



HENRY N. TUTTLE

THOUGHT LEADER

STRATEGIST

CHANGE AGENT

619.542.4343 • htuttle@hcpsocal.org • San Diego, CA

Big-picture thinker, strategist, and influential innovator with 40 years of transformative leadership experience with nonprofit and for-profit corporations. Proven assembler of world-class teams in visioning strategic horizons and executing complex planning cycles. Proficient at engaging others in change processes to achieve desired outcomes. Highly effective policy leader and advocate for vulnerable populations.

PROFESSIONAL EXPERIENCE

PRESIDENT and CHIEF EXECUTIVE OFFICER • July 2014 – Present **Health Center Partners of Southern California and its Family of Companies** *hcpsocal.org • San Diego, CA*

I lead one of the oldest and largest regional primary care associations, widely regarded as innovative and dynamic, that leverages thought leadership and SME across the disciplines of 3 subsidiary companies with a consolidated operating budget of \$181M. Focused on health policy and patient advocacy, training and education, technical assistance and resources in support of 16 member organizations including Federally Qualified Health Centers, Indian Health Organizations, both urban and sovereign, and Planned Parenthood of the Pacific Southwest, the second largest. Collectively, these members serve 650,000 unduplicated patients each year, in 2.7M visits, at 176 practice sites across San Diego, Riverside, and Imperial Counties, with the 5th largest provider group in the region.

- Chief Executive for **Health Quality Partners**, an innovation hub investigating opportunities for collaborative grant and contract funding across multiple research categories. \$7M in annual revenues, 62% passed through to members.
- Chief Executive and Board of Managers Member for **Integrated Health Partners**, a top tier clinically integrated network with 400,000 lives under management. High quality, science driven, data proven population health management solution.
- Chief Executive and Chairman of the Board for **CNECT**, an industry leading national for-profit group purchasing organization with 11,000 members, 3,500 contracts, and \$3.5B in annual sales.

Over my 10-year tenure, I have

- Increased total revenue by 974%, total assets 750%, net assets 519%, reserves 819%, FTEs 141%.
- Reported by San Diego Business Journal a Best Place to Work for mid-sized companies the past two years.

CHIEF EXECUTIVE OFFICER • September 2008 – June 2014 **Manet Community Health Center • manetchc.org • Quincy, MA**

Responsible for enterprise-wide business strategy and policy development for 5-site FQHC, along with program development and delivery, fiscal policy, capital generation, financial management, human resources, advocacy, advancement and more.

- Achieved outstanding patient satisfaction scores, with 96% of patients stating they would refer family and friends and overall ratings from 94%-100%.
- Secured \$5.5M for capital renovation projects and \$500,000 annually for New Access Point; grew grant and contract revenue by 65.9% in one year.
- Enrolled 15,000+ residents into health insurance following MA-legislated health care reform in 2008.
- Negotiated \$5M in community benefit over 5 years from Steward Health Care System and transferred \$1M from Quincy Hospital closing to create new Manet Community Foundation.

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Ultimately, we are trying to improve the human condition by improving the patient experience. That excites me and keeps me wanting to do more.

Henry N. Tuttle

Health Center Partners is the region's

5th

largest provider group and, among health centers in California, provides

14%

of total economic impact and

15%

of health care jobs.



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PROFESSIONAL EXPERIENCE

CHIEF EXECUTIVE OFFICER • May 2004 – August 2008 **Outer Cape Health Services, Inc. • *outercape.org* • Cape Cod, MA**

Executed successful turnaround for failing \$6.7M FQHC founded in 1966 providing primary, preventive, and urgent care to 10,500 residents, visitors and workers.

- Eliminated debt: reversing 6 years of operating losses to gains in under 12 months. Achieved profitability, tripling assets, and returning excess revenue to reserves for 3 consecutive years.
- Following turnaround, achieved high patient scores: mid-to-high 90th percentile across all measures queried.
- Won 5 years of Section 330(e) and Ryan White TIII funding for over \$1M annually, also \$500,000 grant to create dental clinic.
- Raised \$500,000+ to implement first-ever integrated e-Clinical Works practice management and EHR system.

DIRECTOR, INTERNAL & EXTERNAL COMMUNICATION **May 2000 – January 2003**

Pacific Gas and Electric Co. • *pge.com* • San Francisco, CA

From Manager, Strategic Communication, promoted to direct the communication functions of this Fortune 100 Company, with 20,000 employees and \$30B in annual revenues, in wake of the California energy crisis and company bankruptcy.

- Responsible for executive, employee, retiree, and customer communication programs; also, counsel to President and to PG&E Foundation.
- Oversaw 16-person staff, \$25M budget.
- Achieved highest divisional performance rating in corporation, as determined by officer satisfaction surveys.

DIRECTOR, MARKETING AND COMMUNICATION **November 1998 – May 2000**

Children's Hospital Los Angeles • *chla.org* • Los Angeles, CA

DIRECTOR, STRATEGIC PLANNING & COMMUNICATION **May 1997 – November 1998**

Children's Hospital Los Angeles Foundation • Los Angeles, CA

Promoted to direct the marketing/communication functions for this premiere U.S. children's hospital. Played critical role in its recognition by U.S. News & World Report as a top 5 pediatric medical center. Prior to that, oversaw planning and communication for largest academic pediatric medical center foundation in U.S., raising \$30M annually.

- Integrated hospital's visual systems across all media into one voice/brand and generated significant media exposure.
- Served as **Executive Producer, Children's Miracle Network (CMN)** Weekend of Champions and Real Champions TV programs.
- Led CMN \$2.5M cause branding program engaged with 2,000 businesses.
- Orchestrated internationally recognized events, including auction of Elton John/ Bernie Taupin lyrics for Candle in the Wind '97, generating the highest price ever paid for lyrics, for the second highest selling single of all time.

AFFILIATIONS

National Association of Community Health Centers

Member; HCCN Task Force and Health Policy and Legislative Committees

California Primary Care Association

Board Member; Chair, Government Programs; Former Chair, Managed Care Task Force

Capital Link

Board Member

Regional Associations of CA

Chair, 2018

San Diegans for Health Care Coverage

Board Member, Treasurer

San Diego County Health Services

Advisory Board

San Diego County

**Healthy San Diego Joint Consumer &
Professional Advisory Committee**

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HCP's initiative serves as a national model of a highly functioning, effective Health Center Controlled Network in no small part because of the tenure, knowledge, and skill of its staff.

*Health Resources & Services
Administration Reviewer*



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OTHER RELEVANT EXPERIENCE

EXECUTIVE DIRECTOR • September 1994 – May 1997
Petaluma Community Health Foundation • Petaluma, CA

CONSULTANT • August 1992 – September 1994
Corporate & Crisis Communication • San Francisco, CA

CORPORATE COMMUNICATIONS DIRECTOR • February 1985 – August 1992
American Red Cross • Boston, MA and San Francisco, CA

EDUCATION

BOSTON COLLEGE • 1982
Bachelor of Arts • English

UCLA ANDERSON SCHOOL of MANAGEMENT • 2015
Health Care Executive Program

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Health Center Partners is disrupting their entire business model to stay relevant. They are willing to take big risks to reinvent who they are and how they benefit their members.

Center for Care and Innovations

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Health Center Partners health centers provide elite-level quality of care to those most in need. This is a great organization.

Jim Schultz, MD, MBA, FAAFP
Chief Medical Officer
Neighborhood Healthcare

