

Leslie Estes-Smith, BS, MSM



ASSOCIATE DIRECTOR

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SERVICES

- HEALTHCARE
- PERFORMANCE IMPROVEMENT
- PORTFOLIO EVALUATION

EDUCATION

- TROY UNIVERSITY, M.S., HEALTH CARE MANAGEMENT
- UNIVERSITY OF WEST FLORIDA, PENSACOLA, FL B.S., EXERCISE SCIENCE

Leslie Estes-Smith is an Associate Director in BRG's Healthcare Performance Improvement practice with over 30 years of industry and consulting experience. Ms. Estes-Smith brings relevant, practical, and scalable revenue enhancement and expense management solutions to a variety of hospitals and ambulatory provider organizations. Her background as a Clinical Exercise Physiologist, coupled with her industry executive leadership experience have equipped her with the ability to understand and relate to both the clinical and business aspects of care delivery systems ensuring multidisciplinary collaboration while establishing realistic and attainable performance improvement targets and results.

As a member of the Portfolio Optimization practice, Ms. Estes-Smith brings expertise in strategic planning, mergers and integration, service rationalization, network integrity, and service line optimization with an emphasis on regional growth and expansion in highly competitive markets. She has led both small and large scale, single and multi-facility engagements in academic and community settings yielding a variety of improved financial performance and growth outcomes including:

- Development of a centralized ambulatory network strategy which generated an \$8 million improvement through access enhancement, referral development, and value-based transformation for a large, multi-campus academic medical center.
- Facilitation of a home health services joint venture for a rural, community hospital which yielding a \$1.5M profit from the asset sale along with \$500K annual operational improvement.
- Design and implementation of a real estate strategy generating a cash infusion in excess of \$3M from consolidation of services, sale of surplus property, and a sale-lease-back transaction.
- Development of a provider referral capture and network development strategy reducing referral leakage by more than 30% and generating \$2.8M in bottom line improvement.

Before joining BRG, Ms. Estes-Smith served on the executive leadership team of a 5-hospital, regional health system recognized as a Malcolm Baldrige National Quality Award recipient as well as a Fortune Magazine 100 Best Companies to Work For recipient for 6 consecutive years. She led and developed multiple departments and services including cardiovascular services for which she facilitated the acquisition of a regional 28-member cardiology practice generating \$8 million in net income while leading the market with the introduction of multiple medical firsts and maintaining high quality care as evidenced through national quality awards such as American College of Cardiology's Platinum Achievement Award.