

WILBUR A. SMITH, MSc

St. Thomas, Virgin Islands

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PROFESSIONAL SUMMARY

Healthcare executive with **over 30 years of senior leadership experience** in hospital administration, public health systems, behavioural health, federally qualified health centers, and community-based care. Proven record of guiding **Boards of Directors**, government stakeholders, and executive teams through **complex healthcare transformation**, including hospital renovation, revenue cycle stabilization, accreditation, Medicaid expansion, EHR systems development, and strategic planning.

Brings deep expertise in **governance support, financial oversight, compliance, quality assurance, community engagement, and healthcare system redesign**, with direct executive leadership experience at **Roy Lester Schneider Hospital (formerly St. Thomas Hospital)** and extensive service across the Virgin Islands and mainland United States. Trusted advisor to Boards navigating fiscal constraints, regulatory demands, and evolving community health needs.

KEY MANAGEMENT & BOARD-LEVEL STRENGTHS

- Healthcare Governance & Board Advisory Support
- Strategic Planning & System Transformation
- Hospital & Ambulatory Operations Oversight
- Revenue Cycle Optimization & Financial Stewardship
- CMS, Joint Commission & Regulatory Compliance
- Medicaid Policy & Public/Private Partnerships
- Capital Projects & Facility Modernization
- Community Health Systems & Access Expansion
- Executive Leadership in Crisis & Recovery
- Stakeholder, Physician & Government Relations

PROFESSIONAL EXPERIENCE

(Reverse Chronological)

Healthcare Consultant

U.S. Department of Justice – Golden Grove Adult Correctional Facility

St. Thomas, VI | 2009

- Designed and implemented a comprehensive outpatient healthcare delivery model in compliance with federal consent decree requirements.
 - Improved access, continuity of care, and quality standards for incarcerated populations.
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Executive Director

St. Thomas East End Medical Center (FQHC)

St. Thomas, VI | 2009–2014

- Led all clinical, financial, operational, and community-facing functions of the FQHC.
 - Expanded providers from **4 to 11** and facility space from **4,100 to 7,608 sq. ft.**
 - Increased annual patient visits from **4,247 to 18,448.**
 - Increased revenue from **\$649K to \$1.9M**; improved collections from **\$310K to \$1.47M.**
 - Implemented Electronic Health Records (EHR).
 - First healthcare organization in the Territory to utilize MMIS for Medicaid electronic billing.
 - Partnered with DHS on **Phase I Medicaid Expansion.**
 - Strengthened community trust and utilization through targeted outreach.
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Vice President, Physician Services

Columbia/HCA – St. Margaret Medical Center

Montgomery, AL | 1996–1997

- Led physician relations, medical staff coordination, and hospital-based internal medicine programs.
 - Opened and staffed two physician practices.
 - Negotiated contracts, staffing models, and equipment acquisition.
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Chief Executive Officer

Greenwell Springs Hospital (147-bed Psychiatric Facility)

Baton Rouge, LA | 1994–1996

- Directed fiscal and clinical operations of a major psychiatric hospital.
 - Developed **state-approved Partial Hospitalization Program** and specialized inpatient programs.
 - Launched Louisiana's first **Inpatient Program for Pregnant Teens**.
 - Secured payer agreements with Blue Cross of Louisiana.
 - Programs later adopted across the state hospital system.
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Chief Executive Officer

St. Thomas Hospital (Now Roy Lester Schneider Hospital)

St. Thomas, VI | 1990–1994

- Led hospital during **\$45M full renovation while fully operational**.
 - Guided Board during transition from Department of Health to **semi-autonomous government entity**.
 - Improved revenue by **300%** and cash flow by **700%** through revenue cycle redesign.
 - Implemented first IBM AS400 hospital information system in the Territory.
 - Strengthened quality assurance, governance processes, and community confidence.
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Associate Administrator

District of Columbia General Hospital

Washington, DC | 1987–1989

- Directed strategic planning, marketing, media, and community relations for a 500-bed medical center.
 - Developed community-based clinic strategies and stakeholder engagement networks.
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Vice President / Chief Executive Officer

Central Medical Center

St. Louis, MO | 1985–1987

- Stabilized finances through aggressive inventory, LOS, and collections management.
 - Increased cash balance by **\$700K**; reduced A/P by **\$1M**.
 - Developed new outpatient and specialty service lines.
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Chief Executive Officer

L. Richardson Memorial Hospital

Greensboro, NC | 1980–1984

- Increased bottom line by **148%**.
 - Recruited 10 physicians and converted OB/GYN suite to ambulatory surgery center.
 - Led long-range strategic planning with Board and management company.
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Chief Executive Officer

Fairview Medical Center

Montgomery, AL | 1978–1980

- Renegotiated physician contracts, saving over **\$1M**.
 - Reduced bad debt and LOS, expanded outpatient services.
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Director

Mecklenburg County Mental Health Services

Charlotte, NC | 1976–1978

- Expanded detox, rehabilitation, and outreach programs.
 - Secured grants and funding; served as liaison to boards and commissions.
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Associate Administrator

Knud Hansen Memorial Hospital

St. Thomas, VI

- Developed and implemented **Virgin Islands EMT/EMS System**, federally approved.
 - Introduced first medically equipped **ambulance boat** for St. John.
 - Led multiple capital renovation projects totaling **\$4M**.
 - Managed successful JCAHO accreditation cycles.
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EDUCATION

Master of Science (MSc), Health Care Administration

University of Pittsburgh – Graduate School of Public Health | **1971**

Bachelor of Science (BS), Industrial Training

Alabama A&M University | **1962**

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- American Hospital Association – *Executive Decision-Makers' Forum*
 - Services Masters Industries, Inc. – Healthcare Management Development
 - Human Research & Development Services, Inc. – Management & Supervisory Skills
 - American Management Association – *Essentials of Management Principles*
 - **State of Alabama** – Registered Qualified Hospital Executive (pursuant to state law)
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PROFESSIONAL AFFILIATIONS (PAST)

- American Hospital Association
 - American Public Health Association
 - National Association of Health Services Executives
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CIVIC & BOARD LEADERSHIP (SELECTED)

- Board Member, **East End Health Center**, St. Thomas, VI
 - Member, **Governor's Task Force on Health Care Reform**, VI
 - Member, **Workforce Development Task Force**, VI
 - Member, **Early Childhood Advisory Committee**, VI
 - Loaned Executive, **United Way**, Greensboro, NC
 - Founder & First President, **Charter Little League**, St. Thomas, VI
 - Preceptor, **Meharry Medical College & Southern University**
 - Member, Strategic Planning Committee, **Metropolitan Hospital Association**, DC
 - Lions Club – Chair, **Can Shake Fundraising Committee**
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POSITION PAPERS & POLICY WORK (SELECTED)

- Strategy for Primary Care in the Virgin Islands
- Anatomy of a Revenue Cycle Program
- Integrated Health Information Systems Framework
- SWOT & Five-Year Strategic Plan – STEEMCC
- Analysis of Admissions, Billing & Revenue Systems – RLSH & Knud Hansen
- Framework for a Public Health Insurance Program
- Outpatient Services & After-Hours Care Expansion Strategy
- Strategy recommendation to develop various Outpatient Services, St. Thomas Hospital