



## R. ALAN GLEGHORN

**Chief Executive Officer at Christie Clinic  
Champaign, Illinois**

Alan Gleghorn is a leader in the healthcare management industry, with 30 years of progressive experience including direct patient care, national physician practice management, and senior administration at large healthcare related companies. While specializing in outpatient, physician-owned clinic operations, Alan has also worked in hospital and system-based settings progressively engaged in leadership training, executive coaching, and building cultural change.

Alan is an expert in implementing Lean Healthcare and Process Improvement Cultures. He has led health care organizations through financial turnarounds, large building projects, technology system conversions, physician compensation and governance changes. By leading culture-changing activities, Alan creates innovative, results-oriented systems that adapt and align stakeholder interests with organizational objectives.

Alan grew up in the small West Texas town of Seymour. His father, a plumber and farmer, along with his maternal and paternal grandparents taught him a strong work ethic through farm work while his mother instilled in him the value of education.

It was a hospitalization while in high school that turned Alan's interest towards health care. During a 10-day stay at Baylor County Hospital, he befriended the nursing staff and learned about their profession. Urged to apply for a position, the following year Alan found himself delivering supplies and serving patients' needs as the hospital's newest nurse's aide.

Upon his high school graduation, he joined the Army as a medic. After training at Fort Sam Houston in San Antonio, Alan was stationed at Fort Sill in Lawton, Oklahoma and served as a Patient Care Specialist there for two years. He also served in Giebelstadt, Germany where he was assigned to the 3<sup>rd</sup> Infantry Division and worked in a Troop Medical Clinic.

After his honorable discharge in 1984, Alan attended Midwestern State University in Wichita Falls, Texas where he completed his bachelor's in Business Administration.

While attending school full-time, Alan performed various functions as a business services representative at the Wichita Falls Clinic. In 1987, he was named Associate Administrator of the Clinic.

In 1993, Alan became the Administrator of the Dallas-Ft. Worth area-based Arlington Medical Associates. During his one-year tenure, he led the organization through a critical merger of three clinics to create a new organization called Family Healthcare Associates which allowed for stronger insurance contracts, increased patient care, and streamlined operations.

Based on his success with Family Healthcare Associates Alan was recruited to ProMedCo, a Physician Practice Management Company, in late 1993. As Director of Operations he was responsible for four

*"Lean thinking is not a manufacturing tactic or a cost-reduction program, but a management strategy that is applicable to all organizations because it has to do with improving processes:*

*All organizations – including health care organizations – are composed of a series of processes or sets of actions intended to create value for those who use or depend on them (customer/patients)."*

-Going Lean in Health Care. IHI Innovation Series white paper. Cambridge, MA: Institute for Healthcare Improvement; 2005.

multi-specialty clinics representing 100 providers. At the time, Christie Clinic was a ProMedCo client and that relationship led to Alan’s placement as CEO in January of 1999.

For the past 13 years, Alan has led Christie Clinic, one of the largest physician-owned, multi-specialty group medical practices in Illinois. Faced with a challenging economic environment and fierce competition upon his arrival, he quickly sought to guide the organization to a stronger financial and strategic position by empowering his team members to focus on continual organizational improvement. In moving the organization from a command-control leadership to a dispersed/consensus style model, he implemented Lean Healthcare and created a true cultural transformation at Christie.

*A “Multi-Specialty Group Practice” describes a formal affiliation of physicians from multiple disciplines that share income, expenses, facilities, equipment and support staff.*

*It provides patients with coordinated, collaborative, and comprehensive care giving doctors easy access to colleagues from different disciplines for advice and referrals. Along with diagnostic services such as radiology and laboratory testing, groups provide comprehensive care to a community.*

Today, Alan oversees all Clinic operations – financial, operational, and strategic. He leads a team of 800 in an organization known for full participation, long-term vision, and leadership by example. As the organization’s spokesperson, Alan spearheads all community outreach needs, serving as goodwill ambassador with elected officials, business leaders, and community representatives. He is charged with building strong, long-term relationships with insurance interests and area hospitals, as well as forging collaborations with regional businesses to raise awareness and access. Alan was instrumental in creating Christie’s Leadership Program which takes participating team members through an intensive, progressive three-year leadership development journey.

Alan and his wife Lisa have four children, Jacob, Kyle, Alana, and Rose. Jacob, 23, teaches middle school math in New Orleans through Teach for America. Kyle, 21, works in Seattle. Alana, 14, is an 8<sup>th</sup> grader at Judah Christian School and loves to play volleyball. Rose, 11, attends Robeson Elementary School. Rose’s autism and Down’s syndrome have given Lisa and Alan a new perspective on health care, and cultivated their involvement in organizations like Larkin’s Place.

Alan is an active volunteer, serving not only on the Leadership Council for Larkin’s Place, but also on the boards of Provena Covenant Medical Center and the Christie Foundation. He was instrumental in the expansion of Francis Nelson Health Center and is active in the Windsor Road Christian Church. His passion for

running, as evidenced by his participation in nearly two dozen organized races, made him the perfect catalyst for bringing the Christie Clinic Illinois Marathon to a reality.

## Education

Midwestern State University,  
Wichita Falls, Texas  
Bachelor in Business  
Administration, Major in  
Economics – 1988

University of Illinois at Urbana-  
Champaign, Urbana, Illinois  
Masters of Business  
Administration – 2003

## Associations, Certifications & Awards: R. Alan Gleghorn

AMGA CEO Presidents Leadership Council, 2012-present  
Prairie Center Behavioral Health Committee, 2012-present  
Larkin’s Place Steering Committee, 2011-2012  
Provena Covenant Medical Center, Board of Directors,  
2011-present  
Vermilion Advantage, Board of Directors, 2011-present  
Christie Foundation, Board of Directors, 2000-present  
Medical Group Management Association, Member, 1988-  
present  
American Society for Healthcare Risk Management,  
Member, 2004-2009  
Francis Nelson Health Center Organizing Committee, 2004-  
2005  
Texas Medical Group Management Association, President,  
1994-1995  
American College of Medical Practice Executives (CMPE)  
Lean Healthcare Certified Executive, Manufacturing  
Extension Partnership

## Awards & Recognition: Christie Clinic

**Outstanding Philanthropic Corporation Award**,  
East Central Illinois Association of Fundraising  
Professionals – Christie Clinic Illinois Marathon  
(2011)  
**Outstanding Service Award**, McKinley Health  
Center’s Special Populations’ Faculty Advisory  
Committee (2010)  
**Public Service Award**, Developmental Services  
Center – Christie Clinic Illinois Marathon (2010)  
**Outstanding Corporate Donor Award**, Provena  
Covenant Medical Center Foundation (2010)  
**Top Team and Top Individual Team**, American  
Heart Association, Heart Walk (2010)  
**Spirit of Caring Award**, Champaign County  
United Way (2010)