



## Jennifer Marshall, MBA

### Consulting Practice Leader

Jennifer Marshall brings nearly 20 years of experience to her role as Consulting Practice Leader at Press Ganey with expertise in building and delivering creative solutions for health care organizations. Marshall is a nationally-recognized expert in medical staff resource planning and has assisted health care systems in patient experience improvement, strategic planning, leadership development and service line planning.

Prior to joining Press Ganey, Marshall developed and led the delivery of solutions focused on health care organizations with Thomson Reuters, Dean Dorton & Ford, Tiber Group, and KPMG Peat Marwick LLP. Early in her career, Marshall worked in a service role as a Senior Project Director at Northwestern Memorial Hospital, where she developed a neurosurgery business plan to double inpatient volume within five years and led initiatives for physician recruitment, competitive analysis and government and regulatory issues.

Marshall received a bachelor's degree in health administration sciences and a master's of business administration from the University of Kentucky.

#### Notable Impact

- Grew a business from \$1 million to \$5 million in revenue within three years through product development, customer relationship management and talent development.
- Assisted a health care organization in avoiding a \$50 million commitment in a new orthopedic specialty hospital by demonstrating that the business model and market reality would not support the desired return on investment.
- Developed strategies and implemented operational improvements to reduce losses by \$75,000 to \$100,000 per physician in two 100-150 physician multispecialty practices, while increasing physician satisfaction and retention.
- Worked with health care organizations to evaluate potential partners and negotiate affiliation/merger agreements that provide capital and management resources to compete effectively in the market.
- Developed a target market strategy that drove 400 new inpatient cases per year and \$500,000 to \$1 million to the bottom line for an academic medical center.
- Developed business plan for many service lines (including cardiology, neurosciences, oncology and orthopedics) to compete effectively against carve-out/specialty hospital services leading to growth versus initially projected 50% or more loss in business.
- Reduced overall capital requirements and operating expenses for a five hospital system through development of a regional strategy that coordinated management and the service complement across the system.