

Judith Lynn Bachman, MSN, RN, CNAA

Chief Operating Officer, Fox Chase Cancer Center

As Chief Operating Officer of Fox Chase Cancer Center, Ms. Bachman has administrative responsibility for clinical and operational integration.

As Chief Operating Officer of the Fox Chase Cancer Center and Jeanes Hospital, Ms. Bachman has administrative responsibility for clinical and operational functioning of the campus, ambulatory care, patient access and business development.

In her combined role at Fox Chase Cancer Center and Jeanes Hospital, Ms. Bachman manages an operating budget of \$650 million and over 4,500 full time employees. As part of the financial turnaround, Ms. Bachman lead efforts at Fox Chase to reduce operating expenses by \$35 million in her first year and \$30 million in her second year. Some of the programs she implemented helped increase revenues for outpatient treatments and diagnostic services by 25 percent and increased surgical capacity by 15 percent.

Prior to joining Fox Chase, Ms. Bachman was the Senior Vice President for Strategic Initiatives for Thomas Jefferson University and Health System. In this role she was responsible for campus wide strategic planning efforts, clinical service line development, management of major strategic initiatives and relationships, the planning and development of a new ambulatory care building, the Joint Clinical Management Committee and various projects to improve campus performance.

Ms. Bachman joined Jefferson University and Health System in 2005, after managing the campus wide strategic plan as a Senior Partner and Managing Director of Computer Science Corporation's (CSC) Clinical Consulting Practice. During her seven years as a partner and managing director with CSC, Ms. Bachman sold and managed over \$300 million dollars of healthcare consulting projects with major national academic healthcare systems. Prior to the sale of her original firm, American Practice Management (APM), to CSC, Ms. Bachman was a partner and Managing Director of APM for over eight years. During her tenure with APM, Ms. Bachman utilized her twenty-plus year career in the management of health systems and often acted as an interim COO at client organizations. She developed a wide range of management methodologies and completed numerous projects that involved complex systems redesign, clinical strategy development, operational effectiveness, medical error/risk management reduction, high level management restructuring, clinical effectiveness and the implementation and integration of new clinical information technologies. Ms. Bachman developed the methodology for mission based management and led the firm's first reorganization and redesign of a medical school. The methodology was endorsed and distributed by both the University Health System Consortium (UHC) and the Association of American Medical Colleges (AAMC).

Prior to joining APM in 1992, Ms. Bachman spent four years at Saint Vincent Health System as Chief Nursing Officer, later becoming Senior Vice President for their 580-bed institution in the six-hospital regional system. While at Saint Vincent, she restructured management, instituted

performance improvement programs, built a new clinical tower housing critical care units, labor and delivery and OB suites, and implemented a paperless computerized medical records and imaging system.

Ms. Bachman speaks nationally on clinical redesign, work restructuring and organizational development issues. She received a National Healthcare Marketing Executive Award for her work with patient satisfaction and the measurement of service gap perceptions. She has been a member of the adjunct faculty of the University of Pennsylvania and has served as a Johnson & Johnson Wharton Fellow and past member of the Fellowship Board of Trustees. Ms. Bachman remains active with the Wharton School Executive training programs, as well as other professional organizations.

Ms. Bachman received her undergraduate degree from the University of Delaware. She earned her graduate degree from the University of Pennsylvania, where she was the recipient of the Dean's Award given in recognition of her outstanding scholarship and excellent leadership skills. She is currently a doctoral candidate in the University of Pennsylvania's Wharton School MBA/Ph.D. program with a focus in Health Care Finance and Organizational Dynamics.