

# SARAH SMITH BSN, MBA

NURSE EXECUTIVE, SURGICAL SPECIALTIES

## CONTACT

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## LEADERSHIP SKILLS

- Strategy & Budget Management
- Service Line Growth & Development
- Physician Relations
- Lean Leadership
- Staff Empowerment

## TECHNICAL SKILLS

- Continuous Process Improvement
- Policy & Procedures
- Regulatory Compliance
- Human Resource Management
- Advanced Practice Practitioner, (NP and PA)

## SELECT ACHIEVEMENTS

- Increased patient experience scores (CG-CHAPS & HCAPS surveys) to 3% tile rank FY21 for 75% of clinics under management
- Maintained a 3.5 out of 4 satisfaction score for MD, APP and Staff throughout FY 21 (system goal was 3)
- 100% of clinic supervisors and 25% of staff trained into Lean Six Sigma Yellow and Green Belts
- Key Stakeholder in design, development and opening of Orthopedics & Sports Medicine Clinic, Outpatient Pavilion

I'm a Nurse Executive specializing in Surgical Specialties with over 15 years of practice in both the inpatient and outpatient settings. My expertise lies in the optimization of services via a combination of operational innovations as well as work flow and employee empowerment that inspires efficiency, quality and success and successful collaborations between staff and physician groups. My goal is to advance the experience and outcomes for surgical services for all patients across both the inpatient and outpatient service areas.

## EDUCATION & TRAINING

**San Diego Health Leadership Academy** 2021

Sand Diego Health – San Diego, CA

**Master of Business Administration** 2016

University of Phoenix

**Bachelor of Science in Nursing** 2004

Old Dominion University – Virginia Beach, VA

## PROFESSIONAL ROLE SUMMARY

Director Surgical Specialties – 2 yrs, 7 mos +

Ambulatory Care RN Manager, Surgical Specialties – 5 yrs, 4 mos

Clinical Nurse Supervisor – 1 yr, 10 mos

Ambulatory Care Triage RN – 1 yr

Inpatient Floor RN and Charge RN – 1 yr

Inpatient, PACU and ASC Navy Nurse – 4 yrs, 6 months

## CAREER PATH [prior 11 years]

**Alpha Company** – Southern California **Apr 2011 - Present**

Director Surgical Specialties (Jun 2019 - Present)

*Departments of Urology;*

*Orthopedic Surgery & Sports Affiliations*

Ambulatory Care RN Manager (Feb 2014 - Jul 2019)

Clinical Nurse Supervisor (Apr 2012 - Feb 2014)

Ambulatory Care Triage RN (Apr 2011 - Apr 2012)

*Department of Orthopedic Surgery*

**Bravo Company** – San Diego, CA **Jan 2011 - Mar 2011**

Floor RN

**Charlie Company** – Virginia Beach, VA **Jan 2010 - Dec 2010**

Staff RN, Inpatient Surgical Unit 2A

## PROFESSIONAL EXPERIENCE

**ALPHA COMPANY** – City, ST

Apr 2011- Present

*Alpha Company is the region's only academic medicine center with a capacity of xx beds.*

### Director Surgical Specialties (July 2019- Present)

Reporting to the Chief Administrative Officer for Surgical Specialties, responsibilities include executive oversight of clinical, administrative, financial, and operational functions for 10 outpatient clinics in the Departments of Urology and Orthopedic Surgery. Responsibilities include surgery scheduling functions and the care navigation hub integration, as well as the operations, administration, and financial performance of the health system's professional sports affiliations. Staff under management includes 6 direct reports with 125 downstream reports. Budget under management includes Medical Center Clinics Expense Budget of \$13.5 Million and Physician Group Clinic Expense Budget of \$27 Million.

#### Achievements:

- Operational:
  - Streamlined clinic referral management and process to increase referral capture rates for both service lines to above 75% (a 20% improvement).
  - Improved new patient access to services to 7 days or less with 83% consistency by end of FY 21.
  - Created, operationalized, and implemented surgical specialties scheduling standards to decrease the time to start process down to 72 business hours or less.
  - Increased patient experience scores (CG-CHAPS & HCAPS surveys) to 3% tile rank FY21 for 75% of clinics under management.
- Financial:
  - Met and exceeded budget projections for visit volumes and wRVUS.
  - Maintain controllable non-personnel financial performance within 3% of budget for both service lines.
  - Increased clinic FTEs by 3 while reducing overall staffing costs by \$250,000/year by realigning responsibilities to allow all staff to work to top of license.
- Surgeons & Medical Staff Satisfaction:
  - Assisted in creating and rolling out engagement meter for MDs, APPs, and Staff.
  - Established routine communication follow up standards for engagement comments and feedback to close communication loops from the feedback comments entered.
  - Maintained a 3.5 out of 4 satisfaction score for MD, APP and Staff throughout FY 21 (system goal was 3).
- Staff Empowerment & Development:
  - Restructured clinic organization charts to align with operational needs and ensure promotion pathway for both clinic staff and supervisors.
  - Lean Leadership; empowered staff to bring forth improvement ideas in work-groups; 100% clinic supervisors and 25% of staff trained into Lean Six Sigma Yellow or Green Belts.
- Staff Empowerment & Development
  - Implemented multidisciplinary weekly huddles and quarterly town halls with Surgical Specialties Procedures/Surgery stakeholders and schedulers to increase communication, alignment and performance in surgery scheduling.
- Committee Memberships:
  - Ambulatory Governance committee, Ambulatory Care Policy and Procedures Committee, PG Analytics Prioritization Committee, Surgical Specialties Ambulatory Clinical Practice Committee.

## PROFESSIONAL EXPERIENCE

### Ambulatory Care RN Manager, Surgical Specialties

Feb 2014 - July 2019

Reporting to the Senior Director for Surgical Specialties, held responsibility for the outpatient clinical, administrative, operational, and financial functions for the Department of Orthopedic Surgery outpatient clinics. Surgical services included orthopedics outpatient clinic consultations, in-clinic procedures, imaging and cast room services at typical volume of 225 per day (56000 annually). Oversight included 4 clinics, orthopedic nursing triage, call center and surgery scheduling functions with 3 direct reports and 55 down level reports.

#### Achievements:

- Key Stakeholder in the design, development and opening of the Orthopedics and Sports Medicine Clinic in the Outpatient Pavilion.
- Add 2 new ancillary multi-specialty clinics to the orthopedic service line.
- Developed and implemented standard operating and call center procedures and policies across all Orthopedic Clinic locations to ensure responsive care and improved patient experience.
- Established high performance culture including a Daily Engagement System that focused on readiness, alignment and improvement across all clinic locations.
- Established site practice performance review 1:1's with site clinical medical director physicians; optimized site operations and performance to meet institutional alignment goals.
- Member of the Ambulatory Nursing Committee

### Clinical Nurse Supervisor

Apr 2012 - Feb 2014

Reporting to the Practice Manager, held responsibility for clinic operations, staffing, HR and financial performance for the Orthopedics Clinic. The clinic served on average 100 patients per day (25000 annually). Team under management included 14 direct reports (medical assistants, hospital assistants and radiology technicians).

#### Achievements:

- Established workflow evaluation and process improvement initiatives, both clinic-specific and department-wide.
- Increased copay collection to above 90%.
- Established site practice performance review 1:1's with site physicians.
- Optimized site clinic flow, staffing and patients per session.
- Member of the Ambulatory Nursing Committee

### Ambulatory Care Triage RN

Apr 2011 - Apr 2012

Reporting to the clinic nurse supervisor, served as the primary site triage nurse for 7 physicians. Triage up to 80 calls per day in addition to any walk-in, clinic appointment triage needs and outbound physician triage needs. Clinic served an average of 50 patients per day (12000 annually). Managed administrative clinical needs for the clinic physicians.

### **BRAVO COMPANY** – City, ST

Jan 2011 - Mar 2011

*Bravo Company is a nonprofit health care system. The system includes x hospitals and xx outpatient facilities, and treats a half-million patients annually through xxx affiliated physicians. The system also includes clinical research and medical education programs.*

### Night Shift RN

Provided direct patient care within a surgical specialties floor.

## PROFESSIONAL EXPERIENCE

**CHARLIE COMPANY** – City, ST

Jan 2010 - Dec 2010

*Charlie Company is an integrated, not-for-profit system of xx hospitals in Virginia and Northeastern North Carolina.*

Staff RN, Inpatient Surgical Unit 2A

Provided direct patient care within 41-bed medical surgical unit specializing in orthopedic and neuro-surgical patients. Conducted assessment, planning, and implementation of multi-disciplinary care plans, evaluations of patient outcomes, and communicated any changes in patients conditions to healthcare team for daily patient load of 5 to 7 patients.

**DELTA COMPANY** – City, ST

Mar 2005 - Dec 2009

*As the U. S. Navy's oldest, continuously-operating hospital since 1830, Delta Company serves past and present military members and their families. It is comprised of the medical Center and xx branch clinics.*

Charge Nurse/Assistant Division Officer, Ambulatory Surgery Center (ASC)-PACU (Apr 2008 - Dec 2009)

Coordinated daily operations for the ambulatory surgical center PACU for 150 orthopedic, plastics and ob-gyn patients a month. Oversaw 6 staff members (RN/Paraprofessionals).

Staff PACU RN (May 2007 - Nov 2009)

Served primary RN in recovery of post surgical patients including MRI / CT, OB cesarean section, cardioversion, conscious sedation, ambulatory procedure recovery, fast track / phase I & II combination. Discharged patients home and followed up via phone call within 24 hours to ensure positive patient outcomes and experience.

Charge/Staff RN Inpatient Orthopedic Ward 4G (Mar 2005 - May 2007)

Provided direct safe nursing care for injured and post-surgical patients in the 19-bed unit. Supervised staff of 8 (RN/LPN/HM-Paraprofessionals). Facilitated orientation/mentoring/shadowing of nurse interns and nursing students.

## LEADERSHIP & PROFESSIONAL MEMBERSHIPS

American College of Healthcare Executives	2020-present
San Diego Organization of Healthcare Leaders	2020- present
AOC Connect	2015-present

## COMMUNITY INVOLVEMENT

Wild Willow Farm — San Diego, CA	2020 - Present
Feeding America — San Diego, CA	2014 - 2020
Challenged Athletes Foundation- San Diego, CA	2015 - Present

## CERTIFICATIONS

Ca Board of Registered Nursing- BRN License	2010 - present
UC San Diego Health- Transformational Healthcare Green Belt	2019 - present
UCSC Extension- Business Analytics Dashboards	Currently enrolled

REFERENCES PROVIDED UPON REQUEST