

DARRIELLE EHRHEART

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HEALTHCARE OPERATIONS MANAGEMENT AND LEADERSHIP

PROFILE



17+ years of progressive management experience. Proven success in facilitating corporate success and growth through effective leadership, coordination, and control of operational systems. Special expertise in strategic and operational planning, process improvement, risk management, cross-functional analysis, and project management. Consistent record of reducing costs and increasing profitability. Adept at coordinating operational functions, negotiating agreements, managing budgets, and developing relationships. Superior problem solving, resource management, and organizational improvement skills.

Areas of Expertise

Healthcare Operations Management • Finance Management • Strategic Planning • Lean Process Improvement • Leadership • Change Management • Organizational Improvement • Negotiations • Budget/Cost Control • Team Building • Employee Development • Risk Management • Solution Development • Project Management

EDUCATION

University of Wisconsin

Master of Business Administration (MBA)

University of Phoenix

Bachelors Science in Business Management (BSB/M)

CERTIFICATIONS

Fellow, American College of Healthcare Executives

Six Sigma Lean Professional (Cert #EHR070214)

Change Management Specialist (Cert #EHR112914)

Organizational Analysis (Stanford University)

PROFESSIONAL EXPERIENCE

**STANFORD CHILDRENS
HEALTH | LUCILE
PACKARD CHILDRENS
HOSPITAL STANFORD**

Palo Alto, CA
2017- Present

Director of Ambulatory Operations

Provide oversight and strategic direction for all daily operations including, physical facilities, and environment of care, patient flow, patient/family satisfaction, quality/safety, accreditation/regulatory affairs, marketing, continuous improvement, financial performance, and site support services. 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 are in compliance with all state, federal, and healthcare regulations. Collaborate with purchasing/materials department to maximize economies of scale with vendor agreements and services. Responsible for incorporating continuous 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:

- Oversee 13 ambulatory sites; 2 service lines
- Successfully grew Sleep Center patient volume by 20% year-over-year
- Led team to accredit the Stanford Children's Sleep Center
- Reorganized Pulmonary Function Diagnostics; improved patient volume by 15%
- Participated in Surgical Access Committee to implement Electronic Surgical Case Ordering and Electronic Consents in Epic to improve surgical access and patient flow; 40% decrease in pending orders and 3% increase in surgical volume
- Contributor in the Authorization workgroup to improve authorization process for services and patient communication; 5% reduction in service denials
- Collaborated in the development of a Jaw Surgery Program to expand services including Orthodontia and Dental
- 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 new Providers, Provider Relations, and the Strategy and Business Development team to engage our community affiliates/colleagues, develop growth/expansion plans, and implement general surgery services in new areas
- Improved patient satisfaction year-over-year; met organizational goals
- Met Year-over-year goals to reduce controllable expenses by 3% and increase visit volumes by 4%; FY2017-2018

**STANFORD CHILDRENS
HEALTH | LUCILE
PACKARD CHILDRENS
HOSPITAL STANFORD**

Palo Alto, CA
2015 - 2017

Physician Practice Manager, Administration

Responsible for the overall operations, growth, development, success, and leadership of the Urology, Ophthalmology, Otolaryngology (ENT), Plastic Surgery, 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.

Physician Practice Experience:

- Urology
- Ophthalmology
- Otolaryngology
- Oncology
- Plastic Surgery
- Pediatric General Surgery

Selected Accomplishments:

- Successfully transformed Children's Oncology department through assessing performance, evaluating value streams for patient flow and aligning employee performance and expectations with organizational goals, using process

improvement techniques, change management skills, and leadership competencies, lead a successful reorganization of the department.

- Collaborate with others to create and pilot new standards and support systems (e.g., e-consents, EMR security access, employee competencies, scheduling templates, staffing support, and inventories) across multiple sites to ensure continuity in delivering patient care.
- Work with multiple departments to identify non-functioning systems and develop sustainable solutions which improve processes and outcomes. Outcomes: I have 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.
- Participate in various committees and assist in operationalizing strategic plans/improvement projects.
- Collaborate with vendors and radiology in developing an efficient and successful panel scheduling process for the urology division. Outcome: "Linked Panel" scheduling of radiology and provider appointments resulting in improved patient experiences.
- 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 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
2010 - 2015

Manager, Clinic Administration

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 direct strategic plans, budget controls, financial plans, UM referrals, and staff scheduling to ensure effective delivery of services. Ensure compliance with organizational and regulatory requirements. Develop/maintain physician/staff relationships, build consensus, and create high-performing, multi-disciplinary teams within a Labor/Management environment.

Ambulatory 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:

- Managed for 5 years, multiple specialties with operating budgets totaling more than \$7.8 million.
- Managed physician transition during practice acquisitions. Provided staff/office support, coordinated record retrieval, conversion, and retention strategies, implemented new patient/office financial controls and regulatory processes, created/maintained new relationships, and ensured facility readiness.
- 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
2002 - 2010

Vice President, Information Technology & Administration

For 7+ years, member of senior management team. Oversee web applications, databases, software, hardware, networking, IT services/support, procurement, Human Resources, payroll, benefits, insurance, budgets, finance, and administrative operations. Perform data analyses and reporting. Carry out analyses, strategic planning, policy development, budget control, financial planning, and staff scheduling. Ensure compliance with organizational and regulatory requirements.

Selected Accomplishments:

- Established, planed, 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
1996 - 2002

Senior Administrative Analyst

For 6+ years, oversaw all office administration and fiscal management for large academic program. Identified interdepartmental 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.

CONSULTING EXPERIENCE

DEE'S HOME PCS

Los Angeles, CA
1994 - 1998

Owner / General Manager / Senior Consultant

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.

MILITARY EXPERIENCE

**UNITED STATES
MARINE CORPS**

US / Overseas
1985 - 1993

Tactical Data Communications Technician

For 6 years, maintained 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/oversees), 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, 2 Unit Citations for exemplary service and outcomes during remote operations, and 5 other awards.

AWARDS

- Senior-Level Healthcare Executive Regent's Award - American College of Healthcare Executives, 2019
- Distinguished Alumni, Alumni Leadership Impact Award - University of Phoenix, Bay Area Campus, 2019

PUBLISHED ARTICLES

- 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

- California Association of Healthcare Leaders, Board Member, (2017 – Present)
- Career Transition and Development Committee, California Association of Healthcare Leaders, Co-Chair (2016 – Present)
- United Cerebral Palsy of Sacramento and Northern California, Sacramento, Board Member (2012 – 2015)
- Professionals in Human Resources Association, Los Angeles (Past Board Member)

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)

PROFESSIONAL DEVELOPMENT

Exceptional Leadership, Engaging Employees from Day One, Diversity and Inclusion, Integrating Principles of Patient-Centered Care, Marketing and Money in Healthcare, Developing High Performing Teams, Managing for Morale: Effective Management Techniques, Developing Mentoring/Coaching Skills, Future of Healthcare Finance, Working Amidst Change: Tips and Tools for Leading Change, Purchasing & Accounts Payable Systems, Conflict Management, Supervisory Skills, Team Building, Risk Assessment, Internal Controls & Business Processes, Performance Appraisals, Building Emotional Intelligence, Taking Corrective Action, Crucial Conversations, Leadership Competencies, Psychology at Work

TECHNICAL SKILLS

- Epic, Kronos (time keeping), Peoplesoft, AllScripts, Flowcast (IDX), Ceridian (time keeping), Vurv (recruiting), Taleo, Lawson.
- Windows Server, VMware, MS SQL, SQL Server, SQL Enterprise Manager, SQL Query Analyzer, MozyPro, Visual Studio, C#, Visual Basic, .NET, ColdFusion, Dreamweaver, Telerik Radtools.
- Windows, MS Office, Publisher, Access, Visio, Photoshop, Indesign, Illustrator.