracting initiative with major payer with carve-out for spine procedures resulting in increased reimbursement from 20% to 55% of billed charges, \$700,000 increased revenue to hospital
- Restructured electroneurodiagnostic unit, reducing hours per test from 5.51 to 3.19, increasing margin from 30% to better than 100%
- Facilitated restructuring of neuroscience service line to achieve tighter focus on distinct lines of service

**AREA VICE PRESIDENT & REGIONAL MARKETING DIRECTOR** (1997-1999) Option Care Enterprises, Inc., Everett, WA

- P&L responsibility for Northwest regional infusion business - \$10M in annual sales. Returned Northwest region to 10% margin from loss position. Reduced 120+ day accounts receivable from 24% to 16%; achieved or exceeded collection goals nine consecutive months. Negotiated capitated home health agreement with largest HMO in Washington, returning \$100,000 net to company

**CONTRACT MANAGER** (1996-1997) Group Health Northwest, Spokane, WA

- Contracted more than \$2,000,000 in cost savings for HMO through development of capitated specialty network; RFP for hospital services

**DIRECTOR OF DEVELOPMENT** (1990-1996) Washington State University, Pullman, WA

- Led successful \$9 million capital campaign
- **FUNDS DEVELOPMENT** (1985-1990) ACCION, CARE, and CASA of Cambridge, MA.

## EDUCATION

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**2010** **Stanford University D.School** Design Thinking Bootcamp Palo Alto, CA

**1993-95** **Washington State University** Pullman, WA

- 18 credits towards MA in Health Policy & Administration

**1985** **Northwestern University** Evanston, IL

- MA, African History
- Foreign Language Area Studies Fellow

**1982** **Columbia University** New York, NY

- BA with Honors in History
- Day Editor, Columbia Spectator

## OTHER

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- 2017 Golden Compass Award for Advancing Equity in the Deconstruction and Building Materials Reuse Industry, Building Materials Reuse Association.
- Treasurer and Director, African American Alliance for Home Ownership, Portland, OR, 2010-present
- Director, Portland Community Media, Portland, OR, 2014-2016
- Co-Founder and Director, Still Standing Oregon, 2014-present
- Co-Chair, International Committee, Rotary Club 21, 2006-2008
- Ethics Commission, City of Spokane, 2007-2008
- Implementation Team, Spokane County Health Improvement Partnership, 1996
- Delegate, White House Conference on Aging, 1994
- Walk from Spokane, WA to Trail, BC to raise \$68,000 for vocational school in Honduras, May, 2008.
- Soccer Coach, Spokane Youth Sports Association, 1996-1999.
- *Survey of HIV, Sexually Transmitted Disease, Tuberculosis and Viral Hepatitis Case Reporting Practices in Tribally-Operated and Urban Indian Health Facilities*. Council of State and Territorial Epidemiologists, 2004. Peer reviewed.
- *Ideology Drives Health Care Reform in Chile*, *Journal of Public Health Policy*, 1996. Peer reviewed.
- Spoken and written Spanish; reading knowledge of French, Haitian Kreyol.

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6124 N WILLIAMS AVE • PORTLAND, OR • 97217 • (509) 999-3091 (C)