

DARRIELLE EHRHEART

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EXECUTIVE LEADERSHIP

PROFESSIONAL SUMMARY

Experienced healthcare leader with 20 years of progressive management experience. Proven success in strategic and operational planning, process improvement, risk management, and cross-functional analysis. Adept at coordinating operational functions, facilitating organizational success and growth, through effective leadership, control of operational systems and integrity. Ready to bring expertise in operational excellence and strategic leadership to your organization.

EXPERTISE

- Operations/ Organizational Effectiveness
 - Servant/ Transformational Leadership
 - LEAN Process Improvement/ Optimization
 - Leadership/ Executive Development
 - Change Management
 - Strategic Partnerships/ Collaborations
 - Relationship Building
 - Strategic Planning
 - Strategy Deployment/ Plan Execution
 - Implementing System Standards
 - Turnaround Specialist
 - Financial Performance
 - Streamlining Operations
 - Risk Management
 - Operational Excellence
 - Human Resources
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EDUCATION

- Master of Business Administration (MBA), University of Wisconsin
 - Bachelors Science in Business Management (BSB/M), University of Phoenix
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CERTIFICATIONS

- Fellow, American College of Healthcare Executives (FACHE)
 - Six Sigma Lean Professional (Cert #EHR070214)
 - Change Management Specialist (Cert #EHR112914)
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PROFESSIONAL EXPERIENCE

NORTHBAY HEALTH NorthBay Health provides services in Solano County and is committed to delivering advanced medicine to the community. NorthBay has two hospitals and ten ambulatory centers providing primary care, urgent care and specialty care.
Fairfield, CA

Director Ambulatory Performance (May 2024 – Present)

Selected to drive the Ambulatory Network Strategy and function as an internal consultant to administration on process variation, process improvement strategies and standard work. Act as an ambulatory leader to drive continuous improvement in collaboration and partnership with ambulatory leaders, IT, and providers. Lead the ambulatory enterprise into a patient focused, data driven, team-oriented culture that is aligned with the organization's mission, vision, and strategic goals. Provide leadership and direction to support excellence and innovation in operational

practice. Lead the planning and coordination of special projects in support of the ambulatory strategic plan.

Selected Accomplishments:

- Created Key Performance Indicator Dashboard for Call Center, setting goals using industry standards enhancing operational efficiency
- Led Call Center team to achieve 7/7 goals within 6 months, improving Service Level by 45%, Abandonment Rate by 30%, Speed of Answer by 82%, Wait Time by 92%, and First Call Resolution by 20%
- Improved Patient Experience in Call Center by 3.5% (2024), demonstrating a commitment to quality and patient satisfaction
- Conducted presentation to Senior Leadership Team on the Psychology and Process of Change Management
- Collaborated with analysts to create ambulatory dashboards for Third Next Available, Visit Volumes/No Shows, Space Utilization, Physician Schedule Utilization, Missing Encounters, and Referral Volume
- Generated Cycle Time Reports for Medical Assistants and Patient Service Representatives
- Produced Clinic Checklists for Management teams to aid in opening new clinics
- Created detailed Excel reports to analyze and compare budgeted vs actual FTE ratios for Directors/Managers
- Supported newly implemented Daily Engagement System through huddle rounding and coaching
- Aligned Job Descriptions to create career ladders and accurately align employees with their defined roles and responsibilities

**STANFORD
CHILDRENS HEALTH
LUCILE PACKARD
CHILDRENS
HOSPITAL**
Palo Alto, CA

Lucile Packard Children's Hospital (LPCH) at Stanford is a U.S. News top-ranked children's hospital of 364-beds and an ambulatory network of 65 locations that is exclusively dedicated to pediatric and obstetric care. LPCH is the largest health care system in the San Francisco Bay Area, providing access to more than 150 medical specialties, supporting more than 580,000 patient visits, and generating more than \$2.4B in revenue each year.

Director, Ambulatory Operations (September 2017 – January 2024)

Promoted to provide leadership, oversight, and strategic direction for all daily ambulatory operations. Exercise judgment and decision-making authority in areas including, physical facilities, and environment of care, patient flow, patient/family satisfaction, quality/safety, accreditation/regulatory affairs, marketing, quality management improvement, financial performance, and site support services. Troubleshooting high complexity technical and non-technical problems. Coach, mentor, and train direct reports and collaborate with key leaders and physicians across the hospital and practices to set priorities, achieve strategic initiatives, and ensure that competencies, licenses, and regulations are met. Ensure sites follow state, federal, and healthcare regulations. Collaborate with purchasing/materials department to maximize economies of scale with vendor agreements and services.

Responsible for incorporating LEAN improvements, developing/implementing annual operating budgets, management of financial/business plans, defining performance objectives, and provide leadership to ensure the ongoing success of operations.

Selected Accomplishments:

Years One-Two:

- Assumed responsibility for 10 ambulatory sites and one specialty service line
- Led ambulatory surgery scheduling team, generating ~\$63M net revenue per year, by optimizing scheduling processes and improving patient flow
- Successfully grew Sleep Center patient volume by 20% year-over-year; FY17-19, by implementing strategic initiatives and enhancing patient care
- Directed team in securing initial accreditation for the Stanford Children's Pediatric Sleep Center
- Optimized Pulmonary Function Diagnostics; improved patient volume by 15% FY17-19
- Participated in Surgical Access Committee to implement Electronic Surgical Case Ordering and e-Consents in Epic to improve surgical access and patient flow; 40% decrease in pending orders and 3% increase in surgical volume; FY18-19
- Contributor in the Authorization workgroup to improve authorization, billing, and collection processes for services and patient communication; 5% reduction in service denials
- Met year-over-year goals to reduce controllable expenses by 3% and increase visit volumes by > 4% in the ambulatory division; FY17-19

Years Three-Four:

- Participated in Command Center activation as the ambulatory division representative, collaborated with partners, and acted as a key point of contact to write and disseminate COVID-19 policies and procedures to 500+ full-time and part-time employees
- Communicated COVID-19-related changes to the management teams, monitored the status of clinic operations and brought issues to the Command Center
- Scheduled and conducted individualized check-ins with each direct report to collect feedback and reactions regarding sudden changes occurring in the work environment, shifts in hiring needs, work from home environment challenges, psychological well-being, and their ability to provide self-care while frequently pivoting and working under pressure
- Collaborated with Human Resources in implementing and optimizing work from home policies and procedures
- Navigated operational needs remotely and in a virtual environment

Years Five-Six:

- Assumed responsibility for 14 ambulatory sites and three (3) specialty service lines overseeing ~190+ staff, ~\$50M budget, and supporting ~150 providers, driving operational excellence and growth

- Expanded Adolescent Outreach services through community partnerships and Foundation support
- Partnered with Providers, Provider Relations, and the Strategy and Business Development team to engage our community affiliates/colleagues, develop growth/expansion plans, and implement services in new areas; Two expansion plans were approved and one plan implemented in FY23
- Continuously improve operating model across ambulatory clinics to improve strategic, financial performance, and growth outcomes
- Executed strategies to improve Value Streams and reductions in per-capita cost of care
- Developed and executed strategies that led to a 3.2% Top Box improvement in high-quality patient care, FY19-23
- Expanded role in representing ambulatory in Steering/Leadership committees to include Policy Review, Ambulatory Licensure, Information Systems Oversight, review of Special Care Centers, implementation of new timekeeping system, and the addition of a Social Determinant of Health Screening module

**STANFORD
CHILDRENS HEALTH
LUCILE PACKARD
CHILDRENS
HOSPITAL**
Palo Alto, CA

Administrator, Service Line (May 2015 – September 2017)

Recruited to provide leadership in the overall operations, growth, development, success, and leadership of the Oncology, Urology, Ophthalmology, Otolaryngology (ENT), Plastic Surgery, Gastroenterology, and General Surgery clinical services at Lucile Packard Children’s Hospital (LPCH)/Stanford Children’s Health (SCH). Service area responsibilities include patient/service experience, scheduling, operations, finance, billing, EMR (Electronic Medical Records), human resources, physician organization and communication, efficiency and profitability improvements, strategic planning, practice management, and development/marketing. Develop/maintain effective relationships with physicians, Packard Children’s Health Alliance (PCHA) leadership, Faculty Practice Organization (FPO) leadership, Stanford School of Medicine (SOM) Departments and divisions, Site Managers, and ancillary and administrative services at LPCH (where applicable), to implement all practice goals.

Practice Experience:

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|--------------------|------------------------------------|
| • Urology | • Oncology/Hematology |
| • Ophthalmology | • Plastic Surgery |
| • Otolaryngology | • General Surgery |
| • Gastroenterology | • Obstetrics/ Perinatal Diagnostic |

Selected Accomplishments:

- Transformed and reorganized Children’s Oncology department, improving patient experience by 15% year-over-year, by assessing performance, evaluating value streams for patient flow, and aligning employee performance and expectations with organizational goals
- Developed and piloted new standards and support systems across multiple sites, ensuring continuity in patient care, including e-consents, EMR security access, and scheduling templates

- Work with multiple departments to identify non-functioning systems and develop sustainable solutions which improve processes and outcomes. Outcomes: Brought together disparate surgery schedulers as a unified team, piloted a web-based Dicom application for viewing radiology studies remotely and allow for collaboration, developed employee scripting to improve communications between patients/families and key personnel, work with committee's to develop standards for medical assistants and front desk personnel, and work on committee's to revamp new employee orientations
- Participated in committees and assisted in operationalizing strategic plans/improvement projects
- Collaborated with vendors and radiology to develop an efficient and successful panel scheduling process for the urology division, resulting in improved patient experiences and streamlined provider scheduling Implement new systems (e.g., scheduling, patient communication, clinic flow) using change management techniques and patient satisfaction metrics to improve delivery of services in the ophthalmology department. Outcome: Likely to recommend practice increased 4%, met its goal for FY16, and reduced overall turnaround time by nearly 50% for FY17
- Partnered with scheduling team and providers to improve access and patient scheduling for ophthalmology department; Decreased waitlist by 93% and referral to appointment time by 103%
- Partnered with performance improvement teams to improve clinic operations and surgical scheduling processes. Outcome: More efficient patient flow for multi-specialty and complex clinics. Improved patient surgical scheduling and workflow transparency reducing the number of canceled surgeries to near zero due to capacity limits
- Built relationships across multiple systems throughout Stanford Children's Health Network, Lucile Packard Children's Hospital, and associated Joint Ventures

**DIGNITY HEALTH
MEDICAL
FOUNDATION**
Sacramento, CA

Dignity Health Medical Foundation (DHMF) has 14 medical groups and over 160 clinic locations across California. DHMF offers over 54 medical specialties for both adult and pediatric care, supporting more than 2.3M patient visits annually and generating over \$1.35B in revenue.

Manager, Clinic Administration (October 2010 – May 2015)

Selected to provide leadership, direction, and support in a large group ambulatory setting to 20 full-time employees and 15 providers. Oversee practice operations for 9 specialty practices including, patient services/support, procurement, Human Resources, financial management, facility management, physician on-boarding/support, and application of organizational standards. Perform data analyses, forecasting, and metric reporting. Participate in and operationalize strategic plans, budget controls, financial plans, UM referrals, and staff scheduling to ensure effective delivery of services. Ensure compliance with organizational and regulatory requirements. Developed high-performing, multi-disciplinary teams by fostering

physician/staff relationships and building consensus within a labor/management environment.

Practice Experience:

- Vascular Surgery
- Thoracic Surgery
- Neurosurgery
- Cardiology
- Podiatry
- Orthopedic Surgery/Sports Medicine
- Ophthalmology
- Endocrinology
- Nephrology
- Oncology
- Pain Management
- Pulmonology
- Rheumatology
- Physical Medicine and Rehabilitation

Selected Accomplishments:

- Led and directed operations for nine (9) specialty practices, managing a \$7.8 million budget, ensuring compliance with organizational and regulatory standards
- Spearheaded physician transition during practice acquisitions, optimizing clinical performance metrics and achieving fiscal year budget goals
- Provided a successful framework for employees to accomplish the organizations mission including autonomy, skills mastery, and purpose. Outcome included fewer patient complaints, lower employee turnover, and a more positive working environment: measured using semi-annual Employee Satisfaction surveys
- Increased productivity though balancing workloads, establishing priorities, developing metrics, setting performance standards and expectations: measured by visit/service metrics and task completion
- Implemented quality improvement programs and increased departmental efficiency though process and system evaluation, staffing pattern analysis, and establishing roles and responsibilities
- Used clinical performance metrics and benchmarking tools to ensure clinic operation performances were meeting organizational goals and expectations: outcome measured through fiscal year budgets
- Proven ability to use sound judgment in handling difficult issues, patient complaints, and grievances; measured using patient/employee/physician satisfaction surveys

**NATIONAL HEALTH
FOUNDATION**
Los Angeles, CA

The National Health Foundation conducts research and educational programs related to its mission of improving the health of individuals in under-served/resourced communities by taking action on challenges surrounding social determinants of health. In 2022, NHF served over 85,000 through community and health programs, resulting in revenue of \$16.3M

Vice President, Information Technology & Administration (2002 – 2010)

Recruited to be a member of the senior management team. Provide leadership and oversight for web applications, databases, software, hardware, networking, IT services/support, procurement, Human Resources, payroll, benefits, insurance,

budgets, finance, and administrative operations, ensuring compliance with organizational and regulatory requirements. Performed data analyses and reporting, strategic planning, policy development, budget control, financial planning, and staff scheduling, enhancing operational efficiency and effectiveness. Spearheaded initiatives to improve organizational processes and systems, resulting in significant improvements in operational performance and cost-effectiveness.

Selected Accomplishments:

- Established, planned, and directed new IT department to support on-going programs while developing new focus on data collection, capacity building, and web-based application utilization to create more stable IT systems
- Reduced turnover in IT positions from 70% to zero by determining staffing requirements and bringing on motivated, technically competent individuals
- Managed organization-wide human resources activities
- Reduced payroll and 401k errors by implementing new, integrated cross-platform system that allowed for retirement of 3 outdated legacy systems. Additionally reduced liability issues and realized a cost savings of approximately \$25,000 per year
- Achieved major savings and improved efficiency by implementing custom SQL-based HRIS system thereby reducing costs by \$20,000 per year
- Dramatically increased productivity by upgrading servers, PCs, and backup systems
- Implemented VMware and offsite remote storage resulting in cost savings of \$60,000 and providing a reliable multi-user automatic backup system
- Created IT strategy linking organizational mission, 3-year outlook, and IT staff objectives
- Played major role in increasing profits \$3.8M by developing cost controls, directing policy changes, increasing operational efficiency, and assisting with design of new strategic plan and milestones
- Prepared budgets for approval, including those for funding administrative and IT operations
- Built company to 100% compliance with all established federal and state standards. Passed all outside audits by Deloitte and Moss/Adams. Updated documentation, controls, and procedures

UNIVERSITY OF CALIFORNIA
Los Angeles, CA

University of California, Los Angeles is a top-ranked public research university. The mission is the creation, dissemination, preservation, and application of knowledge for the betterment of our global society. The Luskin School of Public Affairs consists of three graduate departments including Public Policy, Social Welfare, and Urban Planning. The Advanced Policy Institute focused on applying research using graphic information systems (GIS) technology to improve health disparities.

Senior Administrative Analyst (1996 – 2002)

Selected to oversee all office administration and fiscal management for a large academic program. Identified inter-departmental cooperation opportunities and established positive working relationships. Coordinated meetings, training sessions, and conferences. Carried out facilities and logistics planning. Oversaw special

projects, conducted research, compiled, and analyzed a variety of financial, statistical, and administrative reports. Prepared reports, budgets, and presentations. Conducted seminars. Assisted Program Managers with completing grant applications. Supervised staff of 10.

Selected Accomplishments:

- Effectively administered budgets of up to \$1M with 100% accuracy
 - Arranged average of 3 major meetings and events per year
 - Played highly visible role in success of startup Institute
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CONSULTING EXPERIENCE

DEE'S HOME PCS
Los Angeles, CA

Owner / General Manager / Senior Consultant (1994 – 1998)

Established and managed computer services company. Provided individual and network systems consulting on systems design, installations, maintenance, repairs, and training. Designed/built, installed, and configured new network and independent systems. Determined end-users need and made software and/or upgrade recommendations on existing systems or infrastructures. Installed, configured, and maintained hardware and software systems to contracted individuals and businesses. Effectively performed on-site troubleshooting and diagnostic testing of technical issues. Provided outstanding customer service.

Selected Accomplishments:

- Provided system design, installation, maintenance, and repair for Los Angeles Unified School District. Implemented all computers and networks for 20 Independent Study Centers
 - Contracted with Domino's Pizza to implement new computer systems in selected regional locations
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MILITARY EXPERIENCE

**UNITED STATES
MARINE CORPS**
US / Overseas

Tactical Data Communications Technician, Staff Sergeant (1985 – 1993)

Enlisted as a technician to maintain performance and functionality of computers, encryption devices, and complex communication equipment to meet military operational needs. Participated in joint ventures and extended overseas assignments with other US military services, Foreign military services and the North Atlantic Treaty Organization (NATO). Troubleshoot equipment/link failures to determine deficiencies and make recommendations on the best course of action to ensure a successful operational outcome. Managed maintenance and repairs of equipment in a variety of settings, such as remote field locations (US/overseas), US military air/combat centers and Foreign military locations. Established network data services and coordinated the transfer of information among Air Force fleets, Naval vessels, Marine Corp ground forces, command centers, and air operations control centers.

Selected Accomplishments:

- Honorable Discharge in 1993
- Secret Clearance
- Staff Sergeant (E-6)

- Successfully completed Non-Commissioned Officer School
 - Successfully completed Basic Electronics and Data Communications School
 - Earned Meritorious Commendation for Outstanding Performance during a joint venture with South Korea, two (2) Unit Citations for exemplary service and outcomes during remote operations, and five (5) other awards
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PROFESSIONAL APPEARANCES

- Presenter, Change Management: Leadership Development Program, August 2024
 - Panelist, Revolutionizing Ambulatory Care: Embracing Nontraditional Providers and Telemedicine, February 2024
 - Panelist, The Art in Communicating with Veterans – Diversity & Inclusion, September 2018
 - Moderator, Mapping Your Early to Mid-Career: A Career Skills Workshop, January 2017
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AWARDS

- Distinguished Service Award, - American College of Healthcare Executives, 2022
 - Senior-Level Healthcare Executive Regent's Award - American College of Healthcare Executives, 2019
 - Recognizes senior-level ACHE members who are experienced in the field and have made significant contributions to the advancement of healthcare management excellence, demonstrated leadership of others and in our communities, and assists ACHE in achieving its objectives.
 - Distinguished Alumni, Alumni Leadership Impact Award - University of Phoenix, Bay Area Campus, 2019
 - Recognizes outstanding alumni who have used their education to excel professionally, provide inspirational leadership to others and serve our communities.
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PUBLISHED ARTICLES

- Our Most Valuable Asset is Our Minds – November 2021
- 2021 – The Year of HOPE – September 2021
- Intersectional Bias: Inclusion and Belonging Matter to Everyone – May 2019
 - Published California Association of Healthcare Leaders – June 2019
- Modeling Wanted Behaviors – September 2017
- Managing to Mediocrity... Or Excellence – January 2017
- Diversity and Leadership's Role – May 2016
 - Published California Association of Healthcare Leaders – June 2016
- The Leadership Gap – March 2016
- So You Think You Can Manage? – January 2016
- When It Just Isn't Working - November 2015
- Role of Trust in Leadership - August 2015
- Empowerment Through Accountability - July 2015
- The Challenge of Finding [Keeping] Great Leaders - May 2015
- Leadership Defined in "3" Words - March 2015

- Published California Association of Healthcare Leaders - December 2015
- Enhancing Leadership Credibility - February 2015
- Cost of a Failed Manager - January 2015
- Employees Are Your Best Asset - December 2014
- Employee Engagement: What's That Mean? - October 2014
- Organizational Effect of Indifference - September 2014
- Change: Culture vs. Strategy - September 2014

PROFESSIONAL AFFILIATIONS

- Past President; Executive Board Member, California Association of Healthcare Leaders, 2022
- President; Executive Board Member, California Association of Healthcare Leaders, 2021
- President Elect; Executive Board Member, California Association of Healthcare Leaders, 2020
- Board Member, California Association of Healthcare Leaders, (2017 – 2022)
- Co-Chair, Career Transition and Development Committee, California Association of Healthcare Leaders, Co-Chair (2016 – 2019)
- Board Member, United Cerebral Palsy of Sacramento and Northern California, Sacramento, (2012 – 2015)

PROFESSIONAL ASSOCIATIONS

- Association College of Healthcare Executives (2007 – Present)
- California Association of Healthcare Leaders (2010 – Present)
- Medical Group Management Association (2013-2014)
- Association of Professionals in Business Management (2010 - 2015)
- Sacramento Area Regional Technology Alliance (2010 - 2013)
- Nonprofit Technology Network (2008 – 2011)
- California Chamber of Commerce (2004 – 2010)
- Professionals in Human Resources, Los Angeles (2004 – 2008)

PROFESSIONAL DEVELOPMENT

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| ● Exceptional Leadership | ● Working Amidst Change: Tips and Tools for Leading Change |
| ● Psychology at Work (Univ. Western Australia) | ● Purchasing & Accounts Payable Systems |
| ● Organizational Analysis (Stanford) | ● Conflict Management |
| ● Designing the Organization: From Strategy to Organizational Design (Univ. Illinois, Urbana-Champagne) | ● Supervisory Skills |
| ● Engaging Employees from Day One | ● Team Building |
| ● Diversity and Inclusion | ● Risk Assessment |
| ● Integrating Principles of Patient-Centered Care | ● Internal Controls & Business Processes |
| ● Marketing and Money in Healthcare | ● Performance Appraisals |
| ● Developing High Performing Teams | ● Building Emotional Intelligence |
| | ● Taking Corrective Action |
| | ● Crucial Conversations |
| | ● Leadership Competencies |

- Managing for Morale: Effective Management Techniques
 - Coaches Academy
 - Developing Mentoring/Coaching Skills
 - Future of Healthcare Finance
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TECHNICAL SKILLS

- Healthcare
 - Electronic Medical Record Software: Epic, AllScripts, Cerner
- Management
 - Kronos/Dimensions (time keeping), Peoplesoft, Flowcast (IDX), Ceridian (time keeping), Vurv (recruiting), Taleo, Lawson
- Network/ Programming/ Database
 - Windows Server, VMware, MS SQL, SQL Server, SQL Enterprise Manager, SQL Query Analyzer, MozyPro, Visual Studio, C#, Visual Basic, .NET, ColdFusion, Java script, HTML, Dreamweaver, Telerik Radtools
- Office
 - Windows, MS Office, PowerPoint, Publisher, Access, Excel, Visio, Photoshop, Indesign, Illustrator