

**SAMUEL E. MOSKOWITZ, FACHE**  
BERKELEY RESEARCH GROUP, LLC  
307 International Circle, Suite 400 | Baltimore, MD 21030

Direct: 410.318.7160  
[smoskowitz@thinkbrg.com](mailto:smoskowitz@thinkbrg.com)

## SUMMARY

Sam Moskowitz is a managing director in BRG's Clinical Economics practice. He brings over thirty years of experience as a hospital president, health system chief strategy officer, and chief operating officer. He has served in an academic medical center (AMC), Catholic hospital, and the largest regional health system serving the Washington, DC–Baltimore region.

Mr. Moskowitz has led the formation of multiyear strategic plans guiding operating and capital decision-making, mergers and acquisitions, joint ventures, and construction of new ambulatory facilities and inpatient towers. He has worked extensively to create successful physician enterprises in all three organizations he has served. He also led an effort to plan, finance, design, and build a new startup hospital.

Mr. Moskowitz's current focus is to provide strategy services to health systems, AMCs, urban and rural hospitals, physician organizations, and surgery centers. He advises management, boards, and other stakeholders, combining his passion for "thinking big" while bringing a level of pragmatism from his experience as a healthcare executive managing legacy businesses. Mr. Moskowitz currently serves as a senior advisor to the Maryland Department of Health COVID-19 Surge Planning Task Force, where he works with the state's leadership, hospitals, nursing homes, and emergency preparedness staff to plan and execute on Maryland's COVID-19 Surge Plan. He has held extensive conversations with executives and physicians on the expectations for the "new normal" and its impact on healthcare systems, payors, and alternative care sites.

## EDUCATION

MHA, Healthcare Administration	Governors State University, 1985
BGS, Business Administration	University of Iowa, 1983

## PREVIOUS POSITIONS

Medstar Health, 2012 - 2020  
President, MedStar Franklin Square Medical Center  
Sr. Vice President

Mercy Health Services, 1993 - 2012  
Executive Vice President & COO, 2008 – 2012  
Executive Vice President, 1999 – 2007  
Sr. Vice President, Corporate Strategy, 1996 – 1993  
Vice President, Strategic Planning, 1993 - 1995

University of Maryland Medical System, 1986 – 1993  
Director, Strategic Program Development, 1991 - 1993  
Assistant Vice President, Executive Affairs, 1988 – 1991

Veterans Administration Medical Center, 1985 – 1986  
Administrator, Department of Medicine, July 1985 – October 1986  
Administrative Resident, January 1985 – June 1985

## **PROFESSIONAL AWARDS, RECOGNITION, AND PRIZES**

2020 Outstanding Service Award, Maryland Hospital Association  
2018 State of Maryland Governor’s Citation for Commitment to the Provision of Medical Care for Homeless Individuals  
1993 Outstanding Alumnus Award, Governors State University  
1983 Foster G. McGaw Scholar in Healthcare Administration

## **PRESENTATIONS AND PUBLICATIONS**

“Meeting Consumer Needs in an Era of Population Health”, Presented at the Cannon Peer Colloquium, July 10, 2015, Baltimore, MD

“Healthcare Facilities—What are our REAL Real Estate Needs?”, Presented at Saul Ewing LLP’s Third Annual Mid-Atlantic Conference—Real Estate 2012: The Cutting Edge and Beyond, November 17, 2011, Baltimore, MD

“A New Approach to the Medical Mall: Mercy’s Community-Based Outpatient Delivery Model,” Presented at the Maryland Economic Development Association’s Fall Conference—The Business of Health Care as An Economic Driver, October 21, 2010, Baltimore, MD

“The Future of Medicine for the Practitioner,” Presented at “Women’s Health: Back to Basics—A Mini-Medical School Course,” October 24, 2009, Baltimore, MD

“Execution Is Killing Us: Successful Implementation of Your Strategic Plan,” Annual Meeting of the Society for Healthcare Strategy & Development, October 6, 2007, Washington, DC (with Chris Kane from Tatum Consulting)

Focus Factories in Healthcare,” New England Society for Healthcare Strategy Webinar, September 28, 2006 (with Chris Kane of Tatum Consulting)

“Successful Implementation of the Focused Factory Theory within a Non-Profit Hospital,” Annual Meeting of the Society for Healthcare Strategy & Development, September 16, 2005, Washington, DC (with Chris Kane from Tatum Consulting)

Moskowitz SE, Bower BO, Hosking JA: “Community Leads Planning for New Start-Up Hospital”, Trustee, February 1993.

Rhee SO, Lyons TF, Payne BC, Moskowitz SE: “*USMG’s versus FMG’s: Are There Performance Differences in the Ambulatory Care Setting?*” Medical Care 24:3, 1986.