

**VP / DIRECTOR OF OPERATIONS – PROGRAM MANAGER**

**Continuous Process Improvements / Growth Strategies / Multisite Operations / P&L / Budgets / Startups / Turnarounds / Performance Improvement / Budgets / HR / Cost Reduction / Planning / Change Management / Customer Service & Satisfaction / Staff & Organizational Development / Best Practices / Regulatory Compliance / Team Building / Training / Talent Management / HIPAA / Recruiting / HRIS / EMR / Project Management / Call Centers / Strategic Alliances / JCAHO / ACA / Patient & Provider Relations / OSHA / SOPs / Business Development / Performance Measurement / Marketing / Facilities / Construction / Profit Improvement / Systems / Administration**

A versatile operations executive, I have a strong record of accomplishment in multiple industries, including healthcare, education, financial services and food manufacturing. With a broad and highly adaptable arsenal of skills, I have made proven contributions in roles ranging from operations management, human resources and training to call center management, business development and marketing.

Dedicated to continuously maximizing performance across a multitude of key metrics, I am recognized for driving strong improvements in revenue, efficiency, productivity, quality, compliance and satisfaction while tightly reining in expenses. My experience includes leadership of fast-paced startups of new operations, rapid growth initiatives and dramatic turnarounds of underperforming organizations.

At organizations such as ***Clinica Family Health, Concentra Health Services, Interim Health Care of Greater Denver, Everest College, Trinity Capital Services*** and ***Shamrock Foods*** among others, I have built and led teams to consistently surpass demanding corporate and client expectations.

At your organization, I could make an immediate and lasting impact by:

- Planning & executing growth & expansion strategies**
- Streamlining processes & systems to boost efficiency**
- Maximizing quality & productivity while controlling costs**
- Ensuring rigorous internal controls & regulatory compliance**
- Forging synergistic strategic alliances & profitable partnerships**
- Assembling, mentoring & motivating top multidisciplinary talent**
- Delivering best-in-class levels of client care, service & satisfaction**
- Developing & implementing nimble change management roadmaps**
- Improving workforce capabilities, performance, engagement & retention**
- Fostering innovation, continuous improvements & organizational excellence**

Others have described me as a natural leader and high-energy motivator with high emotional and social intelligence. Known for a hands-on management style that balances empowerment and accountability, I take immense pride in propelling diverse organizations to achieve greatness while promoting a customer-centric culture.

My credentials include an ***MBA degree*** and ***Health Services Administration Graduate Certification*** both from the *Keller Graduate School of Management*, as well as a ***Bachelor of Arts degree in Education and English*** from *Olivet College*. I am a member of ***ACHE, NACHC, CHSM*** and ***NAPW***.

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**CAREER HISTORY & SELECTED HIGHLIGHTS**

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**Director of Operations, Baptist Health Medical Group, the largest not-for-profit health system in Kentucky, February 2018 to Present.** Recruited to manage all operations for Powderly Healthplex and Central City offices. Healthplex houses primary care, lab, radiology, and a specialty suite.

**Clinic Operations Director, Clinica Family Health, a \$40M healthcare provider and clinic network, 2012-2018.** Recruited to manage all operations for business unit in Adams County, Colorado. Directed major expansion, growth, process and performance initiatives. Managed a team of 75 multidisciplinary professionals and budgets to \$7M. Concurrently, asked to take on an additional role in 2016, leading a call center as **Communications Center Director**. Notable achievements in these dual roles include:

**Drove major call center performance gains.** Low staff morale and excessive attrition at Clinica resulted in long wait times and falling patient satisfaction. Conducted staff surveys to identify core issues. Revamped departmental rules, creating a more employee-friendly workplace. Developed new training and Best Practices. Updated equipment and added staff. Cut wait times from 30 minutes to 90 seconds for 80% of calls with 100% of calls being answered in five minutes or less. Slashed call center personnel turnover by 40 points. Cut patient and community partner complaints by 60%.

**Doubled capacity with a major capital project.** A skyrocketing patient population overwhelmed Clinica's Federal Heights location. Directed a \$2M expansion and relocation project, managing all facets of project from planning and site selection to lease negotiations, construction and launch. Added 15,000 sf of clinical space, including 15 new exam rooms. Doubled clinical staff and patient volume capacity. Completed the project on time and under budget.

**Fast-tracked clinical ramp-up of new facility.** To avoid a financial deficit, Clinica needed to bring its new Federal Heights operation to nearly full capacity far ahead of the traditional two to four-year industry norm. Converted offices at the old facility into exam rooms and brought on two new providers six months before the opening of the new clinic. Achieved 75% of full paneling with one provider and 45% with the other by day one of the new site and paneled a third with 20% almost immediately. Put the new facility on track to reach its optimum 4,500 patient population by the end of year one. Created a scalable template for future expansions.

**Leveraged process improvements to fuel growth at twice the corporate average.** New patient onboarding at Clinica's Federal Heights site was overly complex and slow, causing frustration for both providers and patients. Designed and implemented a new-patient cluster group, establishing a dedicated onboarding team. Enabled providers to see three to five times as many new patients, reducing burnout and fatigue while also cutting patient wait times. Drove a 10% jump in new patients locally versus an enterprise-wide average of 2% to 5% growth rate.

**Center Operations Director, Concentra Health Services, 2010-2012.** Recruited to direct all operations for clinical health care center. Managed 25 multidisciplinary professionals and P&L on center revenues to \$10M. Led a variety of performance improvement programs, ensuring compliance and top quality patient services. Key accomplishments include:

**Spearheaded a performance turnaround with a 60-point jump in NPS scores.** Concentra's occupational health center failed to meet client satisfaction objectives. Directed an aggressive performance improvement initiative. Developed new training and coaching, strengthening organizational and individual accountability with rigorous goals. Boosted in-service performance metrics, elevating net promoter score (NPS) ratings from 20% to 80% overall. Took the location from worst to near-first performance regionally.

**Accelerated processes 60%, boosting satisfaction.** Drug screen cycle times at a local Concentra facility were the worst regionally. Reengineered all phases of the workflow. Strengthened communications and staff interchangeability, reducing bottlenecks. Cut time from check-in to check-out from 25 minutes to only ten minutes. Dramatically improved satisfaction of

employer clients and the employees sent for pre-employment or random screenings. Met or exceeded all corporate quality and timeliness objectives.

**Human Resources Director, Interim Health Care of Greater Denver, 2010.** Directed all human resources functions including credentialing, employment law, policies and procedures, employee relations, workers' compensation and credentialing for two sites. Managed recruiting and performance reviews for all employees in both home health and staffing facets of the organization. Contributions include:

**Turned around compliance deficiencies.** With a compliance audit looming, Interim Health Care's HR department failed to meet numerous state regulations for home health/staffing employees. Developed and implemented new HR processes, onboarding, training and controls. Conducted an internal audit to identify and cure any issues in advance of the state audit. Positioned the department to pass the state review with no deficiencies.

**Earlier: Career Services Representative, Everest College; HR & Office Manager, Trinity Capital Services; and Contract Trainer, Shamrock Foods.** Achievements in these roles include:

**More than quadrupled success rates.** Placement of Everest College recent graduates in jobs and internship fell below corporate targets. Identified insufficient training in job hunting, resume writing, interviewing and other professional and career development skills as key impediments. Developed curriculum, workshops and coaching to address the deficiencies. Improved placement rates from two to 10 graduates per month, meeting or exceeding monthly corporate quotas.

**Marketing event captures new accounts.** Trinity Capital's ownership was looking to grow its client base and AUM from existing clients. Directed planning of an informational event to promote the firm's capabilities, services and expertise. Arranged a venue and catering. Assembled a panel of industry experts to make presentations on emerging market trends, effective investment strategies, risk management, asset allocation and other topics. The event was a success, attracting more 100 attendees and landing several new key accounts and added assets from existing clients.

**Reengineered employee surveys, yielding high quality input.** Shamrock Foods failed to elicit useful responses from a survey of warehouse staff. Developed and led a training seminar to educate the team being surveyed on how to provide constructive criticism and feedback. Re-ran the survey after the seminar and obtained significantly more professional responses and actionable feedback. After demonstrating the value of the pre-survey education session, the new process was successfully rolled out across the entire Colorado division of the firm.

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### **EDUCATION**

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**Master of Business Administration degree** from the Keller Graduate School of Management.

**Health Services Administration Graduate Certificate** from the Keller Graduate School of Management.

**Bachelor of Arts degree in Education and English** from Olivet College.

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### **PROFESSIONAL AFFILIATIONS**

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Member of: *The American College of Healthcare Executives (ACHE)*, *National Association of Community Health Centers (NACHC)*, *Colorado Healthcare Strategy and Management (CHSM)*, *National Association of Professional Women (NAPW)* and the *Kyle O'Connell Foundation*.