

# JACOB E. MICHAELS

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## President | Chief Executive Officer

STRATEGIC BUSINESS OVERSIGHT • TEAM DEVELOPMENT & LEADERSHIP • PROFIT & BUSINESS GROWTH IMPROVEMENTS

*Specialize in driving operational performance through executive leadership & strategic planning*

**Business & Sales Growth:** Led two largest locum tenens physician recruiting companies in U.S. with combined revenue over \$1.3BN (key contributor to growing company from \$100MM to over \$1.5BN).

**Strategy, Vision & Mission Planning:** Successful experience in delivering industry leading results in growth, profitability, employee engagement, and customer satisfaction.

**Leadership Development:** Experienced in building and leading high performing leadership teams that succeed through a culture of performance and engagement.

### Areas of Expertise

- Operations Management
- Business Development
- Succession Planning
- Culture Improvements
- Performance Improvement
- Change Management
- Talent Acquisition
- Scaling for Growth
- Strategic Business Planning
- Partnership Development
- Healthcare Leadership
- Sales Leadership

## Professional Experience

**ABC HEALTHCARE**, San Diego, CA

1997 – 2018

*ABC Healthcare is a leader in healthcare staffing and the nation's largest provider of locum tenens services; comprised of five healthcare staffing brands: ABC Health, Featherby Healthcare, Global and Foundation Medical Staffing, and RNnetwork.*

### **Group President, 2017 – 2018**

Contributed to overall strategic direction and performance of ABC as member of Executive Team; led ABC Health and Featherby brands. Worked to build alliances and partnerships across brands through creation of standard process and sharing of best practices. Focused on leveraging size and scale of brands to improve deliverability, efficiency, and customer satisfaction; led Presidents of both divisions and combined team of over 1,400. Headed ABC corporate business development team in creating strategies designed to attract, retain, and grow large hospital systems, associations, and groups across all ABC physician, nursing, and allied brands; interacted and presented to ABC Board of Directors/Investors.

- **Delivered above budget results** by contributing 14% growth in contribution profit.
- **Recognized by *Fortune Magazine's 100 Best Companies to Work for list* for nine consecutive years.**
- **Successfully led placement of over 7,200 physicians in all 50 states;** twice as large as next competitor.
- **Generated industry-leading delivery capabilities and technology-enabled business models** by successfully leading process improvement strategies throughout ABC to enable execution of our digital experience initiative.
- **Improved new hire retention and sales productivity** through development of CORE program and talent acquisition process; subsequently implemented in all divisions of ABC.

### **President, ABC Health, 2011 – 2017**

Developed, communicated, and executed vision, strategic plan, budget, business development, customer engagement, and succession plan for division. Attained 93% employee engagement score with special recognition from *Fortune Magazine*. Achieved Inavero *best of staffing lifetime service award* for demonstrating service excellence.

- **Delivered consistent above industry and above budget results** by contributing 15% CAGR 2011-2017 driven by increases in volume, margin and deliberate investment strategy.
- **Grew Revenue from \$260MM to \$660MM and Profit from \$50MM to \$136MM.**
- **Achieved industry-leading growth** through implementation of LEAN methodologies in enhancing efficiency and productivity; strengthened focus on customer feedback and quality in building best-in-class customer experience.
- **Reduced employee turnover rate from 30% to 12%** by improving hiring process and compensation plans; established learning and development program; **#1 rated training initiative worldwide from *Training magazine*.**

*ABC Healthcare, continued...*

- **Standardized activity metrics and established identification of trends before financial results** by launching and implementing activity management framework for all sales and non-sales actions.
- **Achieved NPS of 68 vs. industry average of 21** by implementing focused customer experience training, guidelines and processes throughout the organization

*Vice President, ABC Health, 2006 – 2011*

Headed sales and operational activities including strategic development and execution of business plans, structuring and scaling teams, and driving results through employee motivation and training; led up to 300 team members with \$250MM budget. Built and managed key relationships and partnerships.

- **Delivered consistent above industry and above budget results** by contributing 14% CAGR 2006-2011 driven by increases in volume, margin and deliberate investment strategy.
- **Increased profitability and delivered business-critical data** by launching BI Team; provided information used to create formalized processes and gain important metrics.
- **Developed and implemented unified strategy** by leading compensation initiative; aligned employees throughout company and tied leadership compensation to employee performance.
- **Improved deliverability of healthcare providers** by developing new specialties and creating new structures to meet customer and market demand.

*Previous Experience with ABC Healthcare:**Director of Sales Operations (2004 – 2006)**Manager of Sales Operations and Physician Recruiter / Client Developer (1997 – 2004)*

## Education

**Bachelor of Science in Economics**

Weber State University, Ogden, UT

**Education Facilitation**

NALTO, Staffing Industry Analysts • Guest Lecturer, Weber State University

**Awards***(Individual Awards)**Global Power 100 Women in Staffing, Staffing Industry Analysts (2015, 2016, 2017)**100 Most Influential People in Staffing, Staffing Industry Analysts (2013, 2015, 2016, 2017)**30 Women to Watch, Utah Business (2015) • Recruiter of the Year, ABC Healthcare (1999)**(Corporate Awards)**100 Best Companies to Work For, Fortune Magazine (2010 – 2017; high as #3)**100 Best WorkPlaces for Millennials • 100 Best WorkPlaces for Women, Fortune Magazine (2015)**Best of Staffing – Talent, Inavero (2012 – 2017) • Best of Staffing – Client, Inavero (2011, 2012, 2014, 2015, 2016)**Top 125, Training Magazine (2012 – 2017; high as #4) • Best Places to Work, Modern Healthcare (2011 – 2017)***Memberships | Community Service**

Board Member, National Association of Locum Tenens Organizations (NALTO)

Women's Business Leaders in Healthcare (WBL) • Women's Philanthropic Network within United Way (WPN)