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HEALTHCARE OPERATIONS & SERVICE LINE MANAGEMENT

\$20M SERVICE LINE MARGIN GROWTH | 90% MARKET SHARE CAPTURED | TOP PHYSICIAN ENGAGEMENT

TRANSFORMATIONAL HEALTHCARE EXECUTIVE leading full scope of operations management, community engagement, human resources, and capital improvement projects. Change driver who deploys industry best practices, quality patient care initiatives, and high-level operational excellence. Builder of effective programs within tight budgetary parameters. Respected for enhancing the patient experience and cultivating a strong mission. Exhibits a multifaceted view on business development and executive-level decision-making – challenging the status quo to realize deeper revenue gains with maximized ROI. Engaging, collaborative, and influential leader, coach, and mentor.

- ✓ **Boosted service line margins \$20M while overcoming flat surgical volumes.**
- ✓ **Championed development of sustainable pediatric cardiac rehab program from the ground up.**
- ✓ **Spearheaded investment into clinical decision-making tool to change care delivery, define pathways for improvement, and ensure consistent utilization of data across the organization.**

CORE COMPETENCIES

- Executive Vision & Direction
- Strategic Planning & Execution
- Clinic & Hospital Operations
- Consensus Building
- Physician Relations & Recruitment
- Risk Management & Mitigation
- Change Management
- Service Line Management
- Budget & P&L Management
- Healthcare Systems & Standards
- Workflow Optimization
- Cost-Saving Initiatives
- Regulatory Compliance
- Patient Satisfaction
- Continuous Improvement

PROFESSIONAL EXPERIENCE

CHILDREN'S HOSPITAL – DENVER, CO

2014 – PRESENT

EXECUTIVE DIRECTOR (2016 – PRESENT)

Promoted and charged with transitioning the center into an institute – defining action plan and roadmap across clinical outcome targets, community and educational impacts, and clinical processes. Owned end-to-end operations and management for 15K outpatient visits per year at 15 physical locations with a 24-bed cardiac ICU and 14-bed acute care inpatient floors, 3 cardiac operating rooms, and 2 cardiac catheterization labs. Leadership scope spans 300+ FTEs and 6 direct reports with \$120M budget.

FINANCIAL & BUSINESS OVERSIGHT:

- **Championed establishment of infrastructure** to manage, distribute, and sustain \$25M in innovation funds.
- Challenged and advanced philanthropic efforts – raising endowment funds from \$16M to \$50M.
- **Elevated service line margins \$20M** while overcoming flat surgical volumes.
- **Exceeded 90% market share throughout the state** – showcasing commitment to community partnerships, care closer to home, and the mission of putting children first.

OPERATIONS MANAGEMENT:

- **Responded to COVID-19 pandemic** – operationalizing command center to support unprecedented 24/7 operations.
- **Executed end-to-end transformation of service line dashboard** to cultivate digital clinical decision-making tools and deliver transparent outcomes data and performance metrics.
- **Instrumental in planning and operations for \$6M+ construction** of second cardiac catheterization lab.
- **Trusted to chair service line executive committee** to represent hospital and all 4 cardiac provider teams.
- **Uncovered gap in data utilization** – championing investment into creation of a clinical decision-making tool to change care delivery, define pathways for improvement, and ensure consistent utilization of data across the organization.
- **Positioned institute in the top tier** of outcomes for transplant operations.

SERVICE LINE ADMINISTRATOR, HERMA HEART CENTER / CARDIAC SERVICE LINE (2014 – 2016)

Oversaw all operations, strategies, and management of outpatient cardiac care that encompassed echocardiography lab, hybrid cardiovascular lab, outpatient clinic, and 14 outreach locations. Leadership scope spanned physician practice administration with 43 physicians, 21 advanced practice providers, 13 fellows, and 100+ FTEs and \$60M total operating budget.

- **Increased employee engagement survey scores** in all subordinate sections 2.8%.
- **Drove down echocardiography lab quarterly write-offs** from \$200K to under \$10K.
- **Conceptualized, designed, and built up sustainable pediatric cardiac rehab program** from the ground up.
- **Established 3 cardiology outreach locations and 2 CT surgery locations** for \$450K in revenue gained.

UC HEALTH – DENVER, CO

2012 – 2014

DIVISION ADMINISTRATOR, PEDIATRIC GENERAL SURGERY AND PEDIATRIC UROLOGY

Headed both operational and financial management of 2 subspecialty physician practices and 2 hospital-based clinics supporting 30 faculty, 11 advanced practice providers, and 52 additional FTEs. Managed and allocated \$15M annual operating budget and \$2M in external grant funding. Reported to surgeon in chief and chief of urology.

- **Captured \$25K in annual savings** – reducing surgery clinical supply expenses 58.6% and urology clinic 6%.
- **Boosted clinical revenue \$44K and overcame lower clinic volumes** – driving meticulous charge capture review of supply and procedure billing.
- **Increased revenue 5.3%** across both physician practices due to contract renewal of surgical outreach activity.
- **Amplified employee satisfaction scores 6%** – delivered top-tier ranking achievement and readiness score of 93/100.

MILITARY EXPERIENCE

UNITED STATES ARMY

2005 – 2012

MEDICAL STRATEGIC PLANNING AND OPERATIONS OFFICER (2011 – 2012)

Provided high-level backing and leadership to complete national guard and reserve – coordinating and allocating resources, developing training programs, and supporting medical training of mobilized forces and units. Evaluated Force Health Protection issues potentially effecting mission to train and validate mobilized Reserve Component (RC) unit.

- **Lessened U.S. Army Mobilization Training Center cost \$8M** – relocating facilities and reallocating resources.
- **Spearheaded Integrated Disability Evaluation System (IDES)** across all mobilization training centers for Guard and Reserve units to expedite post-deployment access to care within the Veterans Affairs healthcare facilities.

MEDICAL OPERATIONS OFFICER (2005 – 2011)

Led the complete operational and administrative function for an aero medical emergency evacuation unit with 89 personnel and \$65M in equipment. Prepared and allocated multiple budget lines of \$110M+ annually. Defined both short- and long-term plans and strategies to optimize process, boost operational cadences, and eliminate inefficiencies at all levels.

- **Provided support to 2.4K patient movements** with planning and execution of medical evacuation / flight for life operations in southwestern Afghanistan.

EDUCATION

DOCTOR OF BUSINESS ADMINISTRATION | University of Wisconsin
MASTER OF SCIENCE, MANAGEMENT | University of Colorado
BACHELOR OF ARTS, POLITICAL SCIENCE | University of Colorado