

From this week's People

Improving team communication at Addus

By: [Mike Colias](#) October 20, 2008

SPOTLIGHT: MARK HEANEY

Job: President and CEO, Addus HealthCare Inc., a Palatine-based home-health agency.

Vitals: 52 years old; bachelor's degree in communications, Loyola University of Chicago, 1979; various positions, Staff Builders Inc., Chicago, 1980-84; chief operating officer, Addus, 1985 through May.

Strong suit: Business development, including having participated in more than 10 acquisitions by Addus over the past decade.

Résumé gap: First time serving as CEO and managing the firm's finances and information technology.

Track record: Since 1985 Addus has grown from one office, in Chicago, and about \$2 million in annual revenue to 117 offices in 16 states. Revenue is expected to exceed \$240 million this year.



Job one: Create better communication with Addus' 12,000 health care professionals through a more-focused human-resources effort, including more-uniform training. "Our employees are scattered across 40,000 work sites, and that can make it hard for them to feel connected to the firm," Mr. Heaney says. "We have a renewed focus on keeping them feeling like a part of the team."

Obstacles: Widening state budget shortfalls could strain Medicaid payments, a key revenue source, and the credit crunch may hamper plans to grow through acquisitions.

The plan: Continue expanding into new states and broadening services through internal growth and acquisitions. "The industry is so fragmented," says Arthur Henderson, a Nashville, Tenn.-based analyst with Jefferies & Co. "There is a lot of opportunity for growth for providers of their size."