

DARRIELLE EHRHEART

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HEALTHCARE OPERATIONS EXECUTIVE MANAGEMENT AND LEADERSHIP

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.

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

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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.

**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 nine(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.

**NATIONAL HEALTH
FOUNDATION**
Los Angeles, CA

The National Health Foundation conducts research and educational programs related to its mission of improving the health of individuals in under-served/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.

MILITARY EXPERIENCE

**UNITED STATES
MARINE CORPS**
US / Overseas

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

For six 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). Maintain and/or troubleshoot equipment/link failures to determine deficiencies and make recommendations on the best course of action to ensure a successful operational outcome.

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 DEVELOPMENT

- Exceptional Leadership
 - Psychology at Work
 - Organizational Analysis
 - Designing the Organization: From Strategy to Organizational Design
 - Engaging Employees from Day One
 - Diversity and Inclusion
 - Integrating Principles of Patient-Centered Care
 - Marketing and Money in Healthcare
 - Future of Healthcare Finance
 - Developing High Performing Teams
 - Working Amidst Change: Tips and Tools for Leading Change
 - Purchasing & Accounts Payable Systems
 - Internal Controls & Business Processes
 - Building Emotional Intelligence
 - Leadership Competencies
 - Developing Mentoring/Coaching Skills
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TECHNICAL SKILLS

- Electronic Medical Record Software: Epic, AllScripts
- Kronos (time keeping), Peoplesoft, Flowcast (IDX), Ceridian (time keeping), Vurv (recruiting), Taleo, Lawson
- 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
- Windows, MS Office, Publisher, Access, Excel, Visio, Photoshop, Indesign, Illustrator