

Earl Watson, MBA

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PROFESSIONAL SUMMARY

Strategic Healthcare Business Development Leader with a proven record of driving physician alignment, service line growth, and operational excellence within hospital and ambulatory settings. Expertise in strategic planning, referral development, and financial modeling. Recognized for leading high-impact capital initiatives and optimizing service line performance to deliver measurable results.

CORE COMPETENCIES

Strategic Planning & Business Development | Physician Relations & Alignment | Referral Growth & Leakage Reduction | Service Line Development & Optimization | Financial Modeling & Pro Forma Analysis | Capital Project Leadership | Market Intelligence & Competitive Analysis | Data-Driven Decision Making & KPI Monitoring | Operational Efficiency & Process Improvement | Vendor Contracting & Cost Containment

EDUCATION

Wright State University

Masters in Business Administration

Dayton, Ohio

Graduation Date: Jul 2020

Oakwood University

Bachelors in Business Administration

Huntsville, Alabama

Graduation Date: May 2018

PROFESSIONAL EXPERIENCE

Adventist Health

Manager of Business Development

Lodi, California

Aug 2023 - Present

• Strategic Planning & Business Development

- Developed and executed strategic plans for all major hospital service lines through market intelligence analysis, cross-departmental collaboration, and targeted business development initiatives.
- Created comprehensive financial pro formas to support physician recruitment and the development of new hospital and ambulatory services.
- Developed and maintained executive scorecards to monitor service line performance and physician-level budget volumes, ensuring data-driven decision-making.

Physician Relations & Referral Growth

- Designed and implemented physician engagement strategies that increased referral growth, reduced outmigration, and successfully transitioned newly onboarded physicians from salary guarantees to production-based compensation models.
- Led the acquisition and integration of multiple independent physician practices within the service area, enhancing alignment and expanding market presence.

Service Line Expansion & Capital Initiatives

- Project lead for the acquisition of the first **Da Vinci 5 Surgical Robot** in Northern California, expanding robotic surgery capabilities and market differentiation.
- Project lead for the acquisition of the first **Aquablation Hydrodissection System** in Northern California, advancing urologic surgical service offerings.

Operational Leadership & Financial Impact

- Led cross-functional teams in service line optimization initiatives, resulting in a forecasted \$1.8 million annual EBITDA improvement.
- Collaborated with external vendors to negotiate cost reductions on medical supplies, improving operational efficiency and margin performance.

Kettering Health

Dayton, Ohio

Manager of Business Development

Mar 2021 - Aug 2023

- Directed our sales team of 5 physician liaisons and 1 analyst through a data-driven approach to growth initiatives fueled by Health System Financials, Payor Claims Data, and EHR referral data.
- Revitalized partnerships with 100+ key primary care providers after the pandemic, resulting in a 15% increase in referrals and \$2M in new revenue within the first year of re-engagement.
- Arbitrated on behalf of each hospital president and served as a representative for senior leadership to independent practices and community leaders.
- Led the development and deployment of all physician-facing marketing strategies.
- Collaborated with medical group leadership to identify root causes of leakage and implemented process improvements that led to a 15% reduction in downstream surgical revenue loss.
- Partnered with Medical Directors to develop unique engagement strategies for each hospital, leading to an average increase of 10% in provider satisfaction and retention rates.

Kettering Health

Dayton, OH

Administrative Resident (Business Development)

Jun 2018 - Mar 2021

- Collaborated with cross-functional teams to establish KPIs and track metrics for the population health program.
- Created data-driven pro forma models for new business ventures within the company, resulting in a forecasted ROI of 15% to 20% over a five-year period.
- Developed and executed a comprehensive network-wide non-clinical staffing strategy to address Covid-19 related workforce challenges, resulting in an increase of 10% in staff availability across all facilities.
- Analyzed market data and presented actionable insights to Network Leaders, leading to a 12% increase in service line revenue over the course of the year.
- Led a multidisciplinary team in completing a process improvement Project focused on Block Utilization in the Operating Room. Leading to a 20% increase in Surgeon OR Block Utilization.
- Coordinated and executed daily Covid-19 screenings for over 1,500 staff members and patients, resulting in a 95% compliance rate for system covid protocols.

TECHNOLOGY & DATA TOOLS

Epic | Cerner | Tableau | Microsoft Power BI | Microsoft Office Suite | Advisory Board | Sg2