

# DARRIELLE EHRHEART

(916) 276-5495 • dee@ehrheart.com • www.ehrheart.com • [Darrielle Ehrheart, MBA, FACHE | LinkedIn](#)

## HEALTHCARE OPERATIONS EXECUTIVE MANAGEMENT AND LEADERSHIP

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### PROFESSIONAL SUMMARY

18+ years of progressive management experience. Proven success in facilitating organizational success and growth through effective leadership, coordination, control of operational systems and integrity. 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.

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### EXPERTISE

- Healthcare Operations
  - Healthcare Administration
  - Lean Process Improvement
  - Leadership Development
  - Change Management
  - Relationship Building
  - Quality Management Systems
  - Strategic Planning
  - Organizational Improvement
  - Negotiations
  - Management Systems
  - Team Building
  - Employee Development
  - Risk Management
  - Solution Development
  - Organizational Excellence
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### EDUCATION

- Master of Business Administration (MBA), University of Wisconsin
  - Bachelors Science in Business Management (BSB/M), University of Phoenix
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### CERTIFICATIONS

- Fellow, American College of Healthcare Executives (FACHE)
  - Six Sigma Lean Professional (Cert #EHR070214)
  - Change Management Specialist (Cert #EHR112914)
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### PROFESSIONAL EXPERIENCE

**STANFORD  
CHILDRENS HEALTH  
LUCILE PACKARD  
CHILDRENS HOSPITAL  
STANFORD**  
Palo Alto, CA

Lucile Packard Children's Hospital (LPCH) at Stanford is a U.S. News top-ranked children's hospital of 364-beds and an ambulatory network of 65 locations that is exclusively dedicated to pediatric and obstetric care. LPCH is the largest health care system in the San Francisco Bay Area, providing access to more than 150 medical specialties, supporting more than 580,000 patient visits, and generating more than \$2.4B in revenue each year.

#### **Director, Ambulatory Operations (September 2017 – Present)**

Provide oversight and strategic direction for all daily ambulatory operations. Exercise judgment and decision-making authority in areas including, physical facilities, and environment of care, patient flow, patient/family satisfaction,

quality/safety, accreditation/regulatory affairs, marketing, quality management improvement, financial performance, and site support services. Troubleshooting high complexity technical and non-technical problems. Coach, mentor, and train direct reports and 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 follow state, federal, and healthcare regulations. Collaborate with purchasing/materials department to maximize economies of scale with vendor agreements and services. Responsible for incorporating LEAN 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:***

***Years One-Two:***

- Assumed responsibility for 10 ambulatory sites and one specialty service line
- Lead ambulatory surgery scheduling team resulting in ~\$63M net revenue per year
- Successfully grew Sleep Center patient volume by 20% year-over-year; FY17-19
- Led team to accredit the Stanford Children's Pediatric Sleep Center
- Optimized Pulmonary Function Diagnostics; improved patient volume by 15% FY17-19
- Participated in Surgical Access Committee to implement Electronic Surgical Case Ordering and e-Consents in Epic to improve surgical access and patient flow; 40% decrease in pending orders and 3% increase in surgical volume; FY18-19
- Contributor in the Authorization workgroup to improve authorization, billing, and collection processes for services and patient communication; 5% reduction in service denials
- Served as a subject matter expert in collaborating on the business planning and development of a Jaw Surgery Program to expand services to include Orthodontia and Dental
- Met year-over-year goals to reduce controllable expenses by 3% and increase visit volumes by > 4% in the ambulatory division; FY17-19

***Years Three-Four:***

- Participated in Command Center activation as the ambulatory division representative, collaborated with partners, and acted as a key point of contact to write and disseminate COVID-19 policies and procedures to 500+ full-time and part-time employees
- Communicated COVID-19-related changes to the management teams, monitored the status of clinic operations and brought issues to the Command Center
- Provided customers with exemplary service in quickly resolving concerns to ensure a safe experience in accordance with rapidly changing COVID-19 guidelines

- Scheduled and conducted individualized check-ins with each direct report to collect feedback and reactions regarding sudden changes occurring in the work environment, shifts in hiring needs, work from home environment challenges, psychological well-being, and their ability to provide self-care while frequently pivoting and working under pressure
- Collaborated with Human Resources in implementing and optimizing work from home policies and procedures
- Rapidly transformed Gastroenterology service and scaled telehealth during COVID-19
- Navigated operational needs remotely and in a virtual environment

***Years Five-Current:***

- Assumed additional responsibilities including 14 ambulatory sites and Three (3) specialty service lines comprising of ~190+ staff, ~\$50M budget, and supporting ~150 providers
- Expanded Adolescent Outreach services through community partnerships and Foundation support
- Partnered with Providers, Provider Relations, and the Strategy and Business Development team to engage our community affiliates/colleagues, develop growth/expansion plans, and implement services in new areas; Two expansion plans were approved and one plan implemented in FY23
- Continuously improve operating model across ambulatory clinics to improve strategic, financial performance, and growth outcomes
- Executed strategies to improve Value Streams and reductions in per-capita cost of care
- Developed and executed strategies that led to a 3.2% Top Box improvement in high-quality patient care, FY19-23
- Expanded role in representing ambulatory in Steering/Leadership committees to include Policy Review, Ambulatory Licensure, Information Systems Oversight, review of Special Care Centers, implementation of new timekeeping system, and the addition of a Social Determinant of Health Screening module

**STANFORD  
CHILDRENS HEALTH  
LUCILE PACKARD  
CHILDRENS HOSPITAL  
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**Administrator, Service Line (May 2015 – September 2017)**

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

***Practice Experience:***

- Urology
- Ophthalmology
- Otolaryngology
- Gastroenterology
- Oncology/Hematology
- Plastic Surgery
- Pediatric General Surgery
- Perinatal Diagnostic

***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.
- Participated in various committees and assisted 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 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 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

Dignity Health Medical Foundation (DHMF) has 14 medical groups and over 160 clinic locations across California. DHMF offers over 54 medical specialties for both adult and pediatric care, supporting more than 2.3M patient visits annually and generating over \$1.35B in revenue.

**Manager, Clinic Administration (October 2010 – May 2015)**

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.

***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.

**NATIONAL HEALTH  
FOUNDATION**  
Los Angeles, CA

- Implemented quality improvement programs and increased departmental efficiency through 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.

The National Health Foundation conducts research and educational programs related to its mission of improving the health of individuals in underserved/resourced communities by taking action on challenges surrounding social determinants of health. In 2022, NHF served over 85,000 through community and health programs, resulting in revenue of \$16.3M

**Vice President, Information Technology & Administration (2002 – 2010)**

For over seven (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, planned, 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

University of California, Los Angeles is a top-ranked public research university. The mission is the creation, dissemination, preservation and application of knowledge for the betterment of our global society. The Luskin School of Public Affairs consists of three graduate departments including Public Policy, Social Welfare, and Urban Planning. The Advanced Policy Institute focused on applying research using graphic information systems (GIS) technology to improve health disparities.

**Senior Administrative Analyst (1996 – 2002)**

For over six (6) years, oversaw all office administration and fiscal management for a 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

**Owner / General Manager / Senior Consultant (1994 – 1998)**

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.
- Contracted with Domino's Pizza to implement new computer systems in selected regional locations.

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## MILITARY EXPERIENCE

**UNITED STATES  
MARINE CORPS**  
US / Overseas

### **Tactical Data Communications Technician, Staff Sergeant (1985 – 1993)**

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/overseas), 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, two (2) Unit Citations for exemplary service and outcomes during remote operations, and five (5) other awards.

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## PROFESSIONAL APPEARANCES

- Moderator, Mapping Your Early to Mid-Career: A Career Skills Workshop, January 2017
- Panelist, The Art in Communicating with Veterans – Diversity & Inclusion, September 2018

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## AWARDS

- Senior-Level Healthcare Executive Regent's Award - American College of Healthcare Executives, 2019
  - Recognizes senior-level ACHE members who are experienced in the field and have made significant contributions to the advancement of healthcare management excellence, demonstrated leadership of others and in our communities, and assists ACHE in achieving its objectives.
- Distinguished Alumni, Alumni Leadership Impact Award - University of Phoenix, Bay Area Campus, 2019
  - Recognizes outstanding alumni who have used their education to excel professionally, provide inspirational leadership to others and serve our communities.



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## **PUBLISHED ARTICLES**

- Our Most Valuable Asset is Our Minds – November 2021
- 2021 – The Year of HOPE – September 2021
- 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

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## **PROFESSIONAL AFFILIATIONS**

- Past President; Executive Board Member, California Association of Healthcare Leaders, 2022
- President; Executive Board Member, California Association of Healthcare Leaders, 2021
- President Elect; Executive Board Member, California Association of Healthcare Leaders, 2020
- Board Member, California Association of Healthcare Leaders, (2017 – 2022)
- Co-Chair, Career Transition and Development Committee, California Association of Healthcare Leaders, Co-Chair (2016 – 2019)
- Board Member, United Cerebral Palsy of Sacramento and Northern California, Sacramento, (2012 – 2015)
- Board Member, Professionals in Human Resources Association, Los Angeles (2007-2008)

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## **PROFESSIONAL ASSOCIATIONS**

- Association College of Healthcare Executives (2007 – Present)
- California Association of Healthcare Leaders (2010 – 2022)
- 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)
- Professionals in Human Resources, Los Angeles (2004 – 2008)

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### PROFESSIONAL DEVELOPMENT

- Exceptional Leadership
- Psychology at Work (Univ. Western Australia)
- Organizational Analysis (Stanford)
- Designing the Organization: From Strategy to Organizational Design (Univ. Illinois, Urbana-Champaign)
- 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
- 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
- Coaches Academy
- Developing Mentoring/Coaching Skills
- Future of Healthcare Finance

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### TECHNICAL SKILLS

- Healthcare
  - Electronic Medical Record Software: Epic, AllScripts, Cerner
- Management
  - Kronos/Dimensions (time keeping), Peoplesoft, Flowcast (IDX), Ceridian (time keeping), Vurv (recruiting), Taleo, Lawson
- Network/ Programming/ Database
  - Windows Server, VMware, MS SQL, SQL Server, SQL Enterprise Manager, SQL Query Analyzer, MozyPro, Visual Studio, C#, Visual Basic, .NET, ColdFusion, Java script, HTML, Dreamweaver, Telerik Radtools
- Office
  - Windows, MS Office, PowerPoint, Publisher, Access, Excel, Visio, Photoshop, Indesign, Illustrator