

BIOGRAPHICAL SKETCH

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Be On Purpose

Be On Purpose employs a singular blend of Executive Coaching and Consulting to empower businesses, organizations, and leaders to achieve and sustain world-class performance and unrivaled levels of effectiveness through emotional mastery and the creation of coherence among mission, vision, values, goals, and actions. Selected clients and services include:

- [Coaching leaders in HeartMath®](#), a state-of-the-art techniques to achieve world-class performance through emotional mastery.
- [Executive Coaching with business owners and senior officers of third sector and Fortune 500 companies](#): Align leadership goals, objectives, skills, and behaviors with personal interests and values to achieve maximum effectiveness for both the firm and the individuals.
- [Strategic Planning and Executive Coaching with ownership of closely-held businesses operating in restricted markets](#): Design strategy to maximize revenue and synergy of the existing firms to expand product offerings, capacity, and profits. Align owners' roles with their strengths,
- [An international health care association](#): Clarify its mission and attendant structures necessary to accomplish the new mission. Strategic planning and Executive Coaching concerning skills necessary to gain support from international stakeholders.
- [Regional office of national health organization](#): Created break-through methods to describe health risks and strategies for lowering those risks. Coached senior leadership in gaining support for transformation of regional/national structure.
- [International religious organization developing new conceptual models for a more cost-effective health approach to provide health care for its clergy](#): Facilitated principles and advisors in understanding and developing paradigm-breaking models to address and resolve core issues prohibiting progress.
- [Community-based nonprofits assessing missions and programs](#): Coached leadership in establishing a planning approach that examined hidden assumptions of stakeholders; revealed internal conflicts; identified new leadership; and begin an integrated, annual strategic and operational planning process.

Career History:

1/82 to 2/98: Executive Vice-President, Griffin Health Services, Derby, CT. A pivotal member of the leadership team that transformed 155-bed Griffin Hospital into an international exemplar of an effective and efficient community healing environment that continually exceeds client expectations, while demonstrably improving quality outcomes and improving the quality of life for internal and external stakeholders. Griffin's superior performance includes profit margins at or above the average for Connecticut and the Northeast hospital median; significant declines in nosocomial infection and mortality rates; patient satisfaction for all services consistently at or near 100 percent; visitations by representatives of 1,000s of U.S. and foreign hospitals seeking to replicate Griffin's accomplishments; and the acquisition and management of **Planetree**, a nation-wide network of health care organizations committed to the delivery of patient-focused care.

My unique contribution to Griffin's transformation included the conception, articulation, education, and commitment of necessary stakeholders for the simultaneous achievement of two world-views as a sustaining business strategy for a community hospital: 1). Becoming a true "learning organization" as described by Peter Senge in The Fifth Discipline; and, 2). Meeting community needs with services delivered in accordance with client health status, desires, and expectations for healing body, mind, and spirit.

12/76 to 12/81: Executive Director, NY-Penn Health Systems Agency, Binghamton, NY. Created and led NY-Penn under the federal program that established health systems agencies (HSAs) to serve all communities in the U.S. with the mission to increase health status, improve access to care, while containing the cost of health care. NY-Penn was one of 15 HSAs in the US with jurisdiction in more than one state, dramatically increasing the complexity of its work. NY-Penn actions between 1976 and 2000 led to a total saving of more than \$100 million in proposed capital expenditures. These cost containment efforts were matched with increased access to critical levels of care and service enhancements such that today the area has continually improving health status, spends 9% below the US average per capita for health, and has the lowest community health costs in New York State. **12/70 to 7/76: Deputy Director and other positions** within NY-Penn focused on governing board development and planning and implementation strategies to meet demands of two states and the federal government.

7/67 to 12/70: Reporter, The Sun-Bulletin, Binghamton, NY. Covered statewide elections for Governor and US Senate in 1970; State Legislative Correspondent in 1969/70; also focused on municipal and nonprofit governance and health care delivery.

Selected Professional Activities/Achievements:

Governance/Advisory Roles:

- Board of Directors, Literacy Volunteers of Eastern Connecticut, New London, CT

- (President, 2003 - Present).
- Ruth J. Colvin & Frank C. Laubach Award for Volunteer Excellence, ProLiteracy America, 2004.
- Board of Directors, Connecticut Chapter, International Coach Federation (President, 2004 - 2007; Vice President, 2001 - 2003; Chair, Marketing Committee, 2000-2001).
- International Coach Federation, Regulation Committee (2003 - 2005).
- Board of Directors, New London Main Street, New London, CT (2004 – Present; Vice-President, 2007 - Present)
- Economic Enhancement Committee, New London Main Street (Chair, 2004-2008).

Speaking Engagements:

- “Small Business Survival During an Economic Downturn,” Advances in Anti-Aging and Wellness Technology EXPO; November, 2008.
- “Assessing the Options for Strategic Alliances Among Small Businesses;” Connecticut Chapter, National Association of Organizing Professionals; North Haven, CT (February, 2006)
- “The Plan is Not the Most Important Product of Strategic Planning;” ProLiteracy Annual Meeting, Tucson, AZ (October, 2005)
- "The Power of Alternative Paradigms to Improve Coaching Skills;" International Coach Federation, Connecticut Chapter, Madison, CT (May, 2004)
- “Creating Learning Organizations in Health Care;” Psychology of Health, Immunity & Disease; Hilton Head, SC (December, 1997).
- “Patient-Focused Care: Great for Business;” Tenent Health Care Medical Leadership Annual Conference; Colorado Springs, CO (November, 1997).
- "Returning Heart & Soul to Health Care; An Alternative Approach to HMO Reform," Cambridge Health Resources; San Diego, CA (February, 1997).
- “An Alternative Approach for Reforming Managed Care;” Integrating Alternative Medicine & Managed Care; National Managed Health Care Congress; San Francisco, CA (September, 1996).
- “Integrating Learning Organization Principles With Other Leadership Paradigms;” Bretton Woods Gathering: Creating Learning Organizations; Bretton Woods, NH. (July, 1994).

Workshops Conducted:

- “Living on Purpose;” public offering; Waterbury, CT, September, 1999 – February, 2000.
- A Chaplain’s Workshop: “Meeting Spiritual Needs in Today’s Health Care Environment;” Binghamton, NY, November, 1999.
- “Heart Disease Reversal Program;” week-end retreats; Griffin Health Services; 1994-1997.
- “Genesys: Personal Mastery for Leaders,” to more than 30 executives and managers, Griffin Health Services; 1995-96.
- “Visionary Leadership: The Principles and Techniques of Learning

Organizations,” to more than 1,000 board members, physicians, executives, managers, employees, and other stakeholders, Griffin Health Services; 1993-1996.

Publications:

- “Griffin: Connecticut’s Holistic Hospital,” *Healers’ Forum*, Winter, 1995.
- "Finding the Right Leverage Point," *The Systems Thinker*, October, 1990.
- "Finding the Right Leverage Point," *Health Care Forum*; March/April, 1990.

Adjunct Faculty:

- Clinical Campus, State University of New York at Binghamton/Up-State Medical Center, Syracuse and Binghamton, NY (1980-82).
- Harpur College, State University of New York at Binghamton; (1979-82).

Guest Lecturer:

- State University of New York at Binghamton, Schools of Management, Nursing, and General Studies (1978-82).
- Sloan School of Hospital Administration, Cornell University, Ithaca, NY (1982).

Certifications/Continuing Education:

Licensed HeartMath® 1 to 1 Provider: Institute of HeartMath, Boulder Creek, CA.
Authorized Oasis Trainer: Oasis in the Overwhelm, Millie Grenough, New Haven, CT.
Executive Coaching: New Ventures West, “Integral Coaching Roundtable,” Boston, MA.
Coaching: Coach Training Institute, “Fundamentals” and “Fulfillment,” Providence, RI.
Somatic Coaching: Rancho-Strozzi Institute, “Somatics & Action,” “Somatics & Leadership,” and “Leadership & Mastery,” Petaluma, CA.
Facilitator: “Visionary Leadership,” “Visionary Planning,” and “Genesys,” Innovation Associates, Framingham, MA.
Faculty/Curriculum Design: “Heart Disease Reversal Program,” Preventive Medicine Research Institute, Sausalito, CA.
Instructor: “Personal Health Improvement Program,” Harvard Community Health Plan, Cambridge, MA.
Literacy and ESOL Tutor: Literacy Volunteers of Southeastern Connecticut, New London, CT.
Leader: “Cancer Support Groups,” eCap, New Haven, CT.
Nuclear Medicine Technology: US Naval Hospital Training Command, Bethesda, MD.
Hospital Corpsman: US Naval Hospital Corps School, Great Lakes, IL.
Liberal Arts: Harpur College, Binghamton, NY.
Liberal Arts: Broome Community College, Binghamton, NY.

References:

Available upon request.