

ZACH ROBISON, MBA, CLSSBB

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SENIOR LEVEL HEALTHCARE LEADER

Inspiring teams and improving performance through transformation to achieve operational efficiency

Influential senior level health care leader with the ability to drive business value and lead teams through transformation with a hands-on approach to leadership—resulting in operational excellence and strong employee, patient, and physician satisfaction. Core strengths include:

- Hospital Operations
- Performance Excellence
- Transformation
- Lean Six Sigma
- Project Management
- Operations Assessment
- Facilitation
- Coaching and Mentoring
- Executive Communication
- Team Building
- Process Optimization
- Standard Work Process
- Continuous Improvement
- Team Culture
- Change Management

SELECTED ACHIEVEMENTS

CAPITALIZE ON WASTE REDUCING, COST SAVINGS, & REVENUE-GENERATING OPPORTUNITIES

- Lead a multi-disciplinary team through a Rapid Improvement Event that captured \$3.59 million in missing charges over a 5-month period and projected ED revenue increase of \$700,000 from charge capture correction. Received University of Colorado Hospital President's Award for Rock Solid Economics.
- Align stakeholders to create patient-centered process redesign for the renovation and expansion of a new 59 room Piedmont Fayette Emergency Department. Reduced ED 'door to provider medical screen exam' average wait times for all patients from 97 minutes to 68 minutes, low acuity average length of stay from 178 minutes to 130 minutes, and low acuity average 'door to roomed' wait times from 61 minutes to 42 minutes.
- Implement new linen process with cost savings of \$192,326 in FY18 and new patient bed rental process with cost savings of \$12,440 in FY18 at Piedmont Henry Hospital.

BUILD CULTURES & NURTURE TALENT

- Develop AIDET scripting and lead culture change to reduce Employee Turnover in Food and Nutrition Department by 84% in FY18 at Piedmont Henry Hospital.

PROFESSIONAL EXPERIENCE

1Unit, Atlanta, GA

Director, Post-Acute Care | 1Unit

2018 to Present

Develop and implement proactive care solutions in team building, change management, skills training, and clinical and operational standardization. Use action-oriented learning and data-driven outcomes to solve challenges and make outstanding care routine in hospital units and post-acute facilities.

- Engage and energize front-line staff to drive solutions that rapidly deliver benefits for patients, families, unit managers, and executive leaders.
- Train unit team members in evidence-based ACU (Accountable Care Unit) and SIBR (Structured Interdisciplinary Bedside Rounds) care models.
- Drive improved performance in clinical, cost, utilization, engagement, and service outcomes.

Piedmont Healthcare, Atlanta, GA

Executive Director, Patient Services | Piedmont Henry Hospital

2017 to 2018

Provide operational leadership and transformational change for a 215-bed not-for-profit community hospital. Promote a reputation for quality, safety, and clinical and operational excellence. Reporting to the COO, effectively align teams, resources, and capital needs to shape the strategic direction, control budgets, and build a top-performing team of 160+ professional staff and providers. Responsible for Oncology (Breast Health Center, Cancer Wellness, Radiation Oncology), Outpatient Infusion, Clinical Laboratory, Wound Clinic, Sleep Center, Physical Therapy and Rehab, Spiritual Care Services, Food and Nutrition, Dietary, Environmental Services, Patient Transport, Equipment Distribution, and Performance Improvement.

- Develop, implement, and sustain an Acuity Based Redirect program for Henry and Fayette Emergency Departments, reducing the throughput burden on emergency services of low acuity care by 10 to 60 patients per hospital per month.
- Align patient transporter staffing schedule to peak demand transport needs to reduce 'request to in-progress' cycle times by an average of three minutes (13% improvement).
- Conduct Always Safe Program to drive 12-month rolling Serious Safety Event Rate (SSER) from 1.094 to 0.215 through engagement of front line staff Safety Coaches and departmental safety huddles, facilitation of Safety Coach meetings, and education of error prevention tools.

Executive Director, Patient Services, continued

- Act as executive sponsor and facilitator of the Readmissions Oversight Committee (ROC), a multi-specialty focus on reducing and sustaining low hospital-based readmissions in five care categories (CHF, AMI, COPD, Pneumonia, and Orthopedics).
- Facilitate the relocation of outpatient infusion center and histology laboratory expansion.
- Lead the QPI Greenbelt Program and coached QPI Blackbelts at Henry Hospital, teach and coach 21+ hospital leaders in quality, process improvement, and change management.

Director, Performance Improvement | Piedmont Fayette Hospital

2015 to 2017

Provide facility and organizational performance improvement for a 189 not-for-profit community hospital and system-led initiatives. Reporting to the COO, educated and coached 50+ hospital leaders in the Quality and Process Improvement (QPI) Black Belt and Green Belt certification programs and respective projects. Utilized case-for-change, value analysis, and data-driven improvement methodology and tools to drive results and foster strong relationships with administrators, physicians, providers, and frontline staff.

- Lead the system MRSA Prevention and Hand Hygiene Workgroup, reducing the hospital-onset MRSA Standardized Infection Ratio (SIR) from 2.66 (FY15) to 2.02 (FY16).
- Guide ED and Radiology team members through improvement concepts to overhaul ED CT process, reducing median 'order to exam end' time from 102 minutes to 76 minutes (25% improvement).
- Launch the Fayette Facility Readiness & Transition Team to facilitate the expansion, transition, and occupancy operations of new Emergency Department renovation, and Intermediate Care Unit (IMCU) and three Med-Surg Unit expansions. Plan and implement the unit readiness and transition of 50+ patients to new care areas.

University of Colorado Health, Aurora, CO

Process Improvement Manager

2013 to 2015

Provide performance improvement for university hospital system. Earn promotion to oversee a team of project managers and data analysts. Reporting to the Chief Quality Officer, educate and lead administrative and clinical team members with a focus on driving improvements in quality, safety, efficiency, and to the bottom line.

- Create a systems redesign for geriatric hip fracture patients to reduce LOS from 6.4 to 5.5 days and produce a \$157,950 financial benefit.
- Develop curriculum and taught performance improvement concepts for the Institute for Healthcare Quality, Safety, and Efficiency (IHQSE) Certificate Training Program.
- Manage IHQSE infrastructure including project timelines, project scoping, performance improvement methodologies, business cases, change management, and communication and data measurement plans.

Process Improvement Consultant

2011 to 2012

Provide performance improvement project management. Reporting to the Director of Process Improvement, gain certification in Lean and Six Sigma methodologies to drive teams to achieve outcomes in operational efficiencies.

- Implement process redesign for the opening of a 54,000 square foot Emergency Department designed for patient centric concepts to reduce ED 'door to doc' 4 hour wait times to 15 minutes and reduce weekly ambulance divert hours from 20 to zero.
- Reduce order cancellations and reworks from 25% to <5% and reduce provider ordering time from 15 hours per week to <2 hours per week in the Epic Radiant imaging application.
- Facilitate neurology referral workflows with physicians, clinic management and staff. Reduce average time from external referral request to clinic response from 64 to 14 days.

Administrative Fellow | University of Colorado Hospital

2010 to 2011

Complete a post-graduate Administrative Fellowship as a member of the senior leadership team. Reporting to the COO, actively engage in governing board and executive meetings and lead projects. Obtain specialization in process improvement training.

- Design and implement a budget neutral EVS staffing model resulting in a 26% decrease in response times to inpatient bed cleaning requests. Nominated for UCH President's Award for Rock Solid Economics.
- Utilize Lean concepts in outpatient psychiatry clinic to increase patient satisfaction, increase staff satisfaction, and increased appointment volumes by 15%.
- Actualize budget neutral 'Unit Based Capacity' nurse position to expedite patient admit, discharges, and transfer processes, increasing total number of all admitted and transferred patients from a clean to occupied bed in under an hour by 10%.
- Develop operational work plan to repurpose outpatient PACU space to 14 Express Admit/Surge Unit beds for ED admits holding. Awarded UCH President's Award for Working Together with Inpatient Capacity Team.

Additional roles:

Adjunct Faculty Member, Texas A&M School of Public Health Executive MHA Program (2018 to present).

Executive Director, Global Health Connections, a non-profit global health education program (2008 to 2010).

Program Administrator, University of Colorado Denver Clinical Science Program (2007 to 2010).

EDUCATION

Master of Business Administration in Healthcare Administration, University of Colorado, Denver, CO

Bachelor of Science in Biological Sciences, University of Denver, Denver, CO

Certified Lean Six Sigma Black Belt (CLSSBB), University of Colorado Hospital/BMGI, Aurora, CO

Certified Lean Healthcare Practitioner, University of Colorado Hospital/BMGI, Aurora, CO

PRESENTATIONS AND PUBLICATIONS

- **Geriatric Hip Fracture Care: Fixing a Fragmented System.** The Permanente Journal. Volume 21, Issue 16, page 104 – April 2017 <http://www.thepermanentejournal.org/issues/2017/6410-hip-fracture.html>
- **Emergency Department CT Expediency: A Time Reduction Redesign.** Journal of the American College of Radiology. Volume 13, Issue 2, pages 178-181 – February 2016
- **Reduction in Length of Stay for Emergency Department Patients Undergoing CT Scans by Redesigning Technician Assistant and Transporter Workflow.** Presentation and abstract. ACR 2015 Annual Meeting, Washington, DC – May 2015
- **Developing Frontline Teams to Drive Health System Transformation.** Presentation and abstract. Society of Hospital Medicine's Annual Meeting, National Harbor, MD – March 2015
- **How to Transform Geriatric Hip Fracture Care: Application of Change Management and Human-Factors Engineering Principles.** Presentation and abstract. Society of Hospital Medicine's Annual Meeting, National Harbor, MD – March 2015
- **A Streamlined Strategy for Incorporating Patient Experience Data into Quality Improvement Efforts.** Presentation and abstract. Society of Hospital Medicine's Annual Meeting, National Harbor, MD – March 2015
- **Scripting Multi-Disciplinary Rounds Enhances Efficient and Productive Coordination of Care for Stroke Patients.** Presentation and abstract. Society of Hospital Medicine's Annual Meeting, National Harbor, MD – March 2015
- **Process Improvement at University of Colorado Hospital.** Presentation. Quality and Performance Excellence Course, CU Denver MBA Health Administration Program, Denver, CO – November 2013
- **Decreasing Environmental Services Response Times.** Presentation and abstract. Production and Operations Management Society (POMS), 2013 Healthcare Best Paper Competition, Denver, CO – May 2013
- **Enhancing Patient Flow with Unit Based Capacity Nurses and Workload Leveling.** Poster presentation. Nursing Quality Conference, American Nurses Association, Atlanta, Georgia – February 2013
- **Decreasing Environmental Services Response Times.** Presentation. The Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting, Charlotte, North Carolina – November 2011