

# **CRAIG JOHNSON**

SANTA FE, NM [REDACTED]

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## **MASTER OF BUSINESS ADMINISTRATION**

### **SIX SIGMA BLACK BELT**

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#### **EXECUTIVE SUMMARY**

Leading administrative operations to ensure quality care with measurable performance indicators.

What I bring to the team:

With business insight and more than a decade of operations leadership, I drive decision-making for effective planning, development, implementation, and evaluation of initiatives and programs to achieve objectives for growth, quality, patient care outcomes, financial performance, research, sound management practices, and regulatory compliance.

#### **AREAS OF EXPERTISE**

*P&L - Operations Management – Lean Six Sigma- Supply Chain – Customer Service – Change Management Reporting – KPI Management - Integrations- Strategic Plans – Continuous Improvement – Risk Management Safety - Budgeting - Product Management - Business Strategy – Population Health- Business Development*

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### **PROFESSIONAL EXPERIENCE**

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**HARRIS HEALTH SYSTEM** – HOUSTON, TX

MAY 2015-MARCH 2023

*“A large county hospital and population health system located in one of the largest counties in Texas.”*

#### **SENIOR OPERATIONS MANAGER**

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Serving the largest county in Texas, Harris Health is a fully accredited and fully integrated healthcare system – as well as a safety net system –Overseeing the operations of two large primary care and specialty clinics – averaging 5,000+ visits per month and staffed by 50+ physicians and advanced practice professionals – I drive business excellence by identifying and developing lean initiatives, establishing quality metrics, engaging employees, and coaching front line and professional staff in operational best practices.

#### **PROJECT & ACCOMPLISHMENTS**

- Through my work as a founding member of the steering committees for Be Well Baytown and Pasadena Vibrant Community, I helped to research and address food deserts in Houston. Collaborating with the population health director and local agencies, we established an on-site foodbank – Food Farmacy – to support those struggling with food insecurity and diabetes.
- The Food Farmacy is the first healthcare-based foodbank in Texas and serves more than 200 people each month; a second location opened early 2021, with a third in planning stages. Major insurance companies are interested in our approach to this population health issue.
- As the co-leader for a clinic ACS diabetes control pilot project, I introduced a multi-disciplinary program that effectively reduced hemoglobin A1c levels – 1.4% on average – in new and out-of-control diabetics. This also led to decreased ER visits and hospital stays.
- By developing a patient scheduling template, I helped increase physician productivity and reduce patient no-show rate by 25%.
- Utilizing lean six sigma methodologies, I established procedures, as well as a 7-member review board, to receive, prioritize, and monitor project requests to reduce redundancies and better manage resources. An important aspect of this initiative is training more staff members as six sigma yellow belts.
- Americas Essential Hospitals: Gage Award 2021 runner up for population health.

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**CATHOLIC HEALTH INITIATIVES – THE WOODLANDS, TX**

NOVEMBER 2009-MARCH 2014

*"A national healthcare and hospital organization. Revenues 2013; \$10.7 billion and 88,000 employees."***DIRECTOR OF OPERATIONS**

Formerly known as St. Luke's Episcopal Health, CHI St. Luke's Health - The Woodlands Hospital has supported the north Houston community since 2003. Serving first as Business Operations Manager, I was promoted in 2013 to Director of Operations.

Leading the efforts of 5 department supervisors and 90 professional staff, I managed projects and initiatives to support growth and profitability objectives.

- After I was selected by the COO to turn around a failing service line – with losses of \$1 million – I invested in new equipment, updated the revenue cycle to provide evidence-based outcomes, and reorganized staff assignments. Other change management actions included more robust engagement with referring physicians, standardizing the referral process for better communications, and focusing our staff on delivering positive client experiences. As a result, the service line achieved \$500,000 in profits by the end of the first year.
- To further ignite growth, I launched an Outpatient Population Health program and relocated an executive health & fitness program to a new facility, which boosted client satisfaction by 18%. Other comprehensive customer service and marketing programs increased revenues by 40%.

**OPERATIONS MANAGER**

- Managing three clinics – Respiratory, Sleep, and Neuro Diagnostics – I oversaw program development, finance, and quality initiatives and supervised 31 professional staff. With the sleep clinic on the verge of closure, I secured approval to pursue accreditation and to acquire a competitor. Having gained accreditation from the American Academy of Sleep Medicine and doubling operational capacity, I launched an effective marketing campaign that pushed the clinic from a break-even status to capturing \$1.2 million in revenue.
- Targeting improvement opportunities, I streamlined the JIT disposable supply list and reduced annual costs by \$250,000.

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**SOUTHWESTERN MEDICAL CENTER – LAWTON, OK**

MAR 2008-OCT 2009

*"A national healthcare group member of Capella Health. 2013 revenue; \$177.3 million and 9,000 employees."***DIRECTOR OF CARDIOPULMONARY AND SLEEP SERVICES**

Southwestern Medical Center, a 199-bed full-service hospital, earned the highest level of accreditation awarded by the Joint Commission, the nation's oldest and largest accrediting body.

As Director of the Cardiopulmonary and Sleep Services departments, I ensured our staff was focused each day on improving the quality of life for our patients.

**PROJECT & ACCOMPLISHMENTS**

- By bringing an important monitoring program in-house – Interoperative Monitoring (IOM) – I helped increase revenues by \$2.3 million.
- Using data captured from best practice reviews and internal audits, I led the development of protocols that generated \$100,000 in savings.
- I conducted a thorough review of our supply usage and costs in my largest production area and identified opportunities to reduce operational expenses by 14%, in turn leading to an 18% increase in revenues.

## **ADDITIONAL CAREER HIGHLIGHTS**

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**UNITED STATES ARMY – FT. BRAGG, NC**

**SERGEANT (E5), OF THE -82<sup>ND</sup> AIRBORNE DIVISION**

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- Squad leader, leader forward airfield assessment team and lead operator.
  - Led a team of 20 subordinates with a focus on forward airfield construction. Led a team of 12 in an air-drop deployment into the jungles Honduras to assess sites and build landing facilities to aid in joint operations.
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## **EDUCATION**

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**MASTER OF BUSINESS ADMINISTRATION IN MANAGEMENT**

TEXAS WOMEN'S UNIVERSITY

**BACHELOR OF BUSINESS ADMINISTRATION IN MANAGEMENT**

AMERICAN INTERCONTINENTAL UNIVERSITY

**LEAN SIX SIGMA BLACK BELT PROFESSIONAL**

#1962185

**REGISTERED RESPIRATORY THERAPIST**