

CYNTHIA ZINAKOVA, MBA, RHIT

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OPERATIONS EXECUTIVE | CHIEF OF STAFF | OPERATIONS STRATEGY

Strategic Direction | Corporate Strategy Planning | Consulting | Change Management | Workforce Planning
Stakeholder Management | Client Relationship Management | HIM & Revenue Cycle Leadership
Staff & Leadership Development | Business Insights | Performance Improvement | Systems Implementation

Performance driven executive, known to deliver strategic initiatives that ensure outcomes meet organizational goals. Proven track record for getting organizations to the "next normal(s)" by tactically unlocking barriers to maximize profits through process & staffing optimization. Reduced cost-per-transaction and operational budget by \$5.5M, or 46% in staffing budget and provided sustainable staffing models based on productivity and volume, while freeing up \$20M (equal to 50%) cash assets by applying strategy to unbilled accounts.

EXPERTISE IN:

- Vision casting for execution of long-term growth strategy
- Consolidating complex analyses into simple, consumable content
- Proactively identifying operational opportunities & implementing best practices
- Resolving root causes of complex and diverse issues and executing mitigation strategies
- Leverage data & financials to influence decisions that align with strategic priorities

EXPERIENCE

CYNTHIA ZINAKOVA FOR ILLINOIS CENTRAL COLLEGE

Consultant, Diversity Inclusion (May 2020 to Present): -company highlight: Awarded \$1.2M state workforce equity initiative grant; winner of National ACCT Charles Kennedy Equity Award; ranked in top 19 of 312 Lumina Fund for Racial Justice.

- Designed a turn-key Diversity & Inclusion curriculum program blueprint for staff and faculty supporting 54K students on 3 campuses, with timelines, curriculum in alignment with their community programs.

ENCORE HEALTH, A DIVISION OF EMIDS TECHNOLOGIES

Senior Consultant, Contractor (September 2019 to April 2020): Hired to conduct an objective staffing analysis in preparation for a large Epic implementation in the Health Information Management (HIM) department. Researched industry productivity expectations and designed sustainable staffing models for each role using industry standards. Developed timelines and a financial tracker in conjunction with department leaders for the staging of staffing reductions.

- **Identified a 44% budget reduction (amounting to \$5.5M)** in HIM department headcount by creating staffing models using productivity and industry standards, and workflow optimization using lean methodologies.
- **Reduced outstanding billing by 50%, freeing up \$20M cash** by tactical plan and leadership change recommendation.

CVS HEALTH

Senior Manager, Clinical Benefits Health Plans (February 2018 to August 2019): Led a team of clinical-requirement advisors who reviewed client intent and translated it into coding instructions for system configurations. Directed process improvements including standardization of work processes and synergies for cost effectiveness. Drove quality initiatives through root cause analysis and the design and implementation of solution strategies.

- **Executed outsourced staffing strategy: established off-shore execution plan, training, work processes and reporting.**

CONIFER HEALTH SYSTEMS

Senior Director, Solutions Management (October 2016 to May 2017): Promoted to serve as business partner to Revenue Integrity and HIM service line executives. Developed and implemented systems and solutions. Evaluated build-or-buy, formulated the process for vetting and documenting vendor voting and selection, and led a deal team to produce a funding proposal presentation for senior leadership.

- **Launched a go-to-market brand strategy with an anticipated \$2M ROI over 2 years.** Developed and packaged a brand for marketing chargemaster services for the Revenue Integrity department, working with service leaders to structure the scope of services, pricing, communication plan, vendor validation and presenting the deal model for funding approval with executive leaders.
- **Co-led a team through a national workflow solution with a projected return of \$3M over 2 years.** Coordinated planning and deal approval, configured and tested the software platform, and developed the roll-out schedule.

Senior Director, PMO (March 2016 to October 2016): Promoted to manage the centralized Project Management Office, leading a team of 24 directors, senior project managers and project managers in support of hospital revenue cycle implementations, client onboarding, compliance and company move initiatives.

Director (August 2015 to March 2016): Promoted to this role to manage a complex client integration portfolio consisting of 80+ hospitals with projects involving multiple software applications and vendors.

Senior Project Manager (November 2014 to July 2015): Coordinated efforts of multi-disciplinary operational leaders for revenue cycle conversions with multiple applications. Project manager for new hospital software implementation.

- **Led a software implementation that reduced bill holds from 2 weeks to a record-breaking 4 days** using strategic late-charge strategy and additional custom training & oversight. Managed the integration of multiple software applications from a variety of vendors and cross-functional teams of client executives, vendor partners, internal operational and executive leaders. Coordinated mitigation strategies to address the larger obstacles such as an incomplete pricing structure for service and supplies and data conversion constraints. Designed and delivered training on the new system, emphasizing the importance of reducing bill hold days.

Consultant, Process Designer, Health Information Management (December 2013 to November 2014):

Northwell Health company highlight: New York's largest private employer and healthcare provider with 74,000 employees, \$1.4B, 800 hospitals and care centers. Named in Fortune's Best Places to Work 2020 and Fortune's Best 100 Best Places for Diversity.

- **Supported the centralization of coding operations for 10 hospitals, including making medical records electronically accessible** and standardizing operations to support the transition. Helped develop a central reporting structure and transitioned organizational leaders into the new structure. Developed and implemented standardized workflows and metrics and assisted facility leaders to transition staff and processes to the new model. Led a project to transition top coders into auditors.

CATHOLIC HEALTH INITIATIVES (CHI, FRANCISCAN HEALTH)

Epic Instructional Designer (April 2012 to December 2013): Designed and developed curriculum and educational tools for the conversion of clinical and financial systems from legacy systems to Epic's electronic health record for a 5-hospital, 185+ clinic health system. Configured the training environment, built test patients and materials, participated in system testing, wrote the curriculum, trained and managed the trainers, and planned the go-live strategy. Provided supplemental training to staff without HIM backgrounds.

HIM Operations Coordinator and Staff Development (December 2007 to April 2012): Reported to the Regional Director of HIM. Performed interim HIM manager duties at two hospitals during leadership transitions. Designed the department web portal, designed monitoring systems, provided research of CMS and state regulations, wrote policies and procedures and developed an archiving system for department records.

- **Led interdisciplinary DNFB team who created a tracking process and reduced outstanding billing by 25%.**
- **Authored the CHI national Observation policy** and assisted with research and physician/nursing education of CMS regulation

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (MBA)

Seattle University

Seattle, WA

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

University of Washington

Seattle, WA

CERTIFICATIONS

Registered Health Information Technician (RHIT)

Epic HIM Deficiency Management (2017), Epic HIM Identity (2013), Epic HIM Release of Information (2012), Epic HIM Hospital Coding (2012)

Technology - Personal Qualities & Skills: Analytical Thinking, Business Acumen, Compliance, Regulatory Compliance, Corporate Strategy, Documentation, Identifying Trends, Consulting Experience, Analytics, Business Insights, Industry Experience, Leadership Experience, Management Experience, Microsoft Excel, Data Gathering, Operating Procedures, Performance Metrics, Patient Services, Verbal Communication Skills, Delivering, Procedure Development, Authoring Standard Operating Procedures, Strategic Initiatives, Client Management, Operational Improvement, Operational Performance, Regulatory, Resolving Issues, Problem Solving, Productive, Versatility, Collaboration, Impactful, Influence & Vision Casting, Innovative, Root Cause Analysis, Public Speaking