

DARRIELLE EHRHEART

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HEALTHCARE OPERATIONS EXECUTIVE LEADERSHIP

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
 - Human Resources
 - Operational Excellence
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EDUCATION

- University of Wisconsin, Eau Claire. Master of Business Administration (MBA)
 - University of Phoenix, California, Bachelors Science in Business Management (BSB/M)
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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, 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 STANFORD, Palo Alto, CA

Director, Ambulatory Operations (September 2017 – January 2024)

Promoted to provide leadership, oversight, and strategic direction for all daily ambulatory operations. Analyze organization's goals, objectives, and areas for improvement to track effectiveness of strategies and make changes when necessary. 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
- Subject matter expert 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:

- Held a key role during the 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
- Managed communication of COVID-19-related policy and strategy 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 resulting in serving more than 1,200 patients
- 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 resulting in 18% growth since expansion
- Lead and oversaw highly complex projects and provided technical expertise on programs, processes and capital projects
- 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 STANFORD, Palo Alto, CA

Administrator, Service Line (May 2015 – September 2017)

Recruited to provide leadership to 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:

- Urology
- Ophthalmology
- Otolaryngology
- Gastroenterology
- Oncology/Hematology
- Plastic Surgery
- General Surgery
- 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
- 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

DIGNITY HEALTH MEDICAL FOUNDATION, Sacramento, CA

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 nine (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 analysis, 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.

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
- Used clinical performance metrics and benchmarking tools to ensure clinic operation performances were meeting organizational goals and expectations: outcome measured through fiscal year budgets

NATIONAL HEALTH FOUNDATION, Los Angeles, CA

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.

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
- Chair, California Association of Healthcare Leaders, Career Development and Transition Committee, 2018-2020
- Board Member, California Association of Healthcare Leaders, 2017 – 2022
- Board Member, United Cerebral Palsy of Sacramento and Northern California, Sacramento, (2012 – 2015)

PROFESSIONAL DEVELOPMENT

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| • Exceptional Leadership | • Developing High Performing Teams |
| • Psychology at Work | • Working Amidst Change: Tips and Tools for Leading Change |
| • Organizational Analysis | • Building Emotional Intelligence |
| • Designing the Organization: From Strategy to Organizational Design | • Leadership Competencies |
| • Diversity and Inclusion | • Developing Mentoring/Coaching Skills |
| • Integrating Principles of Patient-Centered Care | • Future of Healthcare Finance |

TECHNICAL SKILLS

- Electronic Medical Record Software: Epic, AllScripts, Cerner
- Kronos (time keeping), Peoplesoft, Flowcast (IDX), Ceridian (time keeping), Taleo, Lawson
- 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
- Windows, MS Office, Publisher, Access, Excel, Visio, Photoshop, Indesign, Illustrator