

CHARLES B. REED

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PEOPLE & OPERATIONS LEADER

Proven and accomplished leader with a highly regarded reputation for achieving results within multiple operational environments servicing a diverse client mix.

A leadership approach that values talent development, culture building, continuous improvement systems, and a passion for client and customer service.

Accomplished strategic planner with a demonstrated ability to align an organization's missions, values, initiatives, and success metrics from Executive to Entry Levels of an organization.

- Strategic Planning & Execution
- Continuous Improvement
- Process & System Development
- Talent Development
- Culture Builder
- Stakeholder Relations
- Transforming Operations
- Change Management
- Rapid Growth Experience

PROFESSIONAL EXPERIENCE

CBR Consulting, LLC

Present

CBR Consulting is a business and leadership improvement practice focused on small and medium sized businesses in the Capital Region of New York State.

Founder and Owner

Strategic Planning: Leads owners, senior leaders, and leadership teams through the steps of Strategic Planning to provide clarity, focus, objectives, goals, and accountability to an organizations mission.

Operational Excellence: Leveraging 20 years leading operational teams and an expertise in Lean Transformation, develop processes, systems, and improvement strategies to facilitate the achievement of an organization's mission.

Professional Development: Based upon a philosophy that "Business Thrives When People Matter" and powered by FocalPoint Coaching & Training Excellence, partner with individuals and teams to help them achieve and perform at their maximum professional and personal potential.

Express Scripts, Inc.

2002-Sept 2016

Express Scripts, Inc. is a Fortune 30 company with \$100B in annual revenue and ~ 30,000 employees. Their mission is to make the use of prescription medications safer and more affordable

Senior Director, Pharmacy Operations; Troy, NY

2005–Sept 2016

Position Overview

- Operations
 - Strategic planning, improvement, and leadership responsibility for 4 distinct entities within the home delivery pharmacy organization including a non union site, a union site, a virtual workforce, and a vendor managed offshore team
 - Span of control: ~ 1,000 employees with a budget of \$45M
 - Consistently achieve site and enterprise level KPIs inclusive of quality, service levels, and cost
 - Talent development and culture building
 - Continuous improvement at both a site and enterprise level inclusive of our Pharmacy Operating System
- Client Relations
 - Sustained key client relationships
 - Operations lead for site tours & finalist presentations

Key Accomplishments:

2014 – 2016

- Operational lead on a significant technology project which automated manual functions through electronic prescribing channel with annualized savings of \$7M savings
- Managed an effort to streamline and improve the quality of the enterprise communications channel ensuring effective change management within Standard Work and SOP updates
- Led operational effort to leverage offshore resources for non-clinical technician functions for projected savings of \$3M in 2016
- Led redesign of call monitoring programs that resulted in a focus on the customer experience and outcomes and away from a process oriented “check the box” system
- Sponsored continuous improvement activities to create a strategic roadmap for copay department which led to ~ \$500K in savings
- Multiple team members achieved internal promotions

2012/2013

- ESI & Medco merger: Collaborated internally on diverse merger activities: site footprint review, talent review and retention, best practice identification and implementation, technology adaptations

2009 – 2011

- Achieved the Lean transformation of 4 organizations utilizing the 7 production operating system enablers: Visual Management, Solving Quality Problems, Standard Work, Leader Standard Work, Coaching & Team Building, Waste Elimination, and Work Place Organization (ongoing)
- Led a cultural transformation built upon the foundation of respect and appreciation, the development of people, and creating a learning environment (ongoing)
- Sponsored and participated in ~ 12 Kaizen continuous improvement events resulting in significant positive impacts to quality, service levels, and cost
- Led an effort in partnership with finance to improve the accounts receivable process to reduce the overall balance by \$11M
- Designed and led an improvement project that retained 173,000 prescriptions generating bottom line margin of ~ \$2M
- Developed an internal talent pipeline consisting of interim leadership roles, leads, supervisors, and managers that allowed us to recruit internally to replace all attrition
- Collaborated with peer group to transfer work content from a pharmacist to a technician with zero compromise to quality or compliance resulting in savings of ~\$780,000

2005 – 2008

- Responsible for all aspects of turnaround situation within our Troy, NY site which included returning the site to acceptable KPIs, achieving a critical client's PGs
- Led efforts to build out the Troy site from a base of 75 employees to ~ 400
- Achieved significant union contractual improvements as operations lead on a labor negotiation team: labor savings, a move to company benefits, personal time off to align with company standard, reduced non-productive union time

FORMAL EDUCATION & COMMUNITY INVOLVEMENT

Bachelor of Science, Business Administration – Holy Family University, Philadelphia PA

Big Brothers Big Sisters of the Capital Region

- Board President 2013-2015
- Board Member 2010- Present
- Community Spirit Award recipient

Good Friends, Inc.

A community-based residential drug and alcohol licensed treatment program for adult males

- Board Member 1996 - 2005