

DOUGLAS A. MCMILLAN, MHA

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EXECUTIVE HEALTHCARE LEADER | CONSULTING & BOARD LEADERSHIP

Transformational healthcare executive with vast experience driving organizational growth, financial stability, and operational excellence across multiple hospitals including 40+ years review and approval of hospital policies and procedures, ensuring operational compliance. Proven track record of scaling healthcare systems through service line expansion, facility development, and medical staff recruitment, driving 500% revenue growth and ensuring sustained profitability. Recognized for visionary leadership, strategic planning, and change management, successfully guiding hospitals through mergers, acquisitions, and major capital projects exceeding \$100M+. Deep commitment to governance, compliance, and community engagement, serving on numerous boards and influencing national healthcare policy. Passionate about mentorship, talent development, and building high-performing teams, ultimately creating a legacy of strong leadership and lasting healthcare impact.

AREAS OF EXPERTISE

- Healthcare System Innovation & Leadership
- Financial & Operational Excellence
- Governance & Board Relations
- Strategic Growth & Expansion
- Transformational & Turnaround Strategy
- Community & Stakeholder Engagement
- Mergers, Acquisitions, & Integrations
- Lean Process Improvement

SELECTED ACCOMPLISHMENTS

- **Recognized by peers and colleagues for visionary leadership, integrity, and an unwavering commitment to people-centered healthcare**, fostering strong relationships, mentoring future leaders, and driving transformational change in rural healthcare.
- **Earned American Hospital Association Rural Healthcare Leadership Team Award (2020)** as first-ever recipient, positioning Cody Regional Health as a leader in rural healthcare innovation.
- **Earned multiple national and regional leadership awards, including Quorum Health Resources CEO of the Year (2018), American Hospital Association Grassroots Champion (2018), and Becker's List of CEOs to Know (2018, 2019, 2021, 2023, 2024)**, reflecting outstanding contributions to rural healthcare excellence.

PROFESSIONAL EXPERIENCE

CODY REGIONAL HEALTH / Cody, WY
Chief Executive Officer

1997–2025

Led 145-bed healthcare system with \$100M+ annual net revenue, overseeing 25-bed Critical Access Hospital (CAH), 94-bed skilled/intermediate long-term care center, 16-bed chemical dependency center, 8-bed hospice facility, and multiple specialty service lines. Reported to 7-member Hospital District Board of Directors, managing 80+ physicians/advanced practice professionals and 600+ employees. Drove organizational strategy, financial stewardship, service line expansion, and infrastructure development, ensuring sustained operational excellence and regional healthcare growth. Championed physician recruitment, patient care enhancements, and large-scale capital projects to strengthen market presence and community impact.

- **Transformed Cody Regional Health into one of most financially stable rural healthcare systems in US**, delivering positive financial margins year-over-year.
- **Expanded service lines and market presence, increasing revenue growth by 500%** through medical staff expansion, new specialty services, and strategic partnerships.
- **Implemented Lean methodology across the organization**, ensuring 100% employee participation in Lean education and driving process efficiencies through Rapid Improvement Events.
- **Directed \$100M+ in strategic capital expansion projects**, including 200,000 sq. ft. hospital renovation, 10,000 sq. ft. hospice facility, 20,000 sq. ft. regional cancer center, and 60,000 sq. ft. medical office building, elevating patient access and healthcare delivery.
- **Led impactful joint ventures with physicians, regional medical centers, and national health systems**, launching cath lab, ambulatory surgical center, dialysis center, freestanding imaging center, wound care center, and installed EPIC EHR to improve patient care and financial performance.

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- **Strengthened organization's financial position by achieving Standard & Poor's BBB+ rating**, securing long-term investment and fiscal sustainability.
- **Established Risk Retention Captive, insuring 26 hospitals and 600+ physicians/advanced practitioners across 4 states** (MT, WY, ID, NM), providing financial protection and risk mitigation.
- **Transformed organizational culture**, increasing HCAHPS scores, employee engagement, and physician satisfaction through leadership transparency and strategic workforce development initiatives.

FRANCES MAHON DEACONESS HOSPITAL (FMDH) / Glasgow, MT

1993–1997

Chief Executive Officer

Oversaw 54-bed acute care hospital providing primary and secondary medical services to residents of Northeastern Montana. Reported to 9-member Board of Directors, overseeing financial performance, physician recruitment, facility expansion, and operational strategy. Spearheaded initiatives to enhance patient care, modernize infrastructure, and drive long-term financial sustainability while positioning the hospital as leading rural healthcare provider.

- **Developed and executed aggressive physician recruitment strategy**, successfully expanding active medical staff with primary care and specialty physicians, improving access to critical healthcare services in region.
- **Led \$5.7M facility expansion project**, constructing new medical office building and upgrading hospital infrastructure to accommodate growing patient volumes and service demands.
- **Partnered with 4 hospitals to implement regional health network EHR system**, streamlining patient records management and improving clinical efficiency and data interoperability across multiple healthcare facilities.

Additional Experience:

COMMUNITY HOSPITAL / Torrington, WY

Chief Executive Officer

HAXTUN HOSPITAL DISTRICT / Haxtun, CO

Chief Executive Officer

EDUCATION

University of Colorado; Denver, CO – **Master of Health Administration**

University of Minnesota; St. Paul, MN – **Certificate of Advanced Studies in Health Administration**

Concordia College; Moorhead, MN – **Bachelor of Arts in Business Administration/Hospital Administration**

VOLUNTEER & COMMUNITY INVOLVEMENT

Forward Cody Economic Development | Past Board Member

McMillan Health Leadership, LLC | President

Cody Rotary Club | Past President | Board Member

Cody Youth Football League | Past President | Coach

Cody Regional Health Foundation | Board Member

Northern Wyoming Surgical Center | Board Member

Cody Medial Arts Complex | Board President

Yellowstone Insurance Captive | Chairman