

Medical Center Director of Surgical Services

CANDIDATE SLATE



Lucas Martinez MBA, BSN, CNOR, RNFA Stanford Health Care Director of Cardiovascular Services Palo Alto, CA



Ethan Gonzalez MSN, BSN, RN, CNOR UCSF Medical Center OR Manager Stanford, CA



Grace Mitchell BSN, RN, CNOR Adventist Health Bakersfield Director of Surgical Services Bakersfield, CA



Benjamin Harris MBA, BSN, RN, CNOR Baystate Medical Center Administrator Springfield, MA



Noah Davis BSN, RN Dominican Hospital Director of Surgical Services Santa Cruz, CA



Ava Thompson MSN, BSN, RN Yale New Haven Children's Hospital Director of Surgical Services New Haven, CT



Emma Robinson MSN, BSN, RN Mercy Hospital of Folsom Director of Surgical Services Folsom, CA



Natalie Anderson MSN, RN, CNL, PHN UCSF Medical Center Director of Surgical Services San Francisco, CA



Samuel Patel MSN, RN, CNOR Sharp Memorial Hospital Director of Surgical Services San Diego, CA

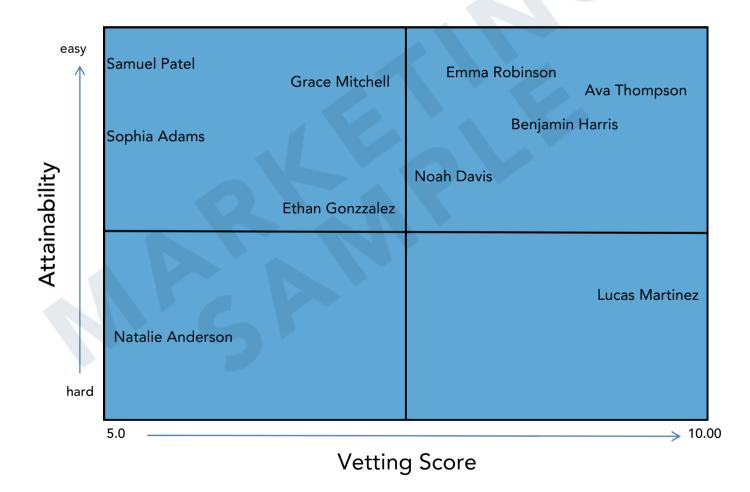


Sophia Adams BSN, RN, CNOR Alta Bates Summit Medical Center Consultant Oakland, CA



RANKINGS AND RECOMMENDATIONS

Client: Medical Center Position: Director of Surgical Services



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Lucas Martinez

MBA, BSN, CNOR, RNFA Stanford Health Care Director of Cardiovascular Services Palo Alto, CA

OR Nurse/Leadership Experience:

Mr. Martinez started his OR nursing career in 2006, and has quickly climbed ranks into leadership. First with Lodi Memorial Hospital and now with Stanford Health Care where he has been for the last 4 years. He has taken on a new role as Director of Cardiovascular Services as he was asked to step into this role after the incumbent retired. He enjoys this, but seeks the opportunity to get back into Surgical Services.

Magnet Understanding:

Washington Hospital and El Camino are both Magnet Designated facilities. Mr. Martinez honors these institutions and would be an asset in facilitating South San Fracisco on their journey.

Union Experience:

Yes, Mr. Martinez has been heavily involved in union environments and the leadership standards defined by them.

The KP Way:

Mr. Martinez worked as an RNFA with Kaiser Permanente South San Francisco fro 2017-2023, where he was per diem and hired through the Permanente Medical Group. He worked closely with surgeons there and maintained good relationships.

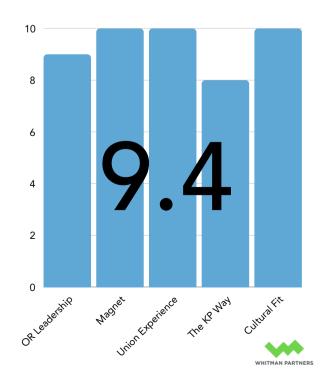
Cultural Fit – Leadership Style:

Mr. Martinez finds he is a very visible leader with all aspects of his position – he makes himself available to staff, physicians, and patients with the same level of priority. He holds shared governance in high regard.

Other Considerations:

This opportunity provides a chance to return to surgical services and back with an organization he respects – Kaiser. In many ways, Mr. Aguirre would be an ideal candidate as he hits all criteria. The main obstacle may come down to high salary demands.

Salary: \$293,000



LUCAS MARTINEZ

lucas.martinez@yahoo.com

SUMMARY OF QUALIFICATIONS

- Experienced professional nurse with an in-depth knowledge of a broad range of surgical procedures and a personal commitment to quality patient care, emphasizing complete patient education and suitable team based patient care.
- Skilled in various aspects of supervision for nursing staff and operating room technicians including overseeing
 operations, promoting staff's professional growth, participating in the development and implementation of
 departmental goals and objectives and providing nursing care for pediatric, adult and geriatric patients.
- . Knowledgeable in healthcare regulations, standards and quality control policies.
- Excellent communication, interpersonal, and time management skills demonstrated through coordinating with other members of the hospital staff to ensure that resources are effectively and efficiently utilized to meet daily schedules.
- Strong advocate for patients' rights and safety, striving to understand patients' needs and concerns.
- Performs direct patient care through utilization of the nursing process in accordance with the California Nurse
 Practice Act, physician orders, hospital policies and procedures, and established professional standards. The RN is
 responsible and accountable for the delivery of safe, competent care either through direct delivery of that care or
 appropriate delegation and for performance improvement and quality initiatives as appropriate.
- American Heart Association BLS Certification (maintain current at all times).
- Advanced Cardiac Life Support ACLS Certification (maintain current at all times).

EXPERIENCE

July 2023 to Stanford Health Care

Present Cardiovascular Services, Director Director

- Responsible for managing the overall unit operations of the Cardiac Catherization Laboratory, Interventional Radiation clinic, and Non-invasive cardiology services (echocardiogram, EKG, Stress test) including supervising nursing staff, radiology technicians, sonographers and coordinating daily schedules and facilitating the efficient resources to ensure optimum quality patient care.
- Reports to the VP/Chief Operating Officer for financial, quality, and performance improvement initiatives.

April 2020 to Washington Hospital

July 2023 Perioperative Services, Assistant Director

- Responsible for managing the overall unit operations of the Preoperative Testing Unit, Preoperative Holding Unit, Operating Room, PACU, Short Stay Unit, and Endoscopy/GI including supervising nursing staff and operating room technicians and coordinating daily schedules and facilitating the efficient resources to ensure optimum quality patient care.
- Reports to the director of Perioperative Services for financial, quality, and performance improvement initiatives.

September 2017 Kaiser Permanente

Francisco, CA

to April 2023 Surgery, RNFA II

 Responsible for assisting in various surgical procedures in the following specialties: Orthopedics, General, Thoracic, and ENT.

March 2017 to Sutter Mills-Peninsula – Mills Health Center CA September 2017 Perioperative Services, Site Director Fremont, CA

Fremont, CA

South San

San Mateo,



LUCAS MARTINEZ

lucas.martinez@yahoo.com

- Responsible for managing the overall unit operations of the outpatient surgery department of Mills Health Center including supervising nursing staff and operating room technicians and coordinating daily schedules and facilitating the efficient resources to ensure optimum quality patient care.
- Reports directly to the Clinical VP of Perioperative Services for financial, quality, and performance improvement initiatives.

2015 to 2017 El Camino Hospital

Mountain View, CA

Operating Room Manager

- Implemented a Perioperative Infection Control Nurse Program to monitor quality measures, coordinate and report to the hospital quality committee, and educate staff.
- Improved productivity from -40% to -0.35% within 8 months through staff education, operational efficiencies, supervisor training, and financial analytics.
- Implemented several LEAN initiatives to improve quality of care and process improvements including initiatives to
 decrease room turn over time (RTOT decreased from 40 minutes to 32 minutes within 6 months of
 implementation); 10@10 huddles (10 minutes at 10 o'clock) to discuss, coordinate, and plan operations for the
 next two days and the following week.

2011 to 2015 Lodi Memorial Hospital

Lodi, CA

Perioperative Services, Director

- Responsible for managing the overall surgical unit operations including supervising nursing staff and operating room technicians and coordinating daily schedules and facilitating the efficient use of resources to ensure optimum quality patient care
- Responsible for ensuring that perioperative procedures and processes are performed in accordance to JCAHO regulations, AORN standards and quality control policies
- Responsible for collaboratively evaluating the effectiveness of patient care with the health team and address any issues that affect the desired patient outcomes

2010 to 2015 Lodi Memorial Hospital

Lodi, CA

RNFA

- Responsible for managing the overall surgical unit operations including supervising nursing staff and operating room technicians and coordinating daily schedules and facilitating the efficient use of resources to ensure optimum quality patient care
- Responsible for ensuring that perioperative procedures and processes are performed in accordance to JCAHO regulations, AORN standards and quality control policies
- Responsible for collaboratively evaluating the effectiveness of patient care with the health team and address any issues that affect the desired patient outcomes

2010 to 2011 Lodi Memorial Hospital

Lodi, CA



LUCAS MARTINEZ

lucas.martinez@yahoo.com

Surgery, Charge Nurse

- Responsible for managing the overall surgical unit operations including supervising nursing staff and operating
 room technicians and coordinating daily schedules and facilitating the efficient use of resources to ensure optimum
 quality patient care
- Responsible for ensuring that perioperative procedures and processes are performed in accordance to JCAHO regulations, AORN standards and quality control policies
- Responsible for collaboratively evaluating the effectiveness of patient care with the health team and address any issues that affect the desired patient outcomes

| 2009 | Palo Alto Medical Foundation Surgery, Staff Nurse | Mountain View, CA |
|----------------------------------|--|--------------------------------|
| 2007-2010 CA | Lodi Memorial Hospital | Lodi, |
| Provides dir | Surgery, Staff Nurse/RNFA rect patient care in collaboration with the surgeon and healthcare team depth knowledge of surgical procedures, critical thinking and approved | |
| | he needs of the surgical team to ensure smooth surgical operations in ning proper sterile techniques during surgical procedures | cluding accurate documentation |

2006 Philippine General Hospital Surgery, Staff Nurse

EDUCATION

| 2010 Register | National Institute of First Assisting ed Nurse First Assist | Centennial, CO |
|------------------|--|----------------------------|
| 2005 Bachelor | Our Lady of Fatima University r of Science, Nursing | Manila, Philippines |
| 2001 | Ateneo De Manila University, Graduate School of Bu Masters of Business Administration | siness Manila, Philippines |
| 1996 | Philippine School Business Administration | Manila, Philippines |

Bachelor of Science, Business Administration, Major in Management

CERTIFICATIONS/LICENSES

- Certified Nurse Operating Room (CNOR) Certification
- Registered Nurse (RN) California License
- Central Sterile Processing Manager (CSPM)
- Advanced Cardiovascular Life Support (ACLS) Certification
- Pediatric Advanced Life Support (PALS) Certification

Manila, Philippines



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Ethan Gonzalez

MSN, BSN, RN, CNOR UCSF Medical Center OR Manager San Francisco, CA

OR Nurse/Leadership Experience:

Mr. Gonzalez has spent the last 6 years, 5 of which in OR leadership. He has current oversight of 100 FTEs, 3 assistant managers and 24 ORs performing many services lines including general, bariatrics, large organ transplants, and GYN. He is currently involved in a renewal/construction project with their ORs.

Magnet Understanding:

Stanford is a Magnet designated facility. Mr. Gonzalez has been the advisor for the OR leadership committee for the last 4 years - assists is project development within the OR. Currently overseeing a LEAN project.

Union Experience:

Yes, Mr. Ġonzalez has worked in a union environment throughout his nursing career in California. Stanford has their own union. During his first year in management, he navigated a strike that developed his skillset rapidly.

The KP Way:

Mr. Gonzalez has not worked within a Kaiser facility.

Cultural Fit – Leadership Style:

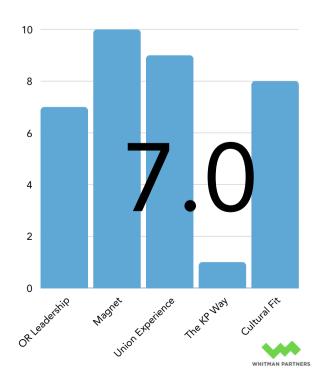
Mr. Gonzalez motto is that he would never ask someone else to accomplish something he cannot do himself. He believes is working closely with staff, offering support with an open door policy. He's hands on, present, and takes accountability in his actions.

Other Considerations:

Mr. Gonzalez presents as a strong manager candidate ready for a director role, though he does not have oversight of all perioperative departments. He is eager, well spoken, and sharp.

Salary:

\$250,000 + annual bonus



ETHAN GONZALEZ

MBA, MSN, CNOR

Experience

Patient Care Manager, Operating Room

UCSF Medical Center

March 2022 - Present

Clinical Practice: Directed the delivery of patient care, ensuring competency and compassion. Coordinated nursing activities, monitored patient care processes, and evaluated outcomes.

Communication: Enhanced team effectiveness through clear communication, conflict management, and interdisciplinary collaboration.

Human Resources: Directed personnel management, including hiring, training, and performance appraisals.

Leadership: Held 24-hour accountability for unit operations, providing leadership and direction.

Performance Improvement: Monitored unit operations, achieving patient and staff satisfaction targets.

Quality Management: Supported a safe, effective, patientcentered care environment.

Assistant Patient Care Manager, General Surgery, Colorectal, Minimally Invasive, and Robotic

Stanford Health Care

September 2019 - March 2022 Ensured patient safety and quality of care. Maximized OR utilization efficiency, reduced costs, and decreased patient delays.

Managed daily operations of 20 operating rooms, served as a role model for professional practice, and implemented system changes for quality care and fiscal integrity.

Dynamic and resourceful healthcare professional with 19 years of experience, adept at directing team members towards achieving organizational objectives through support, clear communication, and strong team relationships. Seeking a leadership position at Stanford Health Care to leverage expertise in patient care management, operational efficiency, and team development

Education

Columbia South University: Master of Business Administration in Healthcare

University of Phoenix: Master of Nursing in Health Informatics

Far Eastern University: Bachelor of Science in Nursing

Skills

- Strategic Planning & Execution
- Team Leadership &
 Development
- Advanced Decision-Making
- Change Management
- Conflict Resolution
- Industry Expertise
- Project Management
- Technology Proficiency
- Data-Driven Decision Making
- Critical Thinking
- Adaptability
- Integrity & Ethical Judgment

Contact

(305)-753-1855 Floresmld@gmail.com Projects:



Interventional Platform Clinical Educator

Stanford Health Care

September 2018 - September 2019 Assisted caregivers with educational needs and problem resolution. Collaborated on educational curriculum development and implementation. Monitored trends and implemented educational strategies. Educated staff on new equipment and instruments. Educator Perioperative Services

Community Hospital of the Monterey Peninsula

May 2017 - August 2018

Administered the Periop 101 Program. Conducted needs assessments and developed educational programs. Coordinated nursing competencies and mentored staff. Organized orientation programs and reported evaluation results.

Operating Room RN

Multiple Institutions

April 2015 - May 2017

Cedars Sinai Medical Center: Neuro/Neuro Spine and Liver Transplant Baylor St. Luke's: Orthopedic Pod (Travel Assignment) Houston Methodist: Weekend Charge Nurse, Neuro/Spine, and Liver Transplant Memorial Herman Health Systems: General/Robotic Service (Travel Assignment) Cary Medical Center: Operating Room RN (Travel Assignment) University of Miami Hospital: Clinical Coordinator and OR RN, Orthopedic Service University of the East Ramon Magsaysay Memorial Medical Center: Operating Room RN



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Grace Mitchell BSN, RN, CNOR Adventist Health Bakersfield Director of Surgical Services Bakersfield, CA

OR Nurse/Leadership Experience:

Ms. Mitchell has been within perioperative leadership since 2018 with various facilities, many including Kaiser. She serves at a Critical Access Hospital overseeing 4 ORs performing 100 cases/month. She is currently pursuing her Master's degree.

Magnet Understanding:

Ms. Mitchell was a Charge RN at KP Anaheim when they were in process of obtaining their Magnet designation. Otherwise, does not have experience within a Magnet designated facility.

Union Experience:

Ms. Mitchell has worked in a union environment her whole career, whether as a staff nurse or within management. She has found ease in collaboration with union reps and staff.

The KP Way:

Ms. Mitchell has spent over 13 years working within Kaiser facilities. She understands the dynamics of surgeon relations within this environment and has found that their surgeons are the best she's worked with throughout her career. Overall, the Kaiser model is one she feels should be replicated in other health systems.

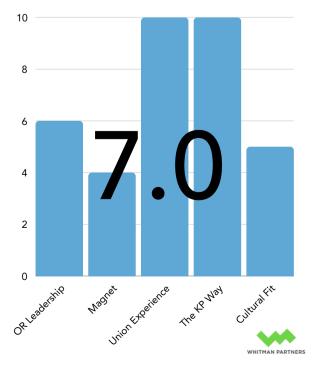
Cultural Fit – Leadership Style:

Ms. Mitchell identifies as a transformational leader with an open door policy. Very easy to approach and believes in problem solving collaboratively.

Other Considerations:

Ms. Mitchell hits many of the criteria we are seeking, though I find her consistency and ability to commit long term to facilities to fall short at times.

Salary: \$190,000



GRACE MITCHELL

CLINICAL PROGRAM DIRECTOR

Lancaster, CA 93536 | 951-231-7535 | madelonk68@gmail.com | LinkedIn Profile

Deeply knowledgeable and patient-focused Clinical Leader with 24+ years' experience driving excellence within clinical operations, program optimization, team leadership, administration, and communication. Brings a strong ability to develop and maintain successful relationships with healthcare professionals and patients. Ensures system-wide compliance with procedures and documentation requirements; highly skilled in care transition management, performance management, strategic planning, and safety.

CORE COMPETENCIES

Strategic Planning | Clinical Operations Management | High-Quality Care & Compliance | Personnel Development | Staff Leadership Joint Commission Compliance | Program Management | Process Improvements | Cost Savings | Scheduling | Organization Best Practices | Patient Safety | Administration | Documentation | Resource Allocation | Training | Communication | Reporting

CLINICAL EXPERIENCE

INTERIM SURGICAL DIRECTOR | RIDGECREST REGIONAL HOSPITAL

10/2022 TO PRESENT

- Converted from a 3-month temporary contract to permanent hire due to excellence in leadership and performance.
- Directed all clinical operations (OR, GI, Sterile Process Department, Preoperative, Wound Care, and Infusion Center), budgets, compliance, and administration in the critical access hospital.
- Transformed the hospital by updating outdated operational policies and procedures from 2014 to ensure compliance with current guidelines, standards, and best practices. Headed a multitude of projects and improvements.
- Implemented a Perioperative 101 class to foster a culture of excellence and drive employee engagement.
- Managed 40 FTEs across 5 operating rooms; mentored and promoted a team member to OR Manager.
- Recruited and hired 6 full-time staff based on CEO request to eliminate travel nurses.
- Actively participated on the Surgical Services and SSI Committee to support continuous improvements.
- Led the organization to pass the DNB Certification without any significant findings.

| INTERIM OR EDUCATOR | ST. AGNES MEDICAL CENTER (VIA THAXTON) | FRESNO, CA | 05/2022 то |
|---------------------|--|------------|------------|
| 08/2022 | | | |

- Developed and facilitated clinical education programs for new graduate nurses to the OR, Periop 101.
- Oriented travel nurses and surgical technicians to the OR and permanent hire nurses and surgical technicians.

| TRAVEL CONTRACT WOODLAND HILLS KAISER PERMANENTE WOODLAND HILLS, CA | 03/2022 то |
|---|------------|
| 05/2022 | |

- Supported clinical operations by working collaboratively with nurses, physicians, and healthcare administrators.
- Circulated beds to ensure high quality patient care and assisted surgeons to maintain a sterile working environment.

INTERIM PERIOPERATIVE SERVICES MGR | SOUTHERN CALIFORNIA HOSPITAL (VIA BE SMITH) | CULVER CITY, CA 12/2021 TO 01/2022

- Oversaw day-to-day clinical operations, processes, schedules, and performance for 50+ FTE's.
- Managed a 7-room OR, 2 Endoscopy Suites, 15-bay PACU, 6-bay Pre-Op area, and Cardiac Catheterization Lab.

INTERIM OR MANAGER | BAKERSFIELD MEMORIAL HOSPITAL | BAKERSFIELD, CA 03/2021 TO 08/2021

- Oversaw all daily operations within the 15 PACU beds and 10 Operating Rooms (OR).
- Led, scheduled, mentored, and coordinated a team of 70+ FTEs.
- Designed audit tools to enhance compliance and patient quality of care. Drive process improvements and accountability.
- Identify, prioritize, and resolve complex issues among surgeons, healthcare administration, patients, and vendors.
- Provided the open-heart team with 2 Cath labs. Supported TAVRs and EVARs for high-risk patients.



- Maintained an "always-ready" environment for The Joint Commission surveys by preparing staff with mock surveys and
 providing tools and resources on protocols and best practices.
- Led the planning and procedural development of the Shared Governance Committee.
- Trained the Sterile Processing Department (SPD) on quality of instrument sterility and efficiency.
- Collaborated with the GI lab to coordinate post-procedure care within PACU.
- Worked closely with radiology on surgical procedures requiring radiology intraoperatively.

CLINICAL PROGRAM DIRECTOR

Lancaster, CA 93536 | 951-231-7535 | madelonk68@gmail.com | LinkedIn Profile

| CONSULTANT/INTERIM DIRECTOR SAN GABRIEL VALLEY HOSPITAL SAN GABRIEL, CA | 12/2020 то |
|---|-------------------|
| 02/2021 | |

- Reported directly to the CEO, addressed issues, and wrote a summary brief on issues within SPD; coordinated with the director of engineering to get proposals for stated issues. Oversaw the GI lab, Endo, SPD, OR, and pre-and post- op.
- Managed the flow of patients and ensured smooth operations within the PACU.
- Coordinated with radiology for the use of interoperative procedures, including c-arm and x-ray.
- Drove efficiencies within daily clinical operations to improve the patient experience, utilization, and care coordination.

| OPERATING ROOM MANAGER/INTERIM OR DIRECTOR | ANTELOPE VALLEY HOSPITAL LANCASTER, CA | 02/ 2020 то |
|--|--|-------------|
| 12/2020 | | |

- Managed the planning, scheduling, administration, reporting, and coordination of 9 ORs.
- Built strong relationships and delivered clear communication to boost performance and morale with 70 FTEs.
- Worked closely with labor and delivery; provided staff members to assist with surgical procedures.

| (CONTRACT) STAFF RN MEDICAL STAFFING SOLUTIONS KAISER DOWNEY & SAN JOS | бе 02/2019 то |
|--|---------------|
| 05/2020 | |

- Worked with a patient-focused team of 20 staff supporting 7 Operating Rooms.
- Planned and managed personnel allocation and utilization based on patient populations, criticality, and priorities.

| ASSISTANT NURSE MANAGER | KAISER PERMANENTE MEDICAL CENTER SAN FRANCISCO, CA | 03/2018 то |
|-------------------------|--|------------|
| 06/2018 | | |

- Supported daily clinical operations in a fast-paced 10-suite Operating Room while managing 20+ staff and administration.

| ASSISTANT NURSE MANAGER KAISER PERMANENTE MEDICAL CENTER SAN RAFAEL, CA | 08/2016 то |
|---|------------|
| 01/2018 | |

- Led day-to-day clinical operations, including staffing for a team of 40+ FTE's, payroll, fiscal management, quality management, and practice standards within 5 Operating Rooms.
- Conducted routine audits in the OR. Monitored patient quality, safety, and care while ensuring cost-effective service.
- Oversaw the internal corporate compliance and training programs for Healthstream and KP Learn.
- Served as the Management Representative on the Perioperative Safety Committee.

| STAFF NURSE/CHARGE NURSE KAISER PERMANENTE MEDICAL CENTER ANAHEIM, CA 08/2007 TO | | |
|--|--|--|
| 07/2016 | | |
| Managed both emergency and booked cases in a 5-bed Operating Room. | | |

- Consistently met performance goals. Earned 2x "Recognition for Outstanding Patient Safety."

| PERIOPERATIVE NURSE KAISER PERMANENTE MEDICAL CENTER FONTANA, CA | 07/2005 то |
|--|------------|
| 07/2007 | |
| PERIOPERATIVE NURSE SUTTER MEDICAL CENTER SANTA ROSA, CA | 02/2004 то |
| 11/2004 | |



| PERIOPERATIVE NURSE TRAVEL NURSE INTERNATIONAL SAN FRANCISCO, CA 01/2004 | 01/2002 то |
|---|------------|
| PERIOPERATIVE NURSE TRAVEL NURSING CORPORATION DENVER, CO 01/2002 | 01/2000 то |
| PERIOPERATIVE NURSE INDIAN HEALTH SERVICES | 09/1999 то |
| 10/2000 Perioperative Nurse University of California San Francisco | 08/1998 то |
| 08/1999 Perioperative Nurse Kaiser Permanente Oakland, CA | 10/1997 то |
| 08/1998 | |

AFFILIATIONS & TECHNICAL

Member, (AORN) Association of Perioperative Registered Nurses | Cerner Electronic Health Records, Epic, Microsoft Office Suite

EDUCATION & CREDENTIALS

(MS) Master of Science, Nursing, Executive Leadership, Drexel University (expected 12/2024)

(BSN) Bachelor of Science, Nursing, Chamberlain University, graduated with President's Honors

(BA) Bachelor of Arts, Economics, Temple University

(ASN) Associate of Science, Nursing, Hahnemann University

(RN) Registered Nurse, State of California, License #537708

CNOR Certified, exp. 2025 | BLS Certified, exp. 07/2025 | PALS Certified, exp. 07/2024 | ACLS Certified, exp. 07/2024



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Benjamin Harris

MBA, BSN, RN, CNOR Baystate Medical Center Administrator Springfield, MA

OR Nurse/Leadership Experience:

Mr. Harris has over 13 years of acute care leadership experience and 11 years of freestanding ASC leadership experience. He is well rounded and prefers the inpatient setting and is seeking a Director role where he mentor staff and influence change towards success.

Magnet Understanding:

Mr. Harris believes that Magnet status and unions are closely associated and he has worked intimately with both. Seattle Children's Hospital is Magnet-designated, and he also worked as a traveler at Cedars-Sinai Medical Center in Los Angeles.

Union Experience:

Mr. Harris as significant experience with unions, particularly from their time at Seattle Children's Hospital in Washington state. They view union involvement as adding an additional layer to their leadership approach, appreciating its clarity and straightforwardness compared to non-union environments.

The KP Way:

Though he does not have experience with Kaiser, but held a recent administrator role where they report to a board predominantly composed of physicians. They emphasize the importance of aligning with physicians and gaining their support.

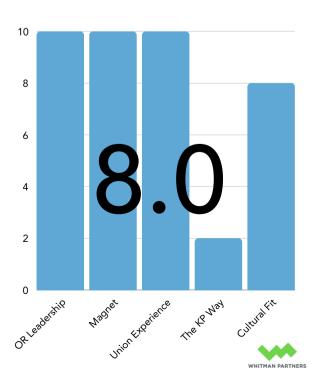
Cultural Fit – Leadership Style:

Mr. Harris is is articulate, thoughtful, and maintains a professional demeanor with a business-oriented mindset. He focuses on importance of trust and communication in building partnerships, believing that understanding motivations and goals is crucial for achieving shared objectives.

Other Considerations:

Mr. Harris has his wife have strong ties to the Bay Area and in every way this position aligns with what he is seeking for the next step in his career. He is prepared for relocation and has reasonable salary parameters.

Salary: \$165,000 in CT + \$16k



Benjamin Harris, MBA, BSN, RN, CNOR

21 Lawton Drive Simsbury, CT 06070 415-786-6187 rjason.knapp@gmail.com

EXECUTIVE PROFILE

A seasoned healthcare leader adept in Organizational Development, Operations Management, and Strategic Vision. Proven expertise in orchestrating complex surgical operations, optimizing financial and clinical functions, and driving substantial growth in surgical volumes. Proficient in problem resolution, decision-making, and fostering high-performance teams. A track record of success in perioperative services, spanning various managerial roles in ambulatory surgery centers, hospitals, and pediatric healthcare settings. Skilled in driving operational excellence, improving KPI metrics, and spearheading innovative programs. Holds an MBA in Healthcare Management and a strong foundation in nursing, complemented by numerous certifications and affiliations within the healthcare industry.

Areas of Expertise:

- Organizational Development and Operations
- Time Management and Prioritization
- Strategic Vision and Tactical Execution
- Problem Resolution and Decision-Making

PROFESSIONAL EXPERIENCE

Administrator, Baystate Medical Center SPRINGFIELD, MA: 09/2022-04/2024

Baystate New England Orthopedic Surgery Center, is a free-standing ambulatory surgery facility – 8 operating rooms.

- Managed the day-to-day financial and clinical operations and staff, which includes a Director of Nursing, a Business Office Manager, Materials Manager, and approximately 80 employed staff and 80 credentialed provider staff.
- Orchestrated the conversion of a free-standing HOPD to an ASC while maintaining two
 operative sites during the ASC ramping phase, sustaining approximately 400 orthopedic
 cases per month.
- Modified the ASC orthopedic surgery case mix to higher acuity outpatient total knee, hip, shoulder and ankle joint restoration surgical volume to maximize EBIDTA.
- Role responsibilities included: Safety Officer, Risk Manager, Corporate Compliance Officer, and Civil Rights Coordinator.



<u>Perioperative Services Business & Data Manager</u>, Hartford HealthCare – St. Vincent's Medical Center, BRIDGEPORT, CT: 01/2022 – 09/2022

Community teaching and referral hospital with a Level II trauma center, licensed for 473 beds, awarded Nursing Magnet® Recognition, and a member of Hartford HealthCare, the state's most comprehensive healthcare network. 15 operating rooms, 3 GI suites, 2 Cath/IR/EP suites.

- Exercised the usual authority of a manager concerning performance, reviews, promotions, salary recommendations and terminations for the OR Scheduling and Billing Office. Coaches, develops and inspires staff to maximize their potential.
- Assumed the new roles of Co-Chair of the Perioperative, Robotic and GI Governance Committees, to coordinates development of, and produce, monthly statistical reports and trend analysis that support strategic goals of the surgical service lines.
- Developed business plans, including but not limited to new value-added surgical programs as well as reviews documenting the value of current programs.

<u>Perioperative Nurse Manager</u>, Trinity Health Of New England – St. Francis Hospital and Medical Center, HARTFORD, CT: 2017-2022

Anchor institution in north central Connecticut, licensed for 617 beds and 65 bassinets, a major teaching hospital, and a member of Trinity Health one the largest multi-institutional Catholic health care delivery systems in the nation.

- Rendered administrative and operational management of approximately 80 staff within the HOPD, CVOR, Preoperative Preassessment Center, SurgiCare, and Pre/Post departments, which included 3 assistant nurse managers and 6 area charge nurses. 6 HOPD, 4 CVOR, 3 SurgiCenter operating rooms.
- Conducted development and implementation of surgical service line plans with operations leaders focusing on significantly increasing ambulatory and cardiovascular operating room access and net revenue improvement.
- Brought workable insights and recommendations for setting strategies and objectives for the development of nursing resources to improve surgical service line KPI metrics.

Perioperative Nurse Manager, Seattle Children's Hospital, SEATTLE, WA: 2015-2017

An innovative leader in pediatric health and wellness, that is dedicated to delivering superior patient care, and identifying new discoveries and treatments through research.

- Organized and supervised the timely delivery of services specific to the Hospital Operating Room practices. 14 operating rooms.
- Engaged the Director of Surgical Services, the Medical Director, and Chief Nursing Officer in developing OR training with a strong focus on improving staff retention and decreasing the reliance on agency staffing.



• Conducted effectual reconstruction of communication lines with both internal and external customers, which improved surgical service line KPI metrics.

Perioperative Charge Nurse – 2014 – 2015

- Ensured the success in the creation of quality service initiatives and measurement tools for all practices.
- Spearheaded the establishment and implementation of a management development program for operating room charge nurse staff.

EDUCATION

MBA, HEALTHCARE MANAGEMENT – WGU, Salt Lake City, UT – 2021 BACHELOR OF SCIENCE, NURSING – Western Governors University, Salt Lake City, UT – 2011 ASSOCIATE OF APPLIED SCIENCE, NURSING – Columbus State C.C., Columbus, OH – 1999

PROFESSIONAL AFFILIATIONS, AWARDS & CERTIFICATIONS

AORN

BLS – American Heart Association – EXP: 11/2024 Certificate of Mastery in Surgical Services Management – CCI – 2014 CNOR – Credentialing & Certification Institute – (1639990) 2022-2027 MBA Capstone 1ST Place (Individual) Team – Marketplace Simulations — 2021 NE-BC – American Nurses Credentialing Center – (2018090403) 2024-2029 RN License – Connecticut – 142454 – EXP: 7/31/2024 RN License – Massachusetts – 2372909 – EXP: 7/8/2024

EARLIER CAREER

Perioperative Nurse Manager, – 2012-2014 – ASC (6 OR, 3 GI) – Mountain View, California Perioperative Staff Nurse – 2010-2012 – ASC (6 OR, 1 Procedure Room) – San Francisco, California Perioperative Nurse Manager – 2009-2010 – ASC (5 OR) (3 GI) – Walnut Creek, California Perioperative Charge Nurse – 2006-2009 – ASC (6 OR, 1 Procedure Room) – San Francisco, California Perioperative, Pre/Post, Staff Nurse – 2004-2006 – ASC (3 OR) – San Francisco, California Perioperative Staff Nurse – 2002-2004 – Hospital OR – Travel nurse assignments – CA, OH, NY ICU and Perioperative Staff Nurse – 2000-2002 – Neuro-ICU & Hospital OR (30 OR) – Columbus, Ohio



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Noah Davis

BSN, RN Dominican Hospital Director of Surgical Services Santa Cruz, CA

OR Nurse/Leadership Experience:

Mr. Davis brings over 20 years of Director of Surgical Services experience to the table, in various settings as a permanent and interim leader. Most recently as the interim Director with Redlands Community Hospital where he oversees 12 ORs, the full perioperative and 120+ FTEs.

OR Nurse/Leadership Experience:

Mr. Davis brings over 20 years of Director of Surgical Services experience to the table, in various settings as a permanent and interim leader. Most recently as the interim Director with Redlands Community Hospital where he oversees 12 ORs, the full perioperative and 120+ FTEs.

Magnet Understanding:

While at Good Samaritan Hospital as the Director of Operating Room, Mr. Davis assisted them on their Magnet journey and saw them obtain and uphold the designation.

Union Experience:

Mr. Davis has extensive experience within an union environment and he honors its protocols.

The KP Way:

Mr. Davis does not have experience within a Kaiser facility. However, he does state one of his biggest strengths is building relationships with surgeons and has had success in every facility he's worked in.

Cultural Fit – Leadership Style:

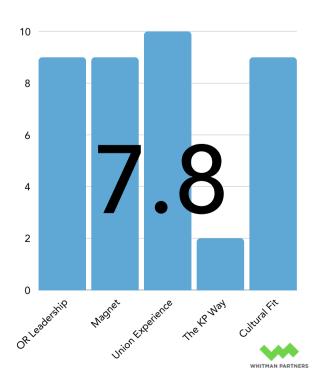
Mr. Davis defines himself as a coach. His approach is to help everyone become the best version of themselves and enhance their skillsets. He focuses on consistency and creating a unified front across his team.

Other Considerations:

Mr. Davis is looking for his final stop before retiring in 5 years. His experience working with Tina in the past put this opportunity at the top of his list and would be honored to partner again.

Salary:

\$215k, looking for \$250k



Noah Davis, BSN

SUMMARY OF QUALIFICATIONS

Accomplished Nurse Executive with over 20 years of experience in nursing, management and hospital operations. Retired military Army Officer who has commanded military teams during medical missions. Solution-oriented and dedicated nursing professional with proven versality in the various aspects of critical care. Exemplary communicator who demonstrates professionalism and compassion when working with patients, their families and other health-care professionals. Practiced in collaborating with organizations to establish better work conditions and improve wellness, health, and safety programs. Equally strong in leading medical facilities to new heights in revenues and patient satisfaction. *Nursing license valid in California, Indiana and Kansas.*

AREAS OF EXPERTISE

Clinical Nursing Practice
 OR Management
 Begulatory Compliance
 EMR

PROFESSIONAL EXPERIENCE

Dominican Hospital July 2023-Present

Managed clinical, financial and administrative staff and general operations of Operating Room, the Family Birth Center and Respiratory Therapy. Ensured delivery of high-quality patient care through cost effective, efficient, administration operations of Inpatient Care areas. Maintained and implemented mission and philosophy of organization. Other responsibilities included:

- Increased staff and physician satisfaction
- Maintained the flow of daily cases, staff and resources for 12 OR's, Endoscopy, Pre-Op, PACU and Pre-Admission Clinic
- Created a team to decrease turn around times in the OR to 19 minutes.
- Managed 3 Davinci Robots and a Hybrid Room.
- Built a management team from scratch that worked cohesively together to improve patient through put.
- Collaborated with other department directors to help increase patient satisfaction.
- Developed the new Pre-Admission Clinic and moved OR to modified block schedule
- Mentored nurses at the department level promoting nurse's decision-making control over nurse practice
- Managed over 120+ FTEs

Director of Perioperative Services. Sutter Lakeside Hospital – Lakeport, CA Director of Surgical Services, Family Birth Center and Respiratory Therapy 03/2022 – 07/2023

Managed clinical, financial and administrative staff and general operations of Operating Room, the Family Birth Center and Respiratory Therapy. Ensured delivery of high-quality patient care through cost effective, efficient, administration operations of Inpatient Care areas. Maintained and implemented mission and philosophy of organization. Other responsibilities included:

- Increased staff and physician satisfaction
- Maintained the flow of daily cases, staff and resources for 4 OR's, Endoscopy, Pre-Op, PACU and Pre-Admission Clinic
- Developed the new Pre-Admission Clinic and moved OR to modified block schedule
- Mentored nurses at the department level promoting nurse's decision-making control over nurse practice
- Managed over 50+ FTEs



Canyon Vista Medical Center – Sierra Vista, AZ

Director of Perioperitive Services

Managed clinical, financial and administrative staff and general operations of Operating Room. Ensured delivery of high-quality patient care through cost effective, efficient, administration operations of Inpatient Care areas. Maintained and implemented mission and philosophy of organization. Other responsibilities included:

- Increased staff and physician satisfaction
- Maintained the flow of daily cases, staff and resources for 9 OR's, Endoscopy, Pre-Op, PACU and Pre-Admission Clinic
- Developed the new Pre-Admission Clinic and moved OR to modified block schedule
- Mentored nurses at the department level promoting nurse's decision-making control over nurse practice
- Managed over 50+ FTEs

Watsonville Community Hospital – Watsonville, CA Interim Director of Surgical Services

Managed clinical, financial and administrative staff and general operations of Operating Room. Ensured delivery of high-quality patient care through cost effective, efficient, administration operations of Inpatient Care areas. Maintained and implemented mission and philosophy of organization. Other responsibilities included:

- Increased staff and physician satisfaction
- Maintained the flow of daily cases, staff and resources for 9 OR's, Endoscopy, Pre-Op, PACU and Pre-Admission Clinic
- Developed the new Pre-Admission Clinic and moved OR to modified block schedule
- Mentored nurses at the department level promoting nurse's decision-making control over nurse practice
- Managed over 50+ FTEs

KEARNY COUNTY HOSPITAL – LAKIN, KS Chief Nursing Office

5/2019

Provide leadership and mentorship for seven (7) direct reports. Responsible for maintaining regulatory compliance for hospital. Serve as member of the QA/QI team to help ensure quality measures were up to date and maintained. Partnered Revenue Cycle team to ensure new services were profitable. Other responsibilities include:

- Develop effective working relationships with key stakeholders and operational leaders
- Manages organizational relationships in a way that builds and maintains a climate of trust and inspires commitment from others to achieve organization goals
- Participate in defined and established leadership meetings locally and regionally and establishes partnerships with medical facility and regional leadership groups. Participates in medical staff activities and serves on selected medical facility committees
- Obtained two (2) deficiency free surveys, from the hospital and long term care facility
- Maintains strong collaborative relationship with medical director and medical staff leadership and coordinates with medical group partners to provide for the seamless transition of patients across the continuum of care
- Develop the top 10 list of things that should always happen when someone enters our hospital

REGIONAL MEDICAL CENTER – SAN JOSE, CA

Director of Surgical Services – Level II Trauma

Managed clinical, financial and administrative staff and general operations of Operating Room. Ensured delivery of high-quality patient care through cost effective, efficient, administration operations of Inpatient Care areas. Maintained and implemented mission and philosophy of organization. Other responsibilities included:

- Increased staff and physician satisfaction
- Maintained the flow of daily cases, staff and resources for 9 OR's, Endoscopy, Pre-Op, PACU and Pre-Admission Clinic
- Developed the new Pre-Admission Clinic and moved OR to modified block schedule

09/2020 - 03/2022

4/2019 - 09/2020

8/2017 -



5/2015 - 7/2017

- Mentored nurses at the department level promoting nurse's decision-making control over nurse practice
- Managed over 70+ FTEs

UNITED STATES ARMY RESERVE

Commander / Officer in Charge (OIC)

Commander of the 425th Medical Detachment for 3 years. Took team to Colombia South America for medical missions. Served as the XO for the 801st Combat Support Hospital (CSH) for 3 years. Also served as the Officer in Charge (OIC) of the QRF or Quick Reaction Force. Head nurse in the ICU for 3 years and an Observer, Control and Trainer for a training company for 2 years. Served as a platoon Leader for 3 years. Other responsibilities included:

- Prepare the training schedule for the year and prepared the Yearly Training Brief (YTB) to be presented to the Battalion generals
- Responsible for ensuring all 48 troops under my commander passed the Army Physical Fitness Test
- Provided the officers under my commander their quarterly and yearly officer's evaluation report (OER).
- Responsible for over \$100,000,000 worth of equipment.
- · Conducted classes designed to keep the troops informed of any new equipment acquired by the unit
- · Prepared the other hospital staff to be ready to use their rifle to fight for themselves and patients

GOOD SAMARITAN HOSPITAL - KEARNEY, NE

Director of Operating Room

Maintained the flow of daily cases, staff and resources for 12 OR's, Procedure Room, Endoscopy and the Sterile Processing Department. Managed four (4) direct reports and 68 FTEs. Responsible for developing capital and operating budget for the OR, ENDO and SPD. Other responsibilities included:

- Planned, organized and controlled nursing and administrative duties
- Develops effective working relationships with key stakeholders and operational leaders. Manages organizational relationships in a way that builds and maintains a climate of trust and inspires commitment from others to achieve organizational goals
- Manages patient care processes to ensure optimal utilization management practices

RESEARCH MEDICAL CENTER – KANSAS CITY, MO

Interim Surgery Department Manager

- Maintained the flow of daily cases, staff and resources for 15 OR's
- Three (3) direct reports and managed a total of 52 FTEs
- Managed 600 cases on a monthly basis
- Became versed in Studor methods to promote growth in department
- Responsible for 24 hours a day operation of the surgery department in a Level I Trauma Center

SAINT MARY'S REGIONAL MEDICAL CENTER – RUSSELLVILE, AR Interim Director of Surgical Services

- Interim Director of Surgical Services
 - Maintained the flow of daily cases, staff and resources for 5 OR's, Procedure Room, Pre-Op, Pacu, Ambulatory and Sterile Processing Department
 - Managed 4,500 cases on an annual basis
 - Negotiated sole source prices with Stryker Orthopedics, moving two Orthopedic Surgeons from two different suppliers to Stryker
 - Responsible for developing capital and operating budget for the OR, PACU, OPS and CSR.
 - Versed in Studor Methods to promote growth in the five pillars
 - Increased Physician Satisfaction from the 25th percentile to the 75th percentile

CENTRAL MISSISSIPPI MEDICAL CENTER – JACKSON, MS

Director of Surgical Services

Maintained the flow of daily cases, staff and resources for 14 OR's, Procedure Room, Endoscopy, Pre-Op, PACU, Ambulatory Department and the Sterile Processing Department. Managed three (3) direct reports and 75 FTEs. Responsible for developing capital and operating budget for the OR, ENDO and SPD. Other responsibilities included:

- Negotiated cost of new OR equipment
- Responsible for developing capital and operating budget for the OR, PACU, Endo, OPS and CSR
- Over 7,500 cases a year

7/1999 - 3/2017

1/2013 - 5/2015

4/2012 - 12/2012

6/2011 - 4/2012

11/2010 - 6/2011



CLARK REGIONAL MEDICAL CENTER – WINCHESTER, KY

Director of Surgical Services

Maintained the flow of daily cases, staff and resources for 4 OR's, Procedure Room, Endoscopy, Pre-Op, PACU, Ambulatory Department and the Sterile Processing Department. Managed three (2) direct reports and 33 FTEs. Responsible for developing capital and operating budget for the OR, ENDO and SPD. Other responsibilities included:

- Implemented new EMR for the OR
- Responsible for developing capital and operating budget for the OR, PACU, Endo, OPS and CSR
- Over 5,000 cases a year

MAJOR HOSPITAL – SHELBYVILLE, IN

Surgery Department Manager

Maintained the flow of daily cases, staff and resources for 3 OR's, Procedure Room, Endoscopy, Pre-Op, PACU, Ambulatory Department and the Sterile Processing Department. Managed three (3) direct reports, 2 Charge Nurses, a Sterile Processing Supervisor and 27 FTEs. Other responsibilities included:

- Built relationships with physicians and marketed services to increase surgical volume
- Provided leadership, guidance and staff education
- Increased the patient satisfaction score from the 20th percentile to the 95th percentile
- Developed PAT program that reduced the number of same day cancellation by 75%

OTHER PROFESSIONAL EXPERIENCE

JOHNSON MEMORIAL HOSPITAL - FRANKLIN, IN

Operating Room Circulating Nurse Emergency Room Nurse

CHD MERIDIAN HEALTHCARE – COLUMBUS, IN Clinic RN

REID MEMORIAL HOSPITAL - RICHMOND, IN

Intensive and Coronary Care Unit RN

EDUCATION / CERTIFICATIONS

Master's Degree -Nursing Leadership and Management- Western Governor's University-In Process

Bachelor of Science Nursing - Indiana Wesleyan University - Obtained BSN

Associate of Science Nursing - Ivy Tech State College - Obtained ASN

Current Certifications - ACLS / BLS / NRP

Currently seeking TNCC

PROFESSIONAL ASSOCIATIONS

Phi theta Kappa Honor Society Member – AONE Member - AORN

1/2010- 11/2010

5/2005 - 1/2010

2001 - 2005

1999 -2001

1994 - 1999



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Ava Thompson

MSN, BSN, RN Yale New Haven Children's Hospital Director of Surgical Services Hartford, CT

OR Nurse/Leadership Experience:

Ms. Thompson has had a long career within surgical services leadership both interim and permanent. She is currently the Director with Connecticut Children's Hospital where she was brought in to train and mentor up the manager to take on the Director seat.

Magnet Understanding:

Ms. Thompson has recently completed a Magnet review at their current facility within the last two months, resulting in a successful redesignation. She has been actively involved in this process and has worked in multiple Magnet designation facilities throughout their career.

Union Experience:

Ms. Thompson has worked in a variety union environments across CA, HI, NJ, IL, and MA. She is highly knowledgeable about union dynamics, particularly familiar with the CNA (California Nurses Association), and proficient in navigating union-related matters.

The KP Way:

In the beginning of her career, Ms. Thompson worked as an OR tech and OR nurse at a Kaiser Permanente ASC in Falls Church, VA and later as a lead operating room nurse at KP Falls Church Urgent Care facility. She has always loved the experience she gained there. Beyond that, has a deep understanding of the importance of physician relations and working closely with them.

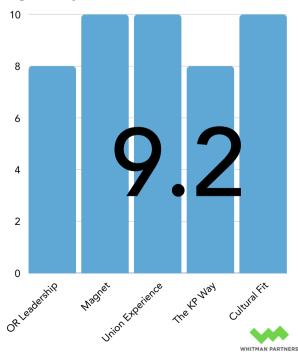
Cultural Fit – Leadership Style:

Ms. Thompson has a background in adult education, and relies on these skills extensively, having developed and implemented them in every workplace. She has a passion for coaching, mentoring, and teaching among her staff and empowering her team to grow.

Other Considerations:

Ms. Thompson has always had a fondness for San Francisco, where she has spent a considerable time and would like to settle permanently. California offers everything she's seeking. Retirement is approaching, and this would be her last stop. She is full of energy and brings a wealth of knowledge to the table.

Salary: \$230,000



AVA THOMPSON

Executive Summary: Outcome oriented Perioperative Director with over 40 years of progressive experience in management, nursing education and clinical practice. Strengths and proven abilities in developing relationships, improving teamwork through staff development/project management and facilitative leadership.

EDUCATION

MASTER of SCIENCE IN TRAINING AND ORGANIZATIONAL DEVELOPMENT

BACHELOR OF SCIENCE IN NURSING

ASSOCIATES ARTS & SCIENCES IN NURSING

ASSOCIATES ARTS & SCIENCES IN LIBERAL STUDIES

EXPERIENCE

October 2023 - Present

Director of Surgical Services ale New Haven Children's Hospital

Coach and mentor to new Surgical Services Leadership team, focused on developing solid foundations in surgical services

June 2023 - August 2023 Interim Director of Surgical Services Bayonet Point

Coach and mentor to new Surgical Services Leader, focusing on relationship building and maintenance.

Performed thorough functional and strategic assessment plan for upper leadership team, submitted with recommendations as a foundational fluid document.



March 2022- March 2023 Interim Director of Surgical Services Los Robles Medical Center Interim Director of Surgical Services Thousand Oaks Surgical Hospital

Responsible for the strategic and operational leadership for 9 departments on 2 campuses. This position had oversight of 4 direct reports and 200 budgeted indirect reports. Annual volumes of 15,000 surgical procedures in all specialties but solid organ transplants. Level II trauma center reaccredited with primary service line orthopedics.

Primary focuses during this engagement were:

- Restoring trust in clinical leadership
- Policy/practice reviews
- Human Resource and compensation adjustments

November 2015 - February 2022 Kapi'olani Medical Center for Women and Children Honolulu, Hawai'i Director of Surgical Services Administrator Surgicare of Hawai'i - November 2020

Kapi'olani - Responsible for the strategic leadership of 6 departments under the umbrella of Perioperative Services: OR, PACU, SurgiCenter (Un POSH (Pre-Surgical testing center), Central supply, and Sedation. Positions reports directly to the CNO. The position has 3 budgeted direct reports, 3 charge nurses with 1 unit specific resource coordinator. There are 120 indirect reports. Annual volume of 7000 surgical cases in 6 procedure rooms, and 1500 sedation diagnostic procedures. Perioperative Services provides inpatient and outpatient care for all services with the exception of Organ Transplantation to all ages.

Surgicare of Hawai'i - Responsible for the strategic leadership of all operations within this free-standing ambulatory surgical center to include, facilities, risk management, employee health, materials management contracts, and human resources. The position of Administrator reports directly to the Executive Vice President and Chief Strategy Officer for Hawai'i Pacific Health. The position has 2 direct reports and 48 indirect reports. Annual volume of 5000 cases in 5 procedure rooms and 2 endoscopy suites. SOH provides outpatient surgical care for the following services: GI, GU, Ortho, GYN, Gen, EENT and Ophthalmology. We provide care to all patients from 2 years of age extending into the elderly.



- Team lead for a major THI project to expand the current preadmission testing practice and process to become a surgical home. This process improvement for the expressed purpose of optimizing patients for surgery which will decrease post-op morbidity and mortality, improve operational efficiencies and increase patient ownership in the process.
 - THI project AIM statement was to reduce surgical site infections by 5%. We completed Phase I of the project and have reduced SSI in the adult population by 35% and have sustained this accomplishment below national norms for 2 years
 - This year's THI project is focused on reducing waste within the organization. The first step in this process was just completed: we reviewed and revised over 800 procedure specific preference cards
 - Partnered with Materials Management VAT to consolidate endo-mechanical devices for a system-wide savings of \$300,000.00
 - Developed, implemented and taught SPD training course due to extended vacancies within the department. The course was developed using the Purdue and IASCHMM training guides as a template.
 - Developed and implemented a Sterile Processing training program as a community outreach endeavor. Teaching this program at 2 area high schools to senior students enrolled in a Health Services educational track.
 - Developed and facilitated a PACU training academy based on critical care training courses. The program is the only one on island for this specialty to ensure delivery of high-quality perianesthesia care
 - Assessed, developed and delivered with the Perioperative team a Perioperative staffing re-structuring based on archival volumes in each department which will provide a net savings to the facility of \$600,000.00 dollars.

March 2015 - November 2015 Tenet Performance Management and Innovation Team Dallas, Texas

Nurse Executive Perioperative Support, Interim

Developed tools for the specific goals of improving key performance metrics for Perioperative Services within Tenet facilities through an initial assessment, coaching and mentoring current leadership and providing interim leadership as needed.



Sierra Vista Medical Center San Luis Obispo, CA

Interim Director of Surgical Services

Responsible for the strategic leadership of 6 departments under the umbrella of Perioperative Services: OR, PACU, SSU (Short Stay Unit), Pre-Surgical testing center, Central supply, and endoscopy. Positions reports directly to the CNO. The position has 65 direct reports to include 3 charge nurses and 1 unit specific coordinator. Annual volume of 4000 surgical/endoscopic cases in 6 procedure rooms, and an endoscopy suite. Perioperative Services provides adult inpatients and outpatient care for all services with the exception of Open Heart and Transplants and outpatient services to adolescents between the ages of 12-18.

- Worked with SVMC Senior Leadership to develop and implement the house wide Lean Daily Management program to include: improvements in first case starts, improvements in delayed discharges from PACU once criteria is met, reduction in overtime...with an overall improvement in goals demonstrated at 33%
- Increased surgical volume with an average increase of 14% during the months of October-March

November 2013- July 2014 Sibley Memorial Hospital Washington, D.C.

Director of Surgical Services

Responsible for the strategic leadership of 8 departments under the umbrella of Perioperative Services: OR, PACU, 2West (SDS), SASCI, Pre-Surgical testing center, Central supply, Perioperative Business Systems, scheduling and endoscopy. Positions reports directly to the CNO. The position has 130 indirect reports and 5 direct reports. Annual volume of 12,000 surgical/endoscopic cases in 9 procedure rooms, 1 Cystoscopy suite, a free-standing ambulatory surgery center and an endoscopy suite. Perioperative Services provides adult inpatients and outpatient care for all services with the exception of Open Heart and Transplants and outpatient services to adolescents between the ages of 12-18.

- Implemented Organizational strategic plan for the expansion of the Gastroenterology service line to shore-up existing endoscopic diagnostic and therapeutic procedures, expand service line to include advanced endoscopic procedures and support programmatic growth of a specialized hepatology program
- Partnered with the LEAN director to improve all operational efficiencies



- Process mapping completed with key stakeholders as active participants and CUSP teams identified as the front line change agents
- Policies reviewed and foundational policies for block scheduling developed and implemented
- To increase staff associates and reduce the use of agency staff, expanded a grow your own program, partnering with the education department for a full-time educator who will serve not only as course facilitator but also master preceptor

February 2013- November 2013 HCT Executive Interim Solutions Chicago, Illinois

Interim Director of Surgical Services

Responsible for the interim strategic leadership of 7 departments under the umbrella of Perioperative Services: OR, PACU/SDS/PAT, Central Supply, Cardiac Cath Lab, Endoscopy and Special Procedures with a budgetary responsibility for Anesthesia.

Report directly to the CNO with 55 FTE's indirect report

Revised department financial performance benchmarks with Senior leadership from cases to hours in OR and PACU to accurately capture volume-based metrics

January 2011 - February 2013 Providence Hospital Washington, D.C.

Senior Director, Perioperative Services

Responsible for the strategic leadership of 5 departments under the umbrella of Perioperative Services: OR, PACU, In & Out Surgery, Preadmission testing, Central supply, with a budgetary responsibility for Anesthesia and nursing leadership for the Cardiac Cath Lab/ Interventional Suite. Report directly to the CNO. The position has 120 indirect reports and 3 direct reports. Annual volume of 12,000 surgical/ endoscopic cases in 9 procedure rooms, 1 Cystoscopy suite and 2 adjoining endoscopy rooms. Perioperative Services provides adult inpatients and outpatient care for all services with the exception of Open Heart and Transplants and outpatient services to adolescents between the ages of 12-18.

Responsibilities and Achievements



- Developed and implemented Meditech electronic documentation system for Perioperative Services. First departments hospitalwide to GO LIVE
- Increased monthly surgical volume by 7.5% 2012
- Decreased turnover time by 2 minutes on average per case
- Improved OR efficiency through improved first-case starts by 12%
- Facilitator Practice Council

August, 2004 - September 2010 Lourdes Medical Center of Burlington County, Willingboro, New Jersey

Perioperative Director

Responsible for the strategic leadership of 7 departments under the umbrella of Perioperative Services: OR, PACU, SDS, Pre-admission testing, Central supply, Wound Care Center, and Hyperbaric Unit with a budgetary responsibility for Anesthesia.

Report directly to the CNO with 85 FTE's indirect report and 1 direct report

Responsibilities and Achievements

- Managed departments throughout 2 ½ year strike recruiting new staff and retaining 60% of the striking nurses
 - First units to release all "strike force" agency staff
- Reduced OR room turnover times from an average of 30 minutes to an average 22 minutes
- Expanded existing service line and implemented process changes with the Anesthesia department for pain management to increase surgical volume by 26%
- Chairman Physician Satisfaction Team 2006-2008: primary goal accomplished to open surgical care unit with a nurse-patient ratio of 1:4
- Chairman Product Standardization Committee
- Implemented sole source vendor contract for endomechanicals and suture for a total annual cost savings of \$400,000.00
- Responsible for 10 million dollar budget
- Supply reduction and standardization for a total annual savings of \$350,000.00
 - Suspended reposeable trocar system for failure to perform under contract terms for a monthly savings of \$18,500.00
 - Terminated linen contract for a monthly savings of \$4,000.00 for failure to perform
 - Reviewed and revised custom packs for a monthly savings of \$4,000.00





- First units to release all "strike force" agency staff
- Developed and implemented "Weigh in for Waste Management" with a projected annual savings of \$35,000.00

January 2004 - August 2004 Tulane University Hospital & Clinic in conjunction with Our Lady of the Lake College, New Orleans, Louisiana

Skills Lab Instructor, Nursing Program

Direct training of non-traditional, degreed students in a new, accelerated 10-month nursing program affiliated with Tulane University. Our Lady of the Lake College is a small, accredited, private college founded in 1923 by a small group of Franciscan Missionaries. Originally founded as a nursing school, it has grown into an institution widely recognized for its specialized programs in the health sciences.

Tulane University Hospital & Clinic, New Orleans, Louisiana April, 2001 - November, 2003

Perioperative Nurse Educator

Tulane University Hospital & Clinic is one of New Orleans' most comprehensive healthcare facilities. The 300-bed hospital serves the private patients of the Tulane University Medical Group and offers the latest in diagnostic and treatment facilities. Position originally focused on staff education in the operating room, but was expanded to include more than 250 employees of the operating room, post-anesthesia care unit, outpatient surgery, preadmission testing, dialysis, Cath lab and central supply departments.

June, 2000 - April, 2001

Virginia Mason Medical Center, Seattle, Washington

Clinical Educator, Operating Room

Responsible for new employee orientation and ongoing staff development for operating room staff of 100. Virginia Mason Medical Center is a private, non-profit organization with 335 beds offering a system of integrated health services. VMMC is known for its regional anesthesia program and is a magnet hospital for nursing.



Responsibilities and Achievements

 Created and developed 'Turnover Team' in operating room to reduce room turnover time from 25 minutes to 10 minutes. Identified, recruited, and trained ancillary staff for team; developed materials for 'real-time' application, and participated in ongoing evaluation of process and personnel.

June, 1998 - June, 2000 Cross Country TravCorps, Boca Raton, Florida Traveling Registered Nurse

January, 1996 - May, 1998

Kaiser Permanente Urgent Care, Falls Church, Virginia Lead Nurse, Operating Room

January, 1996 - May, 1998

Georgetown University Hospital, Washington, DC Arlington Hospital, Arlington, Virginia Silver Spring Ophthalmology Center, Silver Spring, Maryland Per Diem Registered Nurse

January, 1995 - January, 1996

Medical Center of Louisiana, Charity Campus, New Orleans, Louisiana Staff Nurse, Emergency Room

December, 1992 - January, 1995

Kaiser Permanente Ambulatory Surgery, Falls Church, Virginia Certified Surgical Technician/Staff Nurse

January 1988 - December 1990

Peter Soyster, M.D., Private Gynecology Practice, Washington, DC Per Diem Office Position



June, 1977 - April, 1993

Georgetown University Hospital, Washington, DC Lead Surgical Technologist - General Surgery July, 1974 - June, 1977

Inova Fairfax Hospital, Falls Church, VA Certified Surgical Technician

December, 1972 - July, 1974

Arlington Hospital, Arlington, VA Certified Surgical Technician

Certifications and Professional Affiliations

Basic Cardiac Life Support, American Heart Association Basic Cardiac Life Support Instructor, American Heart Association Advanced Cardiac Life Support, American Heart Association Certified Nurse, Operating Room since 2001 #1539663 Certificate for Surgical Services Management achieved 2009 Association of Operating Room Nurses, Board of Directors, NOLA, 2004 Association of Operating Room Nurses, Vice President, NOVA chapter #4704, 2011-2013, active member since 2011

Professional Presentations

Hawai'i Nursing Conference, September 2017 - From my Rear View Mirror: The Way We Were

AORN 60th Congress, March 3rd thru 7th, 2013 - Poster Presentation -Right From the Gate: Using Lean Six Sigma to Improve the Pre-Admission Testing Process

AORN 59th Congress, March 24th - 29th, 2012 - Poster Presentation - Ready or Not: Lessons Learned from the Implementation of a Clinical Information System

AORN 52nd Congress, April 2nd thru 7th, 2005 - The Road Taken

AORN Southern Regional Conference April, 2004 - "Oh My Aching Back" Interdisciplinary treatment modalities for chronic back pain employing invasive and non-invasive techniques - arranged, facilitated and presented

AORN 50th Congress, March 23rd - 27th, 2003 - Poster Presentations: Technology as a Teaching Tool; TeamStars; Get on the Bus

AORN New Orleans Chapter, April, 2002 - *Reducing Surgical Errors:* Lessons Learned from Aviation



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Emma Robinson

MSN, BSN, RN Mercy Hospital of Folsom Director of Surgical Services Folsom, CA

OR Nurse/Leadership Experience:

Ms. Robinson was most recently the Director of Surgical Services with Marshall Medical Center where she had oversight of 5 inpatient ORs plus and additional 4 OR suite ASC. She is primed to take on her next Director role and assimilate into the organization.

Magnet Understanding:

Yes, while at Stanford Ms. Robinson was involved in 2 recertification for their Magnet designation. She has practical experience within a shared governance model and values its impact on successful leadership

Union Experience:

Ms. Robinson has worked in both the MA union and Stanford's union, which is separate from the CNA. She emphasized the importance of patience, awareness of rules, and thoughtful counseling in dealing with unions, noting the need to stay vigilant and well-prepared. She has always maintained a productive and positive relationship with union reps.

The KP Way:

Though she has not worked within Kaiser, she admires the their model. She prides herself on strong interactions with all physicians, focusing on finding common ground and collaborating effectively.

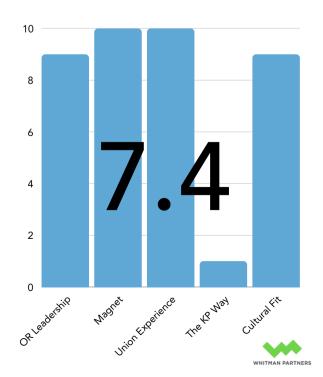
Cultural Fit – Leadership Style:

Her approach is focused on relationships and gaining trust with staff and surgeons. emphasis on listening and observing to assess both challenges and achievements. She stresses a collaborative approach, seeking feedback rather than imposing authority, recognizing her role as an outsider initially.

Other Considerations:

After 10 months with Marshall Medical Center, he father's health declined and she needed to step away. She has recently relocated him with her sister in Texas allowing her to seek her next role and continue her career forward. Ms. Thompson lived in the Bay Area for 8 years and is very familiar with COL and would be overjoyed to get back.

Salary: \$206,000



EMMA ROBINSON, MSN, BSN, RN

Director of Surgical Services

Empathetic and result-oriented Director of Surgical Services with expertise in delivering clinical services and leading surgical departments.

Skilled in implementing efficient workflows and enhancing patient care. Adept at fostering a collaborative team environment to drive operational success. Recognized for strong communication and interpersonal skills, known for building strong relationships with staff, physicians, and vendors. Proactive problem-solver with a focus on achieving quality outcomes in alignment with organizational objectives. Demonstrated ability to develop and implement process improvements to streamline surgical services. Committed to adhering to best practices, regulations, and standards within the healthcare industry. Experience in budget management, resource allocation, and performance evaluation. Dedicated to staying abreast of industry trends and advancements to deliver cutting-edge service delivery.

CORE PROFICIENCIES

Surgical Services | Center Management | Strategic Planning | Innovation & Program Development | Patient Care & Advocacy Nursing Best Practices | Project Management | Policy Development | Healthcare Service Delivery | Quality Assurance | Continuous Process Improvement | Case Management | Change Management | Budgeting & Forecasting | Team Leadership & Development | Stakeholder Management

PROFESSIONAL EXPERIENCE

Mercy Hospital of Folsom Folsom, CA

Director of Surgical Services

Directed a team of six direct reports with over 90 total staff to manage a surgical services program at a 200-bed, JCAHO Trauma Level III hospital affiliated with UCDavis, encompassing Pre-Op, Operating Rooms, PACU, Sterile Processing (SPD), and Ancillary Float Staff. Oversaw a satellite Outpatient Surgery Center for Ortho and GI 10 miles away with Pre-Op, OR, PACU, and SPD.

Selected Accomplishments:

- Implemented new OR technology, enhancing surgical capabilities.
- Revamped the PICC program, optimizing patient care and physician satisfaction.
- Reduced supply costs through effective management.
- Participated in physician recruitment and relations and fostered strong clinic leadership relationships.
- Utilized EPIC and DaVinci Robot to ensure advanced surgical care.
- Supported a diverse range of surgical specialties, including Ortho/Total Joints, Urology, General Surgery, and Bariatric procedures.

Palo Alto Medical Foundation (PAMF) I (Affiliate of Sutter Healthcare) Palo Alto, CA

Director of Surgery/Administrator

Oversaw a multi-specialty surgery center with seven ORs, four surgical and three GI, offering a broad range of procedures, including ENT, GYN, General, Retina, Ortho, Podiatry, Plastics, along with a thriving Cataract and GI program. Led five direct



2022 to 2023

2021 to 2022

reports and a team of 85 FTEs across pre-op, GI, OR, PACU, SPD, and materials to manage more than 10K cases a year. Selected Accomplishments:

- Supported center in achieving consistent financial profitability.
- Launched a successful new leader mentorship program, fostering future generations of surgical center leaders.
- Cultivated a high-performing team environment through effective teambuilding initiatives.
- Established strong physician relationships to ensure optimal patient care and surgical center success.
- Implemented an overnight program to expand capacity and utilized EPIC/PICIS for efficient operations.

Stanford Hospital, Redwood City, CA

2015 to 2021

Assistant Patient Care Manager

Led a high-volume sports medicine outpatient surgery center with eight ORs, 10 Pre-Op, 14 PACU bays focused on Orthopedic surgeries and pain management (local/moderate sedation) within a Magnet Hospital managing approximately 9,000 cases annually. Managed a team of 70 FTEs in a union environment, utilizing EPIC EMR. Streamlined short-stay procedures on designated days while actively participating in PNDP and SLC committees.

Selected Accomplishments:

- Expanded surgical service offerings by successfully integrating Total Shoulder Surgeries in 2018, Total Ankle Surgeries in 2019, ENT procedures/surgeries in 2020, and GYN procedures in 2021.
- PACU remodel project for adding four bays, increasing. post-surgical care capacity.
- Facilitated the transition of GI surgeries to a dedicated Digestive Health Center.
- Championed the adoption of Arthrex technology in 2016 by spearheading the expansion of operating rooms from six to eight, enabling wider utilization within the surgical suite.
- Achieved a 50% increase against goal of 51% in PREPACU nurse certifications (from <20% to over 70%) in 2020, earning an award from Magnet and Stanford Leadership for structural empowerment and exemplary professional practice.

Additional Experience:

- Operations Clinical Manager, Berkshire Medical Center, Pittsfield, MA
- Assistant Clinical Director, Lander Regional Hospital, Lander, WY
- Adjunct Clinical Nursing Instructor, Central Wyoming College, Riverton, WY
- RN CASE MANAGER for Home Health and Hospice Agency, Riverton, WY
- Travel Nurse in ICU and ER (3 years) Hospitals from 100-600+, WY, CO, NE, and CA
- House Supervisor/Charge Nurse, Lander Region Hospital, Lander, WY
- Intensive Care Unit/Emergency Room/ Med-Surg Nursing, Riverton, WY

EDUCATION & CREDENTIALS

MSN, University of Phoenix, Phoenix, AZ Competed all credits towards an MHA 2008 BSN, University of Wyoming, Laramie, WY A.D.N, Central Wyoming College, Riverton, WY CAPA (Certified Ambulatory Peri Anesthesia) Nurse ABPANC, 2017 Advanced Cardiac Life Support (ACLS), AHA Basic Life Support, AHA



AFFILIATION & VOLUNTEER ACTIVITIES

American Society of Peri anesthesia Nurses (ASPAN), Member, 2017 - Present [Active on three committees as of 2023] Peri Anesthesia Nurses Association of California (PANAC), Member, 2017 - Present PANAC Education Committee, Member, 2017 - Present PANAC President, 2023-2024 PANAC President, 2022-2023 PANAC President Elect, 2021-2022 American College of Healthcare Executives - California, Member, 2020-2022 PANAC District Director - Alameda, Contra Costa, Marin, Monterey, San Benito, SanFrancisco, San Mateo, Santa Clara, and Santa Cruz, 2019-2021 American Board of Peri Anesthesia Nursing (ABPANC) Coach for Other Peri Anesthesia Nurses Studying for Certification (CPAN, CAPA), 2018-2020 PANAC Chapter Coordinator, started a local chapter to increase specialtycertification of staff and provide local peri anesthesia education to nurses, 2017-2019

American Nurses Association, Past Member

Human Research Subject at Stanford Healthcare for Three Different Projects Human Research Subject for University of California Davis, Sacramento, CA Sigma Theta Tau International (STTI) Omicron Delta Nursing Honor Society National Society of Leadership and Success (NSLS) ISFP-International Society of Women Professionals (Member ID #2200733)



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Natalie Anderson

MSN, RN, CNL, PHN UCSF Medical Center Director of Trauma Operations San Francisco, CA

OR Nurse/Leadership Experience:

Ms. Anderson has proven longevity at her current facility, where she's been 17 years within the perioperative division. Her current role is overseeing their trauma program, which works hand in hand with perioperative services.

Magnet Understanding:

San Fracisco General does not have Magnet status. It's something they have discussed bringing into their facility, but challenged among tenured staff that lack education levels. That said, they are currently affiliated with UCSF who does have their Magnet designation and by working closely with their organization, she has an understanding and respect for it.

Union Experience:

Union plays a significant role at ZSFG and she has seen every situation play out in her 17 years.

The KP Way:

Ms. Anderson does not have Kaiser experience. However, she prides herself in understanding the physician mindset and that they are different breed; have their own metrics. It is important to her to understand the culture and how to balance the operations with their needs and staff needs.

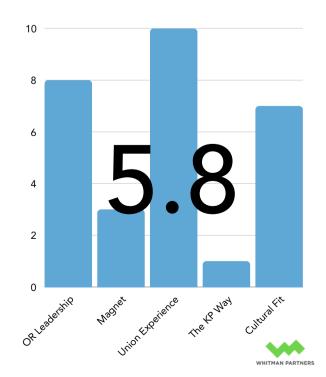
Cultural Fit – Leadership Style:

Incredibly focused on metrics, operations

Other Considerations:

Ms. Anderson is looking for an opportunity to expand her experience and knowledge through another organization, especially a Kaiser Permanente facility in which she has great respect. She is looking for longevity in her next position, where she would finish out her career. This said, San Francisco General Hospitals compensation package and pension program will be a challenge to pull her away from and will ultimately inform her decision.

Salary: \$324,000



NATALIE ANDERSON, MSN, RN, CNL, PHN

PROFESSIONAL SUMMARY

Highly organized nurse leader with 14+ years experience developing high-functioning teams in a fast paced, demanding level 1 trauma center. Proven expertise in developing operational strategies to enhance quality, safety and workforce development through results-driven focus and outcomes. Recognized for balancing resource management, regulatory compliance and risk assessment with institutional vision for productivity and growth. Praised for effective communication in times of crisis management to act as a pivotal decision-maker and persuasive change agent.

EDUCATION

| 2003 – 2007 | University of San Francisco | Bachelor of Science in Exercise and Sport Science Minor, Neuroscience | |
|-----------------------------|-----------------------------|--|--|
| 2008 - 2010 | University of San Francisco | Master of Science in Nursing, with honors distinction | |
| | | Clinical Nurse Leader | |
| LICENSES, CERTIF | ICATIONS | | |
| 2010 – Current | License | Registered Nurse (CA, 769411) | |
| 2010 – Current | License | Public Health Nurse (CA, 77342) | |
| 2010 – Current | Certificate | BLS for the Healthcare Provider (CA, 215415704987) | |
| 2010 - 2015 | Certificate | Clinical Nurse Leader (CA, 10640115) | |
| | | | |
| PROFESSIONAL POSITIONS HELD | | | |
| 2022 – Present | Director | Trauma Operations | |
| | | Trauma Program Manager (TPM) | |
| 2016 – 2022 | Nurse Manager | Operating Room (OR) | |
| | | Interventional Radiology (IR) | |
| | | Anesthesia Preoperative & Pain Clinic | |
| 2010 - 2017 | Charge Nurse/Preceptor | Operating Room | |
| | | Surgical Clinics (Plastic Surgery, General Surgery, | |
| | | Orthopedics, Vascular, Cardiothoracic and Urology) | |



HONORS AND AWARDS

| 2021-2023 | Hearts Grant Award |
|-------------|----------------------------------|
| 2017 | Patriot Award |
| | |
| 2010 | Graduation with High Distinction |
| 2009 | Graduate Student Representative |
| 2008 – 2010 | Dean's Honor List |
| | |

San Francisco General Hospital Foundation United States Department of Defense, Employer Support of the Guard and Reserve University of San Francisco, School of Nursing University of San Francisco, Board of Trustees University of San Francisco, School of Nursing

PERFORMANCE IMPROVEMENT

2022 Perioperative Highlights

- First Case On-Time Starts
 Quality Metric
 Development and Implementation of Multidisciplinary Preop Bedside Huddle
 Impact: Increased 'On-Time' percentage by 24%
 62% (CY 2020); 75% (CY 2021) to 86% (CY 2022)
- 2. Colon SSI Reduction

Safety Metric Development of Preoperative and Intraoperative Pathways Impact: Incremental decrease of reportable surgical infection rate (SIR) by 65% 2.59 (FY 17-18); 2.36 (FY 19-20); 1.76 (FY 20-21); 1.28 (FY 21-22); 0.90 (FY 22-23)

3. Operating Room Primetime Utilization

Quality and Financial Stewardship Metrics

Development of Productive vs. Non-Productive Time Guidelines to Assess Service-Specific Utilization Impact: Increased primetime utilization from 56% to 87% in CY 2022.

4. Spine Implant Cost Savings

Care Experience and Financial Stewardship Metrics

Development of intraoperative validation process to establish pricing agreements and validate usage Impact: Authenticated surgical implants usage and billables to reduce supply costs by 25% in CY 2022

5. <u>PACU After Visit Summary (AVS) Optimization</u> Care Experience and Equity Metrics

Expansion of AVS language availability to support patient compliance with discharge instructions Impact: Increased distribution of discharge instructions in patient's primary language by 16% in CY 2022

CLINICAL MANAGEMENT

Leadership Scope

- 1. Manage nursing care, assess corresponding areas of risk and maintain quality accreditations.
- 2. Supervise and evaluate competencies of professional and ancillary staff.
- 3. Ensure compliance with departmental and hospital-wide policy and procedure.
- 4. Counsel and hold departments accountable to hospital-wide performance expectations, KPIs and use collaborative leadership skills to provide progressive opportunities.
- 5. Budget analysis, creation and implementation to ensure departmental decisions are fiscally sound.
- 6. Gather, review, analyze, and organize financial reports to make corresponding recommendations.
- 7. Identify, investigate, document, and address problems, unusual occurrences, and complaints.



- 8. Participate in the development, implementation, and evaluation of newly integrated PDSA activities and clinical trial programs.
- 9. Utilize change management skills to advance health care delivery with considerations for a rapidly changing environment requiring constant strategic, business and budgetary planning.
- 10. Facilitate practice and dissemination of updated regulatory standards across multidisciplinary teams.
- 11. Promote continuity of care within department and prioritize noted health disparities with targeted interventions/action plans.
- 12. Participates in planning and coordinating with other hospital department personnel in order to promote and provide maximum patient care; maintains high quality of in-service training and adequacy of training materials in order to ensure continuous best performances.
- 13. Develop structures and processes that support and advance equity.
- 14. Preserve culture of safety, ensure legal compliance and quality service in accordance with the Joint Commission/Title 22, etc.

CLINICAL SERVICE

Summary

Since May 2016. I have maintained clinical oversight over nursing and hospital operations. Primary responsibilities have included 24/7 perioperative coverage over a 13-suite operating room, along with 3 IR suites and locations. Clinical coverage spanned across Cardiac Catheterization Laboratory, Endoscopy, Preop and Post-Anesthesia Care units. I co-managed the full relocation of our Operating Room in May 2016, inclusive of hybrid OR planning and the significant re-design of our sterile core. I served a key-role in the op-time planning of a network-wide EHR implementation in August 2019, focused on surgical scheduling optimization and the regulatory aspect of nursing documentation. In April 2020, I formed the hospital deployment plan to staff the COVID-19 alternative testing site, providing the capacity to perform an additional 100+ outpatient tests/daily. Correspondingly, I co-lead both the perioperative phased re-opening and the multidisciplinary desurge plan to facilitate the transition back to pre-pandemic operational volume. In July 2022, I transitioned to the Trauma Program to serve as the Director of Trauma Operations and prepare both ZSFG and the San Francisco EMS Agency for the first virtual ACS Level 1 re-verification survey. We successfully passed in July 2023 with zero criterion deficiencies and national recognition for overall survey organization and delivery. This role expanded my clinical and regulatory oversight to span the entire continuum of care, from pre-hospital to postdischarge. I worked alongside executive leadership to secure necessary funding to create a DPH-based injury prevention program, along with a supporting analytics FTE to proactively assess, maintain and review hospital metrics via a comprehensive program dashboard. In August 2023, I was designated as one of four team leads to represent the hospital for all high-profile national security events. This included city-wide coordination for the Asian Pacific Economic Cooperation (APEC) conference, and the corresponding disaster planning and security team communication.

PROFESSIONAL MEMBERSHIPS

2022 – PresentAmerican Nurses Association, Member2009 – PresentSigma Theta Tau International Nursing Honors Society, Inducted MemberBeta Gamma Chapter, 0595285



PROFESSIONAL DEVELOPMENT

- 2019 Daily Management System Leadership Workshop, ZSFG
- 2018 Nurse Leaders Advance Racial Health Equity Certificate,
- San Francisco Department of Public Health (SFDPH)
- 2017 Stop the Bleed Instructor Course, American College of Surgeons Committee on Trauma
- 2017 A3 Thinking and Managing to Learn, ZFGH
- 2016 Leadership Academy Certificate, SFDPH
- 2015 Lean Management System Program, MetaStar/ThetaCare

PROFESSIONAL MENTORING

| Dates | Position | Institution/School | Mentor Type | Department |
|----------------|-----------------|--------------------|-------------------------|---------------------|
| 2022 – Present | Nurse Manager | ZSFG | Career Mentor | Operating Room |
| 2022 – 2023 | Program Manager | ZSFG / WGU | Career Mentor, | Operating Room, |
| | | | Master Degree Preceptor | EPIC OpTime Analyst |

RESEARCH AWARDS

2021

San Francisco General Hospital Foundation Equity and Innovation (Hearts) Grant, 71944-0693 A Patient -Centered Approach to Reducing Surgical Site Infection After Colon Surgery Kumar (PI), Lang (Co-Investigator)

A multifaceted approach is crucial to decreasing surgical site infections (SSI) after colon surgery; patient education is an area for improvement identified by a multidisciplinary Colon Surgical Site Infection Task Force. We seek to create a patient educational program for best practices for SSI reduction including in person classes, take-home materials and supplies. Co-investigator in study design and implementation for nursing workflow implementation.

INVITED PRESENTATIONS

| 2023 | Trauma Systems Advisory Committee, | Speaker |
|------|---|-----------|
| | "Phase of Care Transitions, A Trauma Case Review" | |
| 2015 | UCSF Orthopedic Trauma Institute, Junior Academy | Speaker |
| | "Careers in Orthopedic Surgery" | |
| 2011 | USF, Clinical Nurse Leader Workshop | Panelist |
| | "Women in Healthcare" | |
| 2010 | SFGH, Nursing Executive Committee | Presenter |
| | "Infection Control Within the Operating Room" | |

ZSFG HOSPITAL-WIDE AND DEPARTMENTAL SERVICE

| 2022 – Present | Trauma PI Committee | Chair |
|----------------|---|--------|
| 2022 – Present | Massive Transfusion Protocol Monitoring Committee | Chair |
| 2022 – Present | Trauma PI Nursing Operations | Chair |
| 2022 – Present | Hospital PI Process Committee | Lead |
| 2022 – Present | Trauma Morbidity and Mortality (M&M) Conference | Member |



| 2022 – Present | Trauma Video Review Conference | Member |
|----------------|--|-----------|
| 2022 – Present | Trauma Peer Review Committee | Member |
| 2022 – Present | Trauma Systems Advisory Committee (TSAC) | Member |
| 2022 – Present | Emergency Medical Services Agency Advisory Committee (EMSAC) | Member |
| 2022 – Present | EMS for Children's Advisory Committee | Member |
| 2019 – Present | Expanded Executive Committee | Member |
| 2017 – Present | Nurse Executive Committee, Quality and Safety | Member |
| 2017 – Present | Nurse Executive Committee, Business | Member |
| 2017 – Present | Management Forum | Member |
| 2021 – 2022 | IR Nursing Operations | Chair |
| 2021 – 2022 | IR Leadership Council | Lead |
| 2021 – 2022 | IR On-Time Starts Workgroup | Member |
| 2021 – 2022 | Procedural Sedation Committee | Member |
| 2020 – 2022 | Perioperative COVID-19 Surge Planning Committee | Lead |
| 2020 – 2022 | Perioperative COVID-19 Task Force | Co-Lead |
| 2019 – 2022 | Colon Surgical Site Infection Task Force | Member |
| 2018 – 2022 | Massive Transfusion Protocol Monitoring Committee | Member |
| 2017 – 2022 | Risk and Regulatory, Operating Room RCA Team | Lead |
| 2017 – 2022 | Perioperative Domain, EPIC Optimization | Member |
| 2017 – 2022 | Infection Control Committee | Member |
| 2016 – 2022 | Perioperative Executive Management Committee | Member |
| 2016 – 2022 | Operating Room Committee | Member |
| 2016 – 2020 | Trauma Performance Improvement Committee | Member |
| 2015 – 2017 | Charge Nurse Development | Preceptor |
| 2014 - 2016 | Surgical Nurse Development in Orthopedic Surgery | Preceptor |
| 2010 – 2013 | Patient Care Experience Review Team, Surgical Clinics | Lead |
| 2010 – 2013 | Nurse Development, Surgical Specialty Training | Preceptor |
| | | |

COMMUNITY AND PUBLIC SERVICE

| Stop the Bleed Instructor | Volunteer |
|--|--|
| St. Pius Catholic School Health Safety Officer | Volunteer/Co-Chair |
| Western Governors University MSN Student Mentorship | Volunteer |
| USF MSN Student Thesis Project Mentorship | Volunteer |
| Orthopedic Trauma Institute Junior Academy Job Shadowing | Volunteer |
| | St. Pius Catholic School Health Safety Officer Western Governors University MSN Student Mentorship USF MSN Student Thesis Project Mentorship |



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Samuel Patel

MSN, RN, CNOR Sharp Memorial Hospital Director of Surgical Services San Diego, CA

OR Nurse/Leadership Experience:

Mr. Patel started his surgical nursing career in 2002 and rose to Director in 2008. He has had various leadership positions at he manager and director level within many different size facilities. Most recently, he lead a 7 OR community hospital in Arizona.

Magnet Understanding:

Mr. Patel does not have experience with Magnet designated facilities but would love the opportunity to learn in more detail the process and standards.

Union Experience:

Mr. Patel has worked in many union environments in California and on the east coast. He has always worked closely with union reps.

The KP Way:

Does not have Kaiser exposure. However, working closely with surgeons is his passion and is always focused on finding a balance between them, the staff, and patient care.

Cultural Fit – Leadership Style:

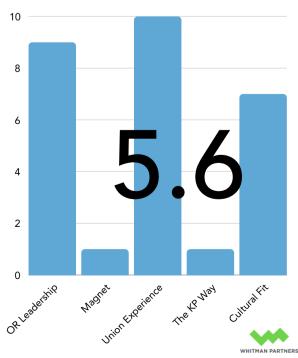
Mr. Patel is a transformational leader. His staff are his priority just as much as patients and providers. He is detail oriented and outcome based.

Other Considerations:

Mr. Patel took a step aside from leadership in the last year as he cared for family that had pressing health issues. He is looking for his next role and excited at the chance to join your facility. He has a tendency to change jobs every few years and I wonder about his commitment to the long term.

Salary:

NA, comfortable within salary range



SAMUEL PATEL, MSN, RN, CNOR

EDUCATION

MAY 2018

MSN, NORTHERN ARIZONA UNIVERSITY

Magna cum laude

JAN 1982 MBBS/MD, UNIVERSITY OF SIND CHANDKA MEDICAL COLLEGE

LICENSURE AND CERTIFICATIONS

- RN Licensure Arizona, 192154, 04-2027
- CNOR, 1631048, 12-2027
- CSSM, Mastery 2015
- Patient Safety, John Hopkins

BLS, 12-2023 ACLS, 11-2023 PALS, 10-2024 Peri-Op 101 Certification

EXPERIENCE

FEBRUARY 2024-CURRENT

Director of Surgical Services Sharp Memorial Hospital

OCTOBER 2023—FEBRUARY 2024 COMPLIANCE OFFICER, ARIZONA DEPARTMENT OF HEALTH

MAY 2022 – FEB 2023 DIRECTOR SURGICAL SERVICES, WESTERN ARIZONA REGIONAL MEDICAL CENTER 145 BED; 7 OR; LEVEL IV TRAUMA; 49 FTE

- Planning, organizing, and directing the operations & staff of surgical dept.
- Preparedness for Survey of regulatory bodies, cost containment
- Accomplished first cases start one time and turnaround time reduced from 45 min to 25 min and first case start on time 55% to 78%. SSI reduced from 4% to 2%.
- Focused on budgetary objectives, implementing and evaluating all aspects of care services, assuring quality outcomes, and patient safety.
- Develop teamwork with excellent employee relations and their needs with assured competence.
- Practice teamwork.



- Pursue opportunities to grow business with collaborative relations with surgeons and management.
- Carry out the mission, vision, and quality commitment of the organization.
- Seek other opportunities to improve and build plans to follow through.

OCT 2020 – MAY 2022 SUPERVISORY NURSE IN PT./OB, IHS HOPI HEALTH CARE CENTER 10 BEDS; 16 FTE

- Provide leadership, direction, technical expertise in the planning & development, implementation, and evaluation of the delivery of nursing services for inpatients and OB patients. Creating a culture of excellence in the department.
- Hands-on patient care., perform duties in the unit as teamwork, perform duties, provide food services, medications administration, draw labs, tele monitor, coordination with family. Help in admissions, discharges, arrange transportation, and safe transfer.
- Assign work to various staff, monitor performance.
- Provide and assist complete competencies and training as per PD (Position description).
- Prepare for compliance with regulatory bodies such as CMS and JC.
- Compliance with standard of care, patient safety, and other standards applicable.
- Order equipment and supplies with cost containment. Arrange in-services and educate staff on all equipment.
- Implement personal management procedures, orientation to new staff, and safety practices
- Employee improvement process, grievance procedures and specific orientation.
- Work with hospital performance improvement coordinator to assess compliance with JC standards.
- Orient new staff and mentor and help to complete competencies.
- Maintain 7B files.

JULY 2019 – FEB 2020 DIRECTOR PERIOPERATIVE, BARSTOW COMMUNITY HOSPITAL 49 BEDS; 21 FTE; 4 OR +GI RM

- Providing leadership and expertise in operating room nursing practice, including scrubbing and circulating nursing services; direction, and technical expertise in the planning, development, implementation, and evaluation of the delivery of nursing services; promoting the professional practice of nursing using evidence-based practice principles and professional peer review.
- Hands on patient care pre-op preparation with staff, place I/V, SCD, leads, pre warming, Intra-op help transfer, and positioning, help in anesthesia induction and emergent and all circulator duties such as prep surgical site, time out and provide all instruments and supplies needed.
- Coordinate all aspects of nursing care within the OR and will provide leadership, direction, and technical expertise in the planning, development, implementation, and evaluation of the delivery of nursing services for the OR. The incumbent is key to creating a Culture of Excellence in the OR
- Assign work to various staff members within the OR, including circulating nurses, scrub technicians, and health techs, while monitoring the performance of staff.



- Assure adequate training for all staff consistent with their position descriptions, including compliance with standards of care, patient safety, and other applicable standards.
- Order equipment and supplies to make sure necessary items are ready and available to the providers, while maintaining cost containment.
- Perform the duties of circulating nurses and scrub technicians, while being the model for leadership, teamwork, and excellence in performance.
- Implement personnel management procedures, training and career development plans, grievance procedures, safety practices, and specific orientation.
- Work with the hospital performance improvement coordinator to assure compliance with The Joint Commission (TJC) regulatory bodies standards.
- Provided patient care per-op I/V placement, shave, Foley help anesthesia blocks, Intraop anesthesia help in induction and emergent, positioning, skin prep, Scrubbing including all patient care transportation and recovery (PACU).

SEPT 2017 – MAY 2019 DIRECTOR OF SURGERY, LANDMARK MEDICAL CENTER 225 BEDS; 59 FTE; 11 OR; LEVEL II

- Planning, organizing, and directing the operations & staff of surgical dept.
- Preparedness for Survey of regulatory bodies, cost containment
- Accomplished first cases start one time and turnaround time reduced from 35 min to 25 min.
- Focused on budgetary objectives, implementing and evaluating all aspects of care services, assuring quality outcomes, and patient safety.
- Develop teamwork with excellent employee relations and their needs with assured competence.
- Practice teamwork.
- Pursue opportunities to grow business with collaborative relations with surgeons and management.
- Carry out the mission, vision, and quality commitment of the organization.
- Seek other opportunities to improve and build plans to follow through.

JUNE 2015 - DEC 2016

MANAGER OF PERIOPERATIVE SERVICES, HOLY CROSS HOSPITAL 25 BEDS; 16 FTE; LEVEL IV TRAUMA

- Planning, organizing, and directing the operations & staff of surgical dept.
- Focused on budgetary objectives, implementing and evaluating all aspects of care services, assuring quality outcomes, and patient safety.
- Develop teamwork with excellent employee relations and their needs with assured competence.
- Practice teamwork.
- Pursue opportunities to grow business with collaborative relations with surgeons and management.
- Carry out the mission, vision, and quality commitment of the organization.
- Develop and mentor high performing employees for areas of responsibility
- Passed two surveys



- Accomplished patient satisfaction score increase form 46% to 84%, reduced 5% cancellation of cases in 24 hours, 3% improvement in 1st case start time, and 2% improvement turn-around time in cases.
- 2 OR (80-90 cases/month) and 2 GI procedure rooms (70-80 cases/month) 25 FTs
- Hardwire culture of safety, time out, hand hygiene, and effective communication

JAN 2011 – JUNE 2015

CIRCULATOR/PERIOPERATIVE SERVICES, TSEHOOTSOOI MEDICAL CENTER

- Functions as an integral member of the surgical team. Interfacing with patients, surgeons, and anesthesia staff in the surgical setting.
- Prepare patient for a surgical procedure such as consent, H&P, lab work, I/V placement, pre warming, transport to the operating room, transfer to OR bed, and secure position. Help anesthesia, prep operating site, time out, and careful watch the need to team (surgical tech, surgeon, and anesthesia). And update family. After surgery help anesthesia in emergent and transfer patient to PACU.
- Adheres to sterile technique, infection control, and safety practices.
- Implements the pre-operative plan of care demonstrating knowledge of the responsibilities of the RN preoperatively, intra-operatively, and post-operatively.
- Scrubs and circulates surgical procedures independently.
- Responsible for maintenance, care, and use of equipment used, applying principles of asepsis, therapeutic and technical knowledge to ensure a safe environment for patients and staff.

OCT 2008 - JAN 2011

RN LEVEL IV & FIRST ASSISTANT, VALLEY BAPTIST MEDICAL CENTER

- Circulator duties (Prepare OR, surgical count, check all equipment and supplies, surgical site prep after secure positioning after anesthesia, time out, functions as an integral member of the surgical team. Interfacing with patients, surgeons, and anesthesia staff in the surgical setting.
- First, assist as per need to help the surgeon in surgery prepare and provide instruments during a surgical procedure under the direction of the surgeon, assist with visualization of the operating field with retractors, sponges, suctioning or manipulating sutures, control bleeding through hemostasis, cauterization, clamps, or pressure. Perform closure of incision and apply dressings.
- Adheres to sterile technique, infection control, and safety practices.
- Implements the pre-operative plan of care demonstrating knowledge of the responsibilities of the RN preoperatively, intra-operatively, and post-operatively.
- Scrubs and circulates surgical procedures independently.
- Responsible for maintenance, care, and use of equipment used, applying principles of asepsis, therapeutic and technical knowledge to ensure a safe environment for patients and staff.

MAR 2008 - SEPT 2008

DIRECTOR OF PERIOPERATIVE SERVICES, EAST TEXAS MEDICAL CENTER 25 BED; 13 FTE

- Planning, organizing, and directing the operations & staff of surgical dept.
- Focused on budgetary objectives, implementing and evaluating all aspects of care services, assuring quality outcomes, and patient safety.



- Develop teamwork with excellent employee relations and their needs with assured competence.
- Practice teamwork.
- Pursue opportunities to grow business with collaborative relations with surgeons and management.
- Carry out the mission, vision, and quality commitment of the organization.
- Develop and mentor high performing employees for areas of responsibility.
- Passed two surveys.
- Accomplished patient satisfaction score increases from 46% to 84%, reduced 5% cancellation of cases in 24 hours, 3% improvement in 1st case start time, and 2% improvement turnaround time in cases.
- 2 OR (80-90 Cases/ month) and 2 GI procedure rooms (70-60 Cases/ month) 20 FT's.
- Hardwire culture of safety, time out, hand hygiene, and effective communication.
- Improved employee relations and practiced teamwork.
- Passed Joint Commission Survey

DEC 2002 - JUNE 2007

RN CIRCULATOR, ARROYO GRANDE COMMUNITY HOSPITAL

- Functions as an integral member of the surgical team. Interfacing with patients, surgeons, and anesthesia staff in the surgical setting.
- Adheres to sterile technique, infection control, and safety practices.
- Implements the pre-operative plan of care demonstrating knowledge of the responsibilities of the RN preoperatively, intra-operatively, and post-operatively.
- Scrubs and circulates surgical procedures independently.
- Surgical first assist the cases to surgeons

DEC 2007 - FEB 2008

SURGICAL ASSISTANT

Various Hospitals: Plastic & Hand Surgery Center, Indianapolis, IN; Eye Specialist of Indiana, Indianapolis, IN; Washington Memorial Hospital, Salem, IN; United Hospital, Kenosha, WI

PUBLICATIONS

Soomro, A. (2003, May). Communicating with Diverse Populations. Presented at University School of Nursing, Indianapolis, Indiana.

Soomro, A. (1989-1993). Development and Implementation of the Primary Health Care System. Staff Developmental Leader at Al-Aziziah Medical Center, Riyadh, Saudi Arabia.

Soomro, A. & Zaczouk, S (1995). Hearing Impairment Survey for Children in Riyadh Region. Investigation of causes in hearing impairment. King Abdul Aziz University Hospital, ENT Department, Riyadh, Saudi Arabia.

Soomro, A. (1996). Hidden Handicap. Published in Daily Dawn Newspaper. Pakistan.



ACTIVITIES

- COUNSELED TO ESTABLISH A CURRICULUM STANDARD AND INDIVIDUAL PROGRAM PLANS (IPP) TO IMPROVE THE RATE OF LEARNING AMONG THE DEVELOPMENTALLY DISABLED, AND PREPARE PATIENTS TO LIVE AS INDEPENDENTLY AS POSSIBLE.
- ERADICATION PROGRAM FOR BLINDNESS AND ARRANGING CATARACT EYE SURGERIES.
- VOLUNTEER TUBERCULOSIS PROGRAM.
- TIMMY FOUNDATION FOR CHILDREN VOLUNTEER, INDIANAPOLIS, IN

PROFESSIONAL MEMBERSHIPS/ LANGUAGES

- Sigma Theta Tau International Honor Society for Nursing
- AORN
- ANA
- Pakistan Medical Dental Council
- British Nursing Council
- English, ASL, Arabic, Urdu, Sindhi, Balochi, Punjabi, & Seraiki.



Client Name: Kaiser Permanente South San Francisco

Position Title: Director of Surgical Services





Sophia Adams

BSN, RN, CNOR Alta Bates Summit Medical Center Consultant Oakland, CA

OR Nurse/Leadership Experience:

Ms. Adams is a seasoned perioperative leader in both inpatient and outpatient settings. In 2015, she focused her career on consulting within perioperative services.

Magnet Understanding:

Children's Hospital of Ŏakland was just beginning their Magnet journey when she departed. Otherwise, she has worked in this environment.

Union Experience:

During her time at Children's Hospital, there were 3 different unions present and she went through 2 different strikes as a leader. She prides herself on successfully navigating union best practices.

The KP Way:

Ms. Adams has worked within the genetics department at KP Oakland and has close relationships with the ENT and plastics surgeons. She has not worked within perioperative services at a Kaiser facility, but she has always been partner focused when it comes to building relationships with surgeons and aims to find common ground for a successful pathway forward.

Cultural Fit – Leadership Style:

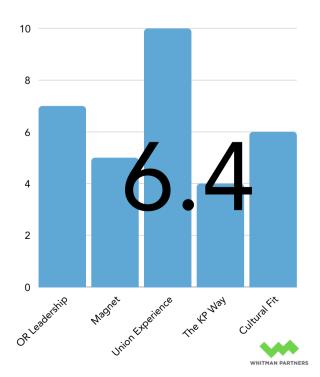
Ms. Adams is solution oriented, a mentor with staff, and is an expert with process improvement. She is passionate about leadership and hoping to apply her skillset in a permanent setting.

Other Considerations:

Ms. Adams is local, experience within surgical services, and a strong mentor and leader. She is seeking a permanent role to apply her experience and expertise.

Salary:

NA, comfortable with salary range



SOPHIA ADAMS, BSN, RN, CNOR

Experienced Healthcare Director with a proven track record in multiple facility development and management seeking a challenging position with the opportunity for growth. Presents excellent interpersonal, verbal and written communication skills, and an ability to work well under pressure while handling multiple projects. Strong management and leadership skills including constructive consulting, coaching, and counseling. Experience in start-up facilities including departmental growth and management, JCAHO/Medicare regulations, physician relations, financial and accounting skills, sales and marketing, acquisitions, and human resources.

BACHELOR OF SCIENCE DEGREE, NURSING - MAY 1998 MEDICAL COLLEGE OF GEORGIA, AUGUSTA, GA

MBA-HEALTHCARE - IN PROCESS UNIVERSITY OF TEXAS

PROFESSIONAL EXPERIENCE

March 2015 - Present

PRINCIPLE CONSULTANT & OWNER

Healthcare and Leadership consultation. Responsible for service line development and implementation, bottom-line revenue growth, workflow optimization, performance improvement, regulatory accreditation and oversight for state licensure/Joint Commission requirements. Developed policy and procedure for quality and performance improvements, employee recruitment/retention as well as leadership training and employee morale and training programs.

APRIL 2009 - March 2015

ADMINISTRATIVE DIRECTOR OUTPATIENT SERVICES & DIRECTOR OF SURGICAL SERVICES

CHILDREN'S HOSPITAL AND RESEARCH CENTER OAKLAND

Responsible for the start-up, development, and opening of state-of-the-art freestanding HOPD. Coordinated development of MRI unit, diagnostic imaging, multi-specialty surgery unit, & GI services into one free-standing unit. Hired clinical and administrative staff, while developing the infrastructure of a new hospital-based department, and successfully meeting all state licensure/Joint Commission requirements. First cases performed in August 2009 with a reportable patient satisfaction score of 99% for three consecutive quarters. All financial goals met within established budget for 2009, resulting in on-track performance and profitability for



2010 and 2011 and expansion of facility. Promoted to Director of Surgery position at the main campus. Maintained all surgical and HOPD hospital departments during two labor strikes.

JANUARY 2007 - APRIL 2009

ADMINISTRATIVE DIRECTOR, GREENBRAE SURGERY CENTER, LLC GREENBRAE, CA

Responsible for multiple sites including, free-standing multi-specialty outpatient surgery center and two 5 provider physician practices. Developed infrastructure for business development, marketing, billing, and fiscal management for all businesses. Hired and supervised all clinical and administrative staff for while bringing clinical standards of care to an appropriate level for State and Medicare Requirements and simultaneously integrating new corporate management. Prepared for / passed AAAHC, Medicare, and State Licensing survey. Responsible for Physician satisfaction and recruiting new practitioners. Procured equipment and needed items for new providers. Worked clinically as needed in all peri-operative areas. Met and exceeded financial goals resulting in practice and facility profitability of 150%

OCTOBER 2002 - DECEMBER 2006

DIRECTOR & DEVELOPMENT CONSULTANT, PLEASANTON SURGERY CENTER PLEASANTON, CA

Managed the construction, development, and opening of brand new state-of-the-art surgical facilities owned by Physicians Owned Surgery Centers, Inc. Solely responsible for facility accreditation and state licensing, hiring, ordering all equipment, as well as managing finances for project. Assumed on-going accountability for all aspects of the facility including clinical care, profitability, marketing, accreditation and licensing. Responsible for securing state licensure and accreditation requirements of the surgical facility as well as exceeding budgetary performance in under a year of operation. Provided clinical and developmental support to multiple ambulatory surgery centers specifically in California and throughout the country while handling full time Directorship duties. Worked with center RN Managers to prepare for State Licensing, Medicare, and Accreditation surveys. Educated staff and provided infrastructure for implementation of all functions of business development including billing, financials, clinical, human resources, credentialing, equipment purchasing, and insurance contracting. Maintained responsibility for new surgery center construction, physician recruiting, as well as acquisitions, strategic development and marketing for new business.

FEBRUARY 2001 - OCTOBER 2002

ADMINISTRATOR & DIRECTOR OF NURSING, POST STREET & BAY AREA SURGERY CENTERS

SAN FRANCISCO, CA

As the Administrator and Director of Nursing provided day to day operational oversight of two distinct surgery centers. Seeing 3000 and 1500 orthopedic and pain management cases, respectively. Responsible for a total of 20 FTEs. Upon hire, immediately assumed responsibility for build-out of the Post Street Surgery Center from revisions to design, to completion and opening. Hired all personnel, secured purchasing contracts, purchased all equipment, took



center through initial AAAHC accreditation process, and opened October of 2001. Achieved re-accreditation for Bay Area Surgery Center. Scrub and circulate on cases as necessary.

MAY 2000 - FEBRUARY 2001

DIRECTOR OF SURGICAL SERVICES, BARROW MEDICAL CENTER WINDER, GA

Supervised inpatient and outpatient surgical departments, endoscopy, recovery room, sterile processing department, and hospital pain clinic. Responsible for four OR's and one GI suite performing 5000 cases annually. Initiated and supervised the revamping of surgical department resulting in 55% increase in operating room surgical cases. Managed fiscal responsibilities and staffing increases throughout the addition of general, orthopedic, and gynecological surgeons and the subsequent workload. Remained clinically current by staffing when needed, sharing rotating administrative call, and providing staff in-services. Initiated and executed performance improvement plan for hospital. Worked closely with the CFO to secure appropriate revenue, HCPCS, and CPT codes for plain clinic and operating room charge masters. Assumed responsibility of maintaining integrity of charge masters prior to, during, and subsequent to a system conversion.

JUNE 1999 - MAY 2000

OPERATING ROOM NURSE, CHARGE NURSE, TRAVCORP TRAVELING NURSE AGENCY Traveled throughout Massachusetts and Georgia staffing hospitals as an Operating Room Nurse. Managed OR staff in a charge nurse role and facilitated efficient scheduling for emergency surgeries. Oriented new employees on basic skills and nursing care for surgical patients. Acted as charge nurse for all pediatric surgical cases. Worked proficiently in Level 1 trauma center.

MAY 1998 - JUNE 1999

OPERATING ROOM NURSE, SAINT MARY'S HEALTH CARE SYSTEMS, ATHENS, GA Staff Nurse in a perioperative setting with emphasis on operating room techniques and standards. Gained extensive clinical experience in wide variety of surgical cases and all peri-operative areas. Participated in rotational call schedule for emergency cases.

CERTIFICATION & LICENSURES REGISTERED NURSE - CA, GA CERTIFICATE, Executive Leadership for Healthcare Professionals - Cornell University CNOR CASC (expired) LEAN CERTIFIED

