

JENNIE PORTER, PhD, RD

DIRECTOR OF OPERATIONS – CLINICAL ADMINISTRATOR

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Growth Strategies | Cost Reduction | Clinical Program Management | Process Improvement
| P&L | Regulatory Compliance | Administration | Budget Analysis | Business Process
Development | Business Strategy | Change Management | C-Level Decision Support | Crisis
Management | Curriculum Development | Data Analysis | Multi-Site Management |
Financial Reporting | Program Administration | HIPAA | Cost Recovery |
Human Resources | EEOC |

A versatile healthcare professional with extensive management experience in clinical settings that include a state hospital agency, a large private provider network and a major pharmaceutical / biotech firm. A natural leader, strong communicator, inspiring motivator and synergistic collaborator with a proven record of propelling organizations and individuals to excellence.

Directing large-scale multisite operations for the **California Department of State Hospitals** and leading national kidney dialysis provider **DaVita**, led diverse cross-functional teams to deliver best-in-class quality of care. Ensured rigorous safety and regulatory compliance standards while maximizing efficiency and reducing costs.

With demonstrated leadership expertise in all facets of clinical operations management and administration, directed a wide variety of process and performance improvement programs that elevated KPIs ranging from patient outcomes to P&L. Experienced spearheading turnarounds of underperforming operations, leading large regional expansions and starting up new clinical facilities.

Additional healthcare experience includes service in a Senior pharmaceutical sales representative role at **Merck & Co.**, selling Vytorin and Zetia (Lipid-lowering medication) into large hospital networks and private / group physician practices.

Managed operations with 12 facilities totaling 19 programs, P&L on budgets up to \$50M and 2,000+ multidisciplinary professionals serving as many as 12,000 patient lives. Can make an immediate strong and lasting impact by:

- **Maximizing quality & efficiency of patient care**
- **Reining in operating expenses while boosting P&L**
- **Improving clinical outcomes & operational performance**
- **Recruiting, mentoring & motivating to performing teams**
- **Ensuring compliance with corporate & regulatory standards**
- **Driving continuous process improvement & organizational excellence**

Education: PhD Philosophy – Capella University; MA – Jones International University; BS, Food Science and Nutrition - California State University, Fresno CA.

Work History

Clinical Administrator

Department of State Hospitals – Coalinga (DSH-C), CA
August 2015 – March 2019

Directed overall daily operations for the newest Maximum Security mental health facility in California, housing up to 1500 patients. Led all policy making decisions and charged with implementation and oversight of clinical operations. Additionally, ensured all compliance with DSH policies and procedures. Led coordination of treatment programs administered by more than 1500 professional, clinical and support staff. Additionally, served as the management interface with the Sacramento office, ensuring fiscal integrity, budget maintenance and state policy compliance and EEO reviews.

- **Directed a major process improvement team.** Elected by peers to lead committee of Executive Clinical Administrators. Hospital Access Policy needed altering, due to legal action taken by patients, wanting more unrestricted access. This was a major undertaking as hospitals housed very different patients, with different security levels. After two years' leadership and collaboration, policies were developed, processes improved and best practices implemented.
- **Cut costs, eliminated waste and increased budget effectiveness.** Critical projects were not funded, due to lack of available capital. Noticed large amounts of wasted dollars dedicated to patient worker and patient training programs. Ultimately discovered \$23K in monthly waste. Met with department heads, revamped staff schedules, consolidated group session times, mandated time sheet reviews and virtually eliminated overtime. Decreased spending by **\$300k** in one year.
- **Spearheaded development of Sober Socialization Center.** In addition to support groups for substance abuse, clients needed to engage in peer activity. As individual gaming devices were removed from patients for compliance reasons, another need was discovered. Combining a social outlet with an activity, a gaming center/computer lab was designed and built, which satisfied all fronts.

Director of Dietetics

Department of State Hospitals – Coalinga, CA
June 2014 – June 2015

Promoted to provide contracted leadership and direct management of 100+ professional and skilled workers. Provided successful vision and direction for all staff. Collaborated with all facility disciplines. Maintained and analyzed food cost control records, to determine best methods for purchasing and utilizing food and supplies. Also evaluated menus to ensure resident acceptance pattern changes. Charged with fiscal responsibilities of \$1M budget. Additionally, audited other state facilities, ensuring Title 22 compliance. Also participated in state food safety presentations.

- **Revamped in-patient food services, saving \$10K monthly.** Residents were unhappy with food quality and therefore, large amounts of food were wasted each month. After recognizing antiquated preparation techniques, dangerous food delivery methods and surveying patients' food preferences, steam tables were purchased, making food fresh and appealing to patients. Workers' safety was improved and waste amounts plummeted.

Assistant Director, Dietetics/ Dietitian

Department of State Hospitals – Coalinga, CA

July 2012 to June 2014

Managed all aspects of large-scale Nutrition department. Led 9 dietitians, in addition to 100+ professional and skilled workers. Charged with bargaining unit relations, employee relations, employee incentives and disciplinary actions. Collaborated with other staff medical professionals. Oversaw department P&L.

Regional Operations Director

DaVita

July 2008 to June 2012

Charged with territory including 19 dialysis programs and 250+ team members. Led team to continuous improvement, honoring company's core values. Consistently inspired direct reports, addressed growth priorities, striving for leading clinical outcomes. Spearheaded multiple acquisition conversions, while maintaining social responsibility. Increased profit YOY while being held accountable for \$50M P&L.

- **Opened eight new facilities in three years.** As a ROD (Regional Operations Director), opening new clinics was of high value. After much tenacity, meetings with physicians and various practices were scheduled. After overcoming various barriers, locations were scouted and secured, doctors were recruited, and operating licenses were obtained. Opened all of the new clinics on time and on budget, outpacing all other RODs in the region.
- **Recruited physicians to support a rapid expansion.** As a joint venture, recruiting experienced physicians and practices was crucial to successful operations, both existing and new. Used persistence and strong relational skills to recruit existing network and new physician practices. In addition to multiple individual physicians, persuaded a major practice of seven nephrologists to become JV partners.

Senior Professional Representative

Merck & Company

September 2006 – March 2008

Developed relationships with healthcare providers and provided detailed information on upcoming medicinal advances. Prospected new business, identified improvement on existing clients. Consistently met and exceeded sales goals and increased market share.

- **Consistently exceeded sales goals.** Utilizing strong relationship-development skills, built and maintained excellent physician rapport. Often gaining frontline access to physicians' offices, boosted market share and consistently exceeded sales goals, beginning just three months into employment. Generated 105% of sales to target year one and 106% to goal year two.

Vice President of Peritoneal Dialysis and Clinical Outcomes

DaVita

April 2002 – September 2006

Organized, planned, and coordinated implementation of a nationwide rollout of an alternate modality program. Negotiated space contracts, developed and implemented training programs for new clinics. Recruited physicians and surgeons through strong nationally-built referral relationships. Closely monitored and analyzed P&L, identifying underperforming programs and consequently, designed cost-reducing improvement initiatives. Constantly collaborated with regional teams, monitored industry trends, offered strategic direction for successful business models.

- **Started up dozens of new clinics.** The organization adopted a strategic approach to grow the Peritoneal Dialysis modality. In addition to meeting with national medical practitioners, met with Regional Directors and Vice-Presidents to gain additional support. Advertised and marketed need for the new modality and organized training for all staff. 25 new programs opened nationwide in two years and the number of new patients increased by **19%** in 1 year.
- **Directed Cost-Cutting Initiative, saving \$1M.** Recognized waste in PD (Peritoneal Dialysis). Initiated discussion with nationwide directors and program managers and explained the initiative to lower cost. Organized trainings on supply management to be administered by the program managers, with oversight by program directors. Lowered supply cost \$1 per treatment, while increasing patient base by 7%.
- **Spearheaded tough acquisition transition.** Incorporated new organizational objectives, identified staff development opportunities and collaborated with physician partners. A nationwide and successful transition was realized.

Additional Relevant Experience:

Professor: Nutrition and Business Resource Management - Fresno State University

August 2007 - Present

Adjunct Professor: Nutrition - Oakhurst, Clovis and Madera Community Colleges

January 2008 - Present

Earlier: Dietician Consultant, State of CA; Food Service Mgr., Kings/Tulare Agency on Aging

Keywords

Account Management | Audits | Best Practices | Budget Control | Business Development | Business Intelligence | Business Process Development | Capital Budgets | Change Agent | C-Level Relationship Management | Client Satisfaction | Communications Management | Community Relations | Compliance | Conflict Resolution | Contingency Planning & Disaster Recovery | Continuous Process Improvement | Contract Compliance | Contract Management | Corporate Communications | Corporate Partnerships | Corporate Social Responsibility | Cost Accounting | Cost Containment | Cost Control | Cost Reduction | Cross Functional Team Building | Curriculum Development | Customer Relationship Management; Customer Service & Support | Data Analysis | Database Management | Distance Learning | Medicaid | Medicare | Diversity | Education | E-Learning | Employee & Vendor Relations | Employee Relations Engagement Management | Ethics & Integrity | Facilities Management | Financial Planning | Financial Reporting & Analysis | Food Safety | Forecasting & Modeling | Fund Raising | Staff Development | Training Activities