

# ANDREW CORE MD, CPE, MBA, FACP, FRCPI

Senior Vice President & Divisional Medical Officer | Healthcare Operator

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## EXECUTIVE SUMMARY

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PE-backed, multi-site healthcare operator who builds the operating infrastructure to turn distributed clinical enterprises into scalable, margin-accretive platforms. Currently leading a \$550M, 250+ program national portfolio spanning Emergency Medicine, Hospital Medicine, and Critical Care: approximately 1.9M patient visits annually, >980 MD FTE, >200 NP FTE. Track record of generating and translating strategy into measurable performance through disciplined execution, standardized KPI governance, and tight leader alignment.

Career arc from frontline clinical medicine through multi-site medical direction to enterprise leadership. Combines the clinical credibility to lead physicians with the business acumen to interface with PE sponsors on EBITDA, margin trajectory, and platform value creation.

## CORE COMPETENCIES

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- P&L & Value Creation
- Multi-Site Operations Leadership
- Post-Acquisition Integration & Stabilization
- Business Development & Growth Strategy
- Platform Strategy & Scalability
- Margin & Labor Model Optimization
- KPI Governance & Performance Management
- Board & Investor Communication

## PROFESSIONAL EXPERIENCE

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**SCP Health** | Atlanta, GA (Nationwide)

*PE-backed clinical practice management platform. 460+ partner facilities, 7,500+ clinicians, 10M+ patient visits annually.*

*Senior Vice President, Division Medical Officer* | January 2024 – Present

*Senior Vice President, Group Medical Officer* | April 2023 – January 2024

Promoted to lead one of the company's largest operating divisions. ~\$550M portfolio of 250+ EM, HM, and CC programs nationwide.

### Enterprise Strategy & P&L

- Portfolio outperforming plan on gross margin, provider cost, productivity, and clinical quality targets
- Align clinical operations, staffing economics, and KPI governance across three service lines into a unified operating model
- Reduced new-site excess clinician cost from \$27 to \$6/clinician hour through disciplined provider cost optimization
- Partner with hospital C-suite to craft practice goals aligned with institutional priorities

### Growth & Business Development

- Serve as clinical leader in sales presentations, securing multiple large-scale tertiary combined EM, HM and CC contracts
- Steer creation and execution of startup processes for new clients and expanded programs
- Launched hybrid/telehealth clinical solutions extending coverage to smaller sites while reducing labor cost

### Operating Infrastructure & Talent

- Built operating cadence, standard work, dashboards, and escalation paths enabling consistent execution across 250+ distributed programs

- Drove provider retention and engagement improvements through structured leadership alignment and Medical Director development
- Guided development of recruiting, scheduling, and credentialing processes alongside People Operations
- Developed joint program metrics driving cross-service-line collaboration between EM, HM, and CC teams

### **Sound Physicians** | Tacoma, WA

*National PE-backed provider of hospitalist, intensivist, emergency medicine, telehealth, and physician advisor services.*

*Systems Medical Director, Valley Health (5 hospitals) | June 2020 – May 2023*

Leader across a five-hospital system. Managed 28 physicians, 2 chief hospitalists, 3 APPs, 2 clinical performance nurses, and support staff. First multi-site leadership role — built the playbook later scaled at SCP Health.

- Reduced mortality by 50% and achieved 100% of O:E and CMI benchmarks within the first year
- Drove LOS below GMLOS targets by launching Accountable Care Units with bedside multidisciplinary rounds at Winchester Medical Center and Shenandoah Memorial Hospital
- Created new revenue through Hospice in Hospital, Dedicated Observation, BPCIA Value-Based Care, Tele-ID Service, and inter-hospital transfer protocol programs
- Negotiated CT Surgery, Neurosurgery, and Endobronchial Valve co-management agreements, reducing on-call costs and APP FTE requirements
- Navigated inter-facility capacity during COVID-19, retaining patients and maximizing clinical value
- Pioneered standardized protocols for echocardiography and Care Pathways across service lines
- Integrated post-acute rounding to drive hospitalist team growth and downstream revenue capture

*Traveling Hospitalist (Ascension Health, Crozer Keystone) | July 2019 – June 2020*

- Deployed as rapid-response interim labor to stabilize new and distressed programs across the U.S.
- Led clinical operations during the first wave of COVID-19, building crisis-response protocols from scratch
- Built trust with hospital administrators under high-pressure conditions, optimizing experience and throughput

## **EARLIER CAREER**

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**Internal Medicine Resident & Chief Resident** | UPMC Mercy, Pittsburgh, PA | 2016 – 2019

Rated “Superior” in all ACGME Competency domains. Comprehensive training across inpatient medicine, subspecialty rotations, and ICU.

**General Practitioner & Medical Officer** | Raffles Medical Group & MOH Holdings, Singapore | 2013 – 2016

Flagship hospital-affiliated multispecialty practice. Completed post-graduate training across general medicine and surgery. Built early-career experience operating in a highly regulated, international healthcare system.

## **EDUCATION**

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**MBA, Healthcare** — Urbana University (2018)

**Residency, Internal Medicine** — UPMC Mercy, University of Pittsburgh School of Medicine (2019)

**MB, BCH, BAO (Honours)** — University of Galway, Ireland (2013)

**B.Sc., Neuroscience** — University of Pittsburgh (2008)

## **BOARD CERTIFICATIONS & LICENSURE**

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- Diplomate, American Board of Internal Medicine — Internal Medicine

- Diplomat, American Board of Emergency Medicine — Healthcare Administration & Management
- Certified Physician Executive (CPE) — American Association for Physician Leadership
- Fellow, American College of Physicians (FACP)
- Fellow, Royal College of Physicians of Ireland (FRCPI)

**Medical Licensure:** NC, SC, VA, PA, NY, WA, UT | Republic of Ireland

## **AFFILIATIONS & TECHNICAL PROFICIENCIES**

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**Affiliations:** American College of Physicians | American Association for Physician Leadership | Royal College of Physicians Ireland | American College of Healthcare Executives