

Robert Brooke Hollis

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Professional Experience

2003- Present

Cornell University

Ithaca, NY

Executive Dir. (Emeritus) Cornell Institute for Healthy Futures; Sloan Program Professor of Practice in Policy Analysis & Management (Ret), Exec-in-Residence

- Recruited to assist new leadership of the Sloan Program in Health Administration within Policy Analysis & Management in a part-time position created to act as a liaison with a variety of university and external professional groups, including the Cornell Entrepreneurship (EatC) Program, eCornell and other medical and management programs at Cornell.
- A key catalyst and part of leadership team that developed new two-school Institute of Healthy Futures at Cornell and while co-leading efforts that helped to boost Sloan program national rankings substantially.
- Utilize work in health/professional services merger & acquisition/management consulting to provide a connection to the field for graduate and other students interested in entrepreneurship and to help provide additional opportunities for student placement and networking.
- Currently teach a variety of courses on management, entrepreneurship and planning topics, including Planning and Operations of Senior Living and Related Facilities (PAM5500/HADM 6033) 10+ years, Fundamentals of Health Facility Planning for Managers/Entrepreneurs (PAM 5740) 10+ years, and have taught or co-taught a number of specialty courses including (DEA 1110) integrating hospitality and design/planning principles in senior living, wellness and other environments, conducted seminars/courses on entrepreneurship, customer experience, moderated panels etc. on senior living, health and related areas.

2006- Present

Hollis Associates Acquisition Advisors, LLC Ithaca, NY
Managing Member/President

- Consulting on valuation, mergers & acquisitions, preparation for potential sale/partnering and review of strategic/succession issues for clients typically with revenues between \$5-75 million.
- Focus areas for the firm are professional services, healthcare, technology, and outsourced services.
- Representative engagements include a national healthcare staffing firm, specialty medical provider, a software firm, a technology services firm, a senior living brokerage firm and an outsourced services company.
- Recently served as an expert/consultant for an international law firm and large public company in the healthcare space, worked on a national search and advisory work for a private equity firm plus a successful entrepreneur considering entering the locum tenens market, and provided strategic advisory services to a non-profit health-related organization.

1997- 2010 **Lyons Hollis Associates, Inc.** Hartford/Granby, CT

Co-Managing Partner

- Joined this M&A advisory firm as a performance compensated entrepreneur. Within 18 months became key producer generating over half of revenues and invited to join as 50% named-partner and to jointly run the company.
- Managed or co-managed transactions in over 20 states, with firms ranging from \$5 to \$65 million with a variety of U.S. public corporations, international firms, private equity funds, and closely held companies.
- Negotiated phased exit, managing old clients while transitioning to Hollis Associates.

1996-1997 **Achieva Group, Inc.** Rocky Hill, CT

Director, Health and Medical Division

- Responsible for developing new practice, recruiting health related executives and technology professionals.

1991-1996 **HCC Group/JELB Partners, LLC** Simsbury, CT

Principal

- Responsible for a variety of consulting and M&A evaluation projects including working with a New Jersey health system , a New York metro hospital group, a venture with a Connecticut non-profit agency, a large health system in the Midwest, a social venture fund, a university research center, a regional service authority, and a number of private entities, in areas such as assisted living, mobile radiology, dialysis, staffing, and hospice support services

1982-1991 **RDI, SLRDC & Affiliates** St. Louis, MO

Vice President and later President

- Managed multiple business lines including specialty contract staffing services for hospital clients along with overseeing operations of DME and outpatient specialty clinic operations in three states.
- Equity partner primarily responsible for both operations, development, and community relations for the programs, through work with hospitals, other providers and foundations plus serving in leadership roles in local and national associations in the field.
- Led team to grow the business by 500% over 9 years, successfully re-engineering staffing, purchasing, and systems to improve quality and increase profitability.
- Certified as a Hemodialysis Technician to understand the clinical issues as a leader and to assist staff in certain situations
- Responsible for initial design and planning, preparation of CON applications/testifying before various regulatory groups, overseeing design and construction for developing de novo facilities, and expanding existing free-standing programs and contract services.
- Directed evaluation of potential strategic options including acquisitions, then implemented divestiture of one division, then led the growth of the revised operations and later the phased sale of remaining operations.

1978-1982 **University of Cincinnati Medical Center** Cincinnati, OH
Assistant Hospital Administrator

- Responsible for strategic plan and repositioning University Hospitals to allow for significant new projects, despite freeze on expansion in the region.
- Directed analysis, writing and presentation to Board of Regents of a \$70 million capital facility and program expansion plan
- Worked with medical staff physicians, medical school, trustees, management and regulators to obtain approval and to establish new clinical programs.
- Headed Certificate of Need, Appropriateness Review, and Federal Funds Programs and managed space allocation and facility planning issues for 2 million square foot academic medical center complex.

1973-1978

Various Positions

- Worked with several organizations including, Yale Law School, Baystate Medical Center, Lake Forest Hospital, Massachusetts 4-H Foundation, and a number of other groups in management, planning and consulting positions.

Education

Cornell University, Johnson Graduate School of Management Ithaca, NY

- Master of Business Administration and Sloan Certificate, 1978

Washington University, School of Architecture St. Louis, MO

- Master of Architecture & Urban Design, 1986

University of Kentucky, College of Health Sci/Cont.Ed. Lexington, KY

- Certified as a Hemodialysis Technician 1983

Harvard University, Graduate School of Design Cambridge, MA

- Certificate, concentrated program in planning and design, 1974

DePauw University Greencastle, IN

- Bachelor of Arts (with distinction) in international affairs, 1973

Université de Dakar Senegal, West Africa

- International scholar program accepting approximately 6 students annually, requiring high language proficiency as all course work was conducted in French, 1972

Activities *Partial List of Past or Present Leadership/Activities with Various Organizations*

- Cayuga Health System, appointed to the Board of Directors and serve on several committees
- Association of University Programs in Health Administration (Board of Directors, Committee Chair)
- Health Policy Issues Group (Invited Member)
- International Scientific Committee, QUIS 12 conference on services management
- Technical Awards Jury, Hospital Management Asia (Chair)

- *Journal of Health Administration Education* (Editorial Board)
- Cornell University-College of Human Ecology Dean's Advisory Council (Member)
- Sloan Alumni Association Executive Board (Member & President)
- International Health Policy & Management Institute (Board Member and Editor)
- National Renal Administrators Association (Board Member & President)
- Cornell Club of Greater Hartford (Board Member)
- National Kidney Foundation (Chapter Council President)
- National Institutes of Health (Advisory Committee)
- National Dialysis Coalition (Member & Lobbyist)
- Joint Commission on Accreditation of Healthcare Organizations/Renal Physicians Association Task Force (Member)
- New England Businesses for Social Responsibility (Board Member)
- Greater Cincinnati Alliance for Hospital Planning (Board Member and President)
- *Contemporary Dialysis and Nephrology*, (Editorial Board)
- Ohio Hospital Association-Emergency Planning Task Force (Member)
- Torrington Affordable Housing (Board Member)
- Elected Independent Delegate for Missouri U.S. Presidential Nominating Convention

Adjunct/Visiting Faculty/Guest Lecturer:

- Cornell University
- St. Louis University
- University of Cincinnati
- Xavier University

Selected Publications or Presentations:

- "Visioning a hospitality-oriented patient experience (HOPE) framework in health care", (Hunter-Jones, Line, Zhang, Malthouse, Witell, Hollis), *Journal of Service Management*, 2020.
- Author and moderator on Ask the Expert sessions and coordinated/edited an eCornell Introductory Course on Senior Living, part of a series on senior living, 2020.
- Speaker on a potential approach to multidisciplinary training for potential future senior living employees, HJ Sims Mid Winder Conference, 2019
- Speaker on Innovations in Cross-Disciplinary Education: CIHF, American College of Preventive Medicine meeting, 2018
- Co-Chair and speaker, "Dining and Service Innovations Across the Health Care Continuum", 2018
- Speaker, "Hospitality Practices Across the Senior Care Continuum" CHAASE Forum, 2018
- Interviewed and quoted in *Wall Street Journal* article, "Hotel-Style Hospitality Comes to Hospitals," 2018
- Speaker, "Teaching Facility Planning Tools to Healthcare Management Students: Techniques And Lessons Learned" AUPHA Conference, 2018
- Author of section on the history of healthcare management education in Looking Back to Look Forward: AUPHA at 70, 2018.
- Chair and speaker, Innovating across Senior Living and Care, 2017

- Speaker, Global Consortium of Entrepreneurship Centers (GCEC) Conference, Halifax, Nova Scotia, “Lessons Learned at Cornell from the Institute for Healthy Futures”, 2017
- Moderator and Speaker “Entrepreneurs and Innovators in Health, Hospitality and Design” Cornell Entrepreneurship Conference 2017
- Speaker, Senior Living Executive Roundtables—Irvine CA and Seattle WA, “How to work with universities to recruit senior living talent” 2017.
- Moderator – “Issues and Opportunities in Seniors Housing and Care” Cornell Hospitality Research Summit, 2017
- Proceedings: Cornell Symposium: Hospitality, Health & Design HHDS2016 In Search of a Healthy Future (Verma, Shepley, and Hollis) 2016.
- Speaker, “Thoughts on Hospitality, Health and Design and Senior Living” Roundtable on Senior Living, Ithaca, NY, 2016
- Speaker, “Health Innovation Management Education for Policymakers, Investors and Payers + A New Idea” GENiE/IESE joint conference, Barcelona, Spain, 2016
- Speaker, “Entrepreneurship and Innovation across Schools and Disciplines” Global Consortium of Entrepreneurship Centers Conference, Rochester, NY, 2016
- Speaker, “Senior Living” Hospitality Health and Design Symposium, Ithaca, NY, 2016.
- Interviewed and quoted in *NY Times* article originally titled “Making Hospitals More Like Hotels” 2016
- Speaker, “Selected Recent Healthcare M&A Transaction Data, Reports, and Research” Health Policy Issues Group Annual Meeting, invited presentation, Bedford, PA, 2015
- Speaker “Entrepreneurial Opportunities Tapping into Hospitality Health and Design,” Entrepreneurship Celebration Conference, Ithaca, NY, 2015
- Speaker “How Hospitality Can Help Senior Living and other Health Organizations Provide Better Services across the Care Continuum” Cornell Institute for Healthy Futures Inauguration, Ithaca, NY, 2015
- Speaker, AUPHA Annual Meeting, “An Innovative Approach to Developing Health Facility Planning Competencies: Why & How?”, Miami, FL 2015
- "A Few Questions Owners Should Consider When Preparing for an Eventual Exit", *Staff Digest*, 2014.
- Speaker, University HealthSystem Consortium (UHC) Global Executive Services Conference, Boston MA, 2014.
- Speaker, Setting a New Standard in Healthcare Design Program, Boston MA, 2014.
- “The Application of Hospitality Elements in Hospitals” (Wu, Robson & Hollis) *Journal of Healthcare Management*, Jan/Feb 2013.
- Speaker, Cornell Hospitality Research Summit, Ithaca, NY, 2012
- Speaker, AUPHA Leaders Conference, Chicago, IL (with Julie Carmalt Ph.D.), 2012
- Interviewed and quoted in articles in *Staffing Industry Review*, published by Crain’s/Staffing Industry Analysts on mergers and acquisitions 2012 and 2013.
- “What Should I Be Doing Now If I Eventually Want to Sell My Company?” (with Philip Heyde, MA, JD), *Staff Digest*, 2012.
- “The Intersection of Hospitality and Healthcare: Exploring Common Areas of Service Quality, Human resources and Marketing” (with Rohit Verma, Ph.D.) *Cornell Hospitality Proceedings*, Vol. 4. No. 2, 2012.
- Services Company M&A Transactions: “Helping Make ‘Coming Together’ End Up ‘Staying Together’” (with Philip Heyde, MA, JD), *Recruiting and Staffing Solutions*, 2011

- Speaker, QUIS 12, international conference on services management, Ithaca, NY 2011
- Co-Chair/Speaker, Hospitality and Healthcare Roundtable, Ithaca, NY 2011
- Speaker, Academic Healthcare Consortium, annual meeting at NYU Medical Center, 2010
- Mergers & Acquisitions Speaker, Healthcare Staffing Summit, Chicago IL 2010
- Speaker, National Association of Advisors to the Health Professions biennial national meeting, Atlanta, GA, 2010
- Speaker AUPHA Webinar — “Program Directors 201”, 2010
- Developed part of new healthcare executive education certificate program for e-Cornell, 2010.
- “Positioning Your Firm to Minimize Buyer Perceptions of Risk” (with Philip Heyde, MA, JD), *Recruiting and Staffing Solutions*, 2010.
- “Deal Documentation -- Business and Legal Considerations” (with Philip Heyde, MA, JD), *Recruiting and Staffing Solutions*, 2010.
- "Should M&A Be An Option Now or Should I Wait" (with Philip Heyde, MA, JD), *Recruiting and Staffing Solutions*, 2010.
- International Keynote Speaker, Australian College of Health Services Executives, Queensland, Australia, 2009.
- Presenter, Best Practices in Mergers & Acquisitions, Healthcare Staffing Summit, Washington DC, 2009
- Staffing Mergers & Acquisitions Speaker, NACCB Annual Meeting and Conference, Naples, FL, 2008.
- Invited International Plenary Speaker, Hospital Management Asia, Singapore, 2006
- “Taking Some Chips Off the Table or Obtaining Growth Capital—Why A Recap Might Make Sense” Vistage International/TEC Group, New Haven, CT, 2006
- “Recapitalization: An Alternative to the Traditional M&A Transaction” *Recruiting & Staffing Solutions*, 2006
- “Mergers & Acquisitions: Outlook and Best Practices” Healthcare Staffing Summit, Atlanta, GA, 2005
- “Mergers & Acquisitions: Some Strategies for Improving the Value of your Business” *Recruiting & Staffing Solutions*, 2005
- Roundtable Discussion Co-Moderator on Mergers & Acquisitions, Staffing Industry Executive Forum, Dallas, TX, 2005
- “Valuation of Healthcare Enterprises in a Dynamic Market Economy” BVR Resources sponsored seminar, 2004.
- “Current Trends in Staffing Mergers and Acquisitions” *Staffing Industry Analysts* sponsored program, 2003.
- “Representing Professional Services Businesses” – International Business Brokers Association/M&A Source Conference, 2002.
- “Long Term Exit Strategy? Some Estate and Tax Planning Considerations to Evaluate Today” *NACCB Journal*, 2001.
- “Dialysis Mergers and Acquisitions, To Sell or Not to Sell?” (2-part article) *Dialysis & Transplantation*, 1998.
- “Human Recombinant Erythropoietin and Dialysis Patient Rehabilitation, Lessons from the US Experience” - IHPMI Conference, Vienna, Austria 1992.
- “Expanding and Developing New Renal Facilities and Programs” *Contemporary Dialysis & Nephrology*, 1991.

- “Increases in ESRD Operating Costs: A Preliminary Report on a National Survey” *NRAA Journal*, 1989.
- “Access to ESRD Services: An Exploration of the Variations Between the US and the UK” (with P. Mungroo) IHPMI Conference, Cambridge, England, 1988
- “Computer Modeling Applications in Health Facility and Manpower Planning” – Chapter in John Virgo, Ed. Restructuring Health Policy: An International Perspective, 1986.
- Zilm, F. and Hollis, R.B., “An Application of Simulation Modeling to Surgical Intensive Care Bed Need Analysis in a University Hospital” *Hospital and Health Services Administration*, 1983.

Selected Past or Current Professional Associations/Certifications/Honors

- Passed comprehensive written examination, courses, and experiential requirements to qualify as a Certified Business Intermediary (CBI), International Business Brokers Association. Initial certification 2002.
- Passed coursework, examinations and experiential requirements to qualify as a Merger & Acquisition Master Intermediary (M&AMI), M&A Source. Initial certification 2005.
- Passed oral and written exams and met experiential and educational requirements to qualify as a Certified Healthcare Executive (CHE), American College of Healthcare Executives
- Honorary Life Member/Past President, National Renal Administrators Association (NRAA) now known as the Renal Healthcare Association
- Chosen for the Cornell President’s “Game Changer Award” for innovation/development of a new concept - recognizing the conceiving of and co-creating the Institute for Healthy Futures (2019)
- Selected by the Cornell Sloan Alumni Association for their annual “Alumni Achievement Award” (2021)