
PROFESIONAL SUMMARY

Accomplished servant leader driving organizational success through people development, strategic program design, cost containment, and continuous process improvement. Proven ability to lead cross-functional teams, implement data-driven solutions, and foster a culture of accountability and collaboration. Adept at optimizing resources to improve operational efficiency, enhance revenue, and deliver exceptional results. Strong analytical, problem-solving, and interpersonal skills, with a track record of aligning team efforts with business objectives.

WORK HISTORY

Memorial Healthcare System, Hollywood, FL

Senior Director of Process Improvement	10/2021 - 10/2024
Director of Process Improvement	02/2016 - 09/2021
Process Improvement Manager	08/2013 - 02/2016

- **Team Leadership & Coordination:** Led a team of 5 Black and Green Belts across healthcare system, service lines, outpatient centers and corporate departments, driving continuous improvement initiatives. Managed the execution of project work to drive operational excellence and enhanced organizational performance. Initiatives resulted in over ~\$2,000,000 in annual revenue from eliminating Managed Care Denials, reduction in Emergency Department "Door to Provider" wait times from 45 minutes to 14 minutes, significant reductions in Imaging wait times for Emergency Department patients as well as improved flow (reduced wait time) at offsite outpatient and specialty care centers.
- **Implementation of Lean and Six Sigma Methodologies:** Led efforts to eliminate waste, increase operational efficiencies, improve customer service and patient as well as employee experience, resulting in measurable cost savings, improved quality and improved customer satisfaction surveys.
- **Project Oversight & Leadership:** Directed and supported key initiatives, ensuring timely and successful project completion through effective management and collaboration across cross-functional teams.
- **A3 Framework Implementation:** Introduced and championed the use of A3 problem-solving tool to guide identifying and addressing the issues for continuous improvement across various departments.
- **Kaizen Event Leadership:** Initiated 3-4 Day Kaizen Events as well 1 Day "Kaizen Bursts" (Mini Kaizen Events) to accelerate project timelines and deliver impactful results in a condensed timeframe.
- **Mentorship & Development:** Mentored Green Belts, providing them guidance and oversight in order to advance their Lean Six Sigma expertise, enabling their progression to Black Belt certification.
- **Training & Development:** Revamped in-person Yellow Belt Training program and developed an online version, enabling employees to obtain an introduction to Lean methodologies. Introduced an accredited Lean Six Sigma Green Belt Training program for ~30 employees annually, to in turn empower them to actively lead their own structured process improvement projects.

NewYork-Presbyterian Hospital, New York, NY

Financial Operations Black Belt	02/2012 - 08/2013
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- **Workforce Excellence Initiative:** Directed a project to reduce overtime and on-call expenses within Cardiac, Respiratory, and Core Laboratory departments. Through targeted operational improvements, this initiative resulted in approximately \$1,000,000 in savings.
- **Security Department initiative** at all 5 NYP campuses to reduce overtime expenses related to Security Posts and "Patient Watches" resulting in ~\$4,000,000 in annual savings.

- **Patient Financial Services initiative** at Columbia and Cornell campuses as well at NRS (Network Recovery Services) an of site NYP owned Collection Agency; to improve billing and follow-up processes, eliminated redundancies, reduced expenses as well as enhanced institutional revenues, resulting in a recurring annual savings of ~\$1,000,000.
- **Workforce Excellence initiative** to reduce Overtime and On-Call “spend” in Cardiac, Respiratory and Core Laboratory departments; resulting in ~\$1,000,000 in savings.

Quality & Patient Safety Black Belt

04/2006 - 02/2012

- **Multidisciplinary Rounds Implementation** at the Allen Hospital ICU: Led the implementation of Multidisciplinary Rounds to improve patient mobility, reduced length of stay (LOS), and enhance patient care. This initiative reduced LOS by 0.76 days, from 4.90 to 4.14 days.
- **Emergency Department Performance Improvement** at the Allen Hospital: Project Lead for multiple ED initiatives, resulting in significant process improvements: Registration Time reduced by 89% (from 28 to 3 minutes); Left Without Being Seen (LWBS) rate decreased by 37%, and Bed Acquisition Time reduced by 80% (from 213 to 43 minutes).
- **Congestive Heart Failure (CHF) Readmission Reduction**: Co-led the evidence-based initiative aimed at reducing CHF readmissions, achieving a 27% reduction in readmissions within 14 months.
- **OR/CSPD Flash Sterilization Reduction** at the Allen Hospital: Led initiative to reduce flash sterilizations by 91% (from 115 to 12 per month), generating \$90,000 savings by redeploying unused instruments.

Memorial Sloan-Kettering Cancer Center, New York, NY

Administrator, MSK International Center

07/1999 - 04/2006

- **Financial Policy & Procedure Development**: Developed and implemented new financial policies and procedures that resulted in the reversal of financial losses, minimized accounts receivables, and significantly increased hospital and physician revenues.
- **Departmental Workflow Redesign**: Led the redesign of departmental operations, introducing new systems to enhance customer service and improve efficiency. Successfully reduced Full-Time Equivalent (FTE) staff from 31 to 17 over a 5-year period, driving cost savings while maintaining service quality.
- **Business Growth through Strategic Partnerships**: Increased referrals from government entities and international insurance companies, contributing to business growth and expanding the hospital’s reach within these key sectors.

EDUCATION / CERTIFICATIONS

<u>Lean Master Black Belt</u>		10/2020 - 03/2021
IISE (Institute of Industrial and System Engineers)	Norcross, GA	
<u>Six Sigma Black Belt</u>		04/2007 - 12/2007
GE (General Electric) / NewYork-Presbyterian Hospital	New York, NY	
<i>Master of Business Administration in Health Care Administration</i>		
Baruch College / Mount Sinai School of Medicine	New York, NY	
<i>Bachelor of Arts in Sociology</i>		
Queens College, City University of New York	Queens, NY	

PUBLICATIONS

There is No "Magic Pill" For Solving Problems	Healthcare Business Review (Article)	January 2024
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PRESENTATIONS

"Building a Culture of Lean from the Bottom Up"		02/14/2024
Healthcare Systems Process Improvement Conference	Atlanta, GA	
"Recipes for Success – Ways to Get the Work Done"		02/20/2025
Healthcare Systems Process Improvement Conference	Atlanta, GA	

POSTERS/STORYBOARDS

"Promoting a Culture of Lean from the Bottom Up"		
Business Transformation Operational Excellence Summit	Orlando, FL	03/23/2020
Healthcare Systems Process Improvement Conference	San Antonio, TX	02/26/2020
Institute for Healthcare Improvement – National Forum	Orlando, FL	12/08/2019
"5S in the Emergency Department"		
Healthcare Systems Process Improvement Conference	San Antonio, TX	02/20/2019
"Kaizen in the Hospital Setting"		
Business Transformation Operational Excellence Summit	Orlando, FL	12/09/2019
Healthcare Systems Process Improvement Conference	San Antonio, TX	02/20/2019
Institute for Healthcare Improvement – National Forum	Orlando, FL	12/09/2018

AWARDS

"New York-Presbyterian Hospital - Patient Centered Care Awards, Team Achievement Award"	
The Allen Hospital, Bed Acquisition Time Reduction Project for 2 Field West	11/06/09

PROFESSIONAL LEADERSHIP

Society for Health Systems / Board of Directors (3-Year Term)	2024 - 2026
Society for Health Systems / Diplomate	2023
Health Systems Process Improvement Conference Leadership Committee	2020 - 2024
Society for Health Systems / Young Professionals Community - Mentor	2019 - 2022

OTHER ACTIVITIES

Volunteer, Hands on Broward (Eco Action – Parks Rehabilitation Initiatives)	2024
Volunteer, Las Olas Beach Clean-Up - Removal of Waste from Fort Lauderdale Beach	2022, 2023, 2024, 2025
First Degree Black Belt in Taekwondo from the American Taekwondo Association	2022
Treasurer, Monterra Community Association (HOA for 1,000 homes)	2019, 2020
President, Monterra Community Association (HOA for 1,000 homes)	2021, 2022, 2023