

CORENA CUPID

(201) 259-6422 ▪ corena.cupid@gmail.com ▪ Hendersonville, TN

OPERATIONS EXECUTIVE

DRIVING OPERATIONAL SUCCESS THROUGH LEAN SYSTEM MANAGEMENT, CONTINUOUS IMPROVEMENT AND TEAM LEADERSHIP

Visionary Operations Manager with demonstrated successes delivering continuous improvement projects to improve efficiency, cost controls and revenue in a healthcare environment. Educates staff and teams on process improvement methodologies including Lean Management Systems using theory of constraints, Gemba Walks, strategic deployment, coaching kata, kaizen events, training, and workshops. Promotes organizational goals by ensuring the most effective operations in program development, process improvements and collaboration across departments. Strong ability to manage complex issues and make quick and informed decisions by leveraging experience and background to separate critical facts from less significant information.



- *Business Intelligence*
- *Team Development*
- *Performance Improvement*
- *Medicare Standards/Compliance*
- *Training & Development*
- *Cross-functional Collaboration*
- *Executive Advisory*
- *Project Management*
- *Patient Experience*
- *Cost Improvement*
- *Research & Analysis*
- *Staff Development*

“Corena replaced another individual who had underperformed in a role that was critical to the organization. Corena quickly established order out of chaos and started moving her team in the right direction with a structured approach. Tasks that would typically go to her Director were delegated to her, particularly working with the executive team (including CEO, CNO and other VP’s.) She outlined for the executives what they needed to do, coached the executives on how to perform their role as Lean Managers in addition to leading the Lean Executive Steering Group weekly meetings.”
Janet Davis, Consulting Director Operational Effectiveness, Vizient Advisory Solutions

PROFESSIONAL EXPERIENCE

2016 - Present: **LIFEPPOINT HEALTH** ▪ Brentwood, TN

Director of Operations Improvement

Recruited to improve service and care provided through patient throughput. Leverage Lean Services to build a culture of continuous improvement and diversity inclusion. Lead transfer of knowledge through lean management systems, theory of constraints, Gemba Walks, strategic deployment, coaching kata, kaizen events, training, workshops and media outlets. Conduct in depth research and analysis of operations systems and outcomes to identify areas for continuous improvement to optimize patient care and experience.

- *Reduced length of stay by analyzing reimbursement and diagnosis schedules and leveraged findings to increase the capacity of the facility, improve quality of care and reduce costs.*
- *Improved Emergency Room experience and reduced wait times, which resulted in an increase in patients receiving care. Lowered length of stay from 214 to 150 minutes and saved \$15.1M.*
- *Partnered with Department Heads across the facility to build dashboards and determine which metrics to monitor on a consistent basis.*

ER Improvement Results

Lowered length of Stay 42% and saved \$15.1M
Reduced patients who left without treatment 60% and increased EBITDA \$2.4M
Reduced low acuity length of stay 21%

- *Decreased inpatient length of stay to meet Medicare Geometric Mean target from a variance of 1.2 days to .28 days which resulted in saving \$11.4M across five hospitals.*
- *Led large-scale projects by developing a project team, creating assessment tools, standardizing the assessment process and implementing systems for review and accountability.*

2015 - 2016: VANDERBILT UNIVERSITY MEDICAL CENTER ▪ Nashville, TN

Health Operations System Consultant (Director)

Directed and oversaw a team of engineers and project managers tasked with rolling out lean transformations, strategic planning, and value stream mapping. Led ideation and development of on-going Lean Healthcare Education plan for the facility. Worked with executive leadership to identify projects to focus on and to build internal skills at all levels.

- *Drove a 30% increase in procedural volume across the Digestive Disease Clinic. Improved cycle time and captured \$3M in savings.*
- *Developed a curriculum and led training on Lean Management Systems including A3 Problem Solving, Standard Work, Leadership Standard Work and Visual Management Boards. Taught over 600 staff members and engaged 450 in Lean Events.*
- *Created standards for operational assessments across all Vanderbilt Clinics and optimized revenue cycle and patient flow. Improved patient experience and provider engagement.*

Overachieved length of stay goals, using the Theory of Constraints and reduced average days in hospital over .7 days across five business units.

Operations Systems Engineer, 2015

Managed a portfolio of lean projects designed to reduce waste and improve quality. Supported management and front line staff by providing education opportunities on Lean Management Systems, utilizing continuous improvement tools. Worked with departments across the hospital to identify areas of improvement and develop continuous improvement projects to optimize results and patient experience.

- *Supported census protocol by creating an Emergency Room length of stay forecast on current department and hospital conditions.*
- *Reduced cycle time from 3.6 hours to 2.1 hours in the clinic for Chemotherapy and provider visits by conducting assessments with doctors, administrators, nurses and technicians in the Cancer Center.*
- *Decreased patient wait times in the clinic and improved efficiency by developing throughput provider template leveling. Effort increased clinic capacity 30%.*

EARLY CAREER

Gap, Inc., *Warehouse Operations Manager, 2013 - 2015*

PepsiCo, *Supply Chain Operations Leader, 2011 – 2013*

Kraft Foods, *Retail Merchandising Manager, 2011*

Kraft Foods, *Management Development Associate, Leadership Development Program, 2009 - 2011*

EDUCATION AND CERTIFICATIONS

UNIVERSITY OF TENNESSEE, Master of Business Administration

NEW JERSEY INSTITUTE OF TECHNOLOGY, Master of Science in Industrial Engineering

RUTGERS UNIVERSITY, Bachelor of Science, Statistics

Lean Six Sigma Black Belt – PepsiCo, Internal Program

Lean Healthcare, Healthcare Performance Partners, Belmont University

Lean Six Sigma Green Belt, Johnson & Johnson, Internal Program