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# Ron Cook

## Experience

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Jan 2009 – Feb 2010 Colorado

New Market CEO, The Ensign Group, Colorado

- Lead the acquisition team in the purchase and transition of The Ensign Group's first four facilities in Colorado, February 1, 2009
- Responsible for operational due diligence, hiring and placing leaders including Administrators, Director of Nursing Services and department supervisors at each of the four Colorado buildings.
- Successfully increased EBITDAR results four consecutive quarters, exceeding budgeted expectations each quarter. All four buildings 12 months after acquisition had positive EBIT contributions, and collectively contributed just over \$2M in bottom line performance, 60% above budgeted expectation in the first year of operation.
- Established strategic alliance with The Denver Hospice, leasing to them 6 beds that they operated as General Inpatient Hospice beds at a facility with underutilized beds. This partnership resulted in approximately \$25K increase to facility EBITDAR per month.
- Functioned concurrently as licensed Administrator at Julia Temple Healthcare Center, one of the four buildings in the Colorado Region. Built a strong leadership team within the facility, formed community relationships and increased EBITDAR results by 118% over prior year.

Oct 2006 – Jan 2009 San Diego, CA

Southern California Regional Operations Lead, The Ensign Group

- Oversaw the operations of The Ensign Group's five San Diego skilled nursing facilities, and from April 2007 forward also oversaw facilities in Orange, LA and Ventura counties, totaling 18 skilled nursing facilities.
- Hired and directed the work of Administrators, Directors of Nursing Services and facility leadership teams. Worked with Regional Nurse Consultants and AR Consultants to develop and deliver best practices across the Southern California Region.
- As a licensed Preceptor I served as Preceptor to 6 AIT's from Vista Knoll, the facility in San Diego I worked as licensed administrator. With each AIT I mentored in leadership skills, nursing home administrator best practices including driving revenue, building and maintaining budgets, hiring and growing people and serving in the healthcare community.
- EBITDAR year over year increased over 20% in both 2007 and 2008, Southern California lead all other regions in The Ensign Group facilities each of these years.

April 2004 – Sept 2006 Long Beach, CA

Administrator Shoreline Healthcare Center, The Ensign Group

- In the first three months as Administrator built overall census from 76% occupancy to 95% occupancy and maintained occupancy consistently above 95% thereafter.
- Built and developed a leadership team that was passionate about delivering excellent patient care, that worked well together and that created the facility of choice in the Long Beach market.
- Developed reputation in the community of dynamic rehab services, wound care capabilities and the capacity to care for clinically complex patients.

- Experienced excellent recertification surveys and clinical outcomes. First annual survey we received 7 deficiencies, the second four with nothing higher than a D on either survey.
- In both 2005 and 2006 Shoreline was in the top 5% EBITDAR PPD of all Ensign facilities, in 2003 and 2004 Shoreline was in the bottom 25% EBITDAR PPD. In full dollars the financial results grew from \$300K EBITDAR in 2003 to \$1.8M EBITDAR in 2006 in a 72 bed facility.

May 2003 – April 2004

Mission Viejo, CA

Financial Analyst Intern / AIT, The Ensign Group

- I joined The Ensign Group when the company operated a total of 17 facilities. As an intern I built pro forma and budget templates for potential acquisitions and presented recommendations to CFO and Directors of Operations.
- Assisted with due diligence, acquisition and transition of 9 facilities as an intern. Assisted in preparing budgets, setting up internal AP/AR systems in the newly acquired buildings with facility staff and assisted in setting up initial vendor contracts with the new facilities.
- Spent 6 months as administrator in training gaining experience in all areas of nursing home operation in a busy 120 bed facility in San Diego. Passed both the federal and California NHA licensing exams and received California NHA license.

## Education

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1994-2000 Utah State University

Logan, UT

- B.A. Business Administration, Minor in Spanish

2002-2004 Marriott School of Business, Brigham Young University

Provo, UT

- MBA Program emphasis healthcare and finance