

RICHARD K. KIEL

Extensive experience in project management, consulting, and process facilitation along with over 10 years as a senior executive in operations management.

- Led the strategic planning process for a large integrated healthcare organization in Los Angeles and completed the plan on time with strong support from all constituents.
- Created statewide information systems plan to meet regulatory and purchaser requirements for a major healthcare organization.
- Oversaw a \$40 million hospital construction project involving a three story patient tower. The project was completed on schedule and under budget with minimal disruption to operations.
- Played a key role in the creation of a community-based, non-profit leadership organization, including board participation, fundraising, operational design and recruitment of community volunteers.
- Advanced major Labor Management Partnership in the Southern California Region for a major healthcare organization through gains in workplace safety, attendance and cost structure improvement.

A well respected leader with excellent communication, coaching and problem solving skills who has an innate ability to establish rapport with staff, management, and external stakeholders.

PROFESSIONAL EXPERIENCE

Win- Win Workplace Solutions, Pasadena, California 2007-present

Managing Partner (2007 – present)

Consults with leaders of corporations, public entities, and non-profits on growing their organizations, designing and implementing change programs, and building new systems to achieve their goals. Facilitates strategic planning and implementation, performance improvement processes and leadership and team development as critical ingredients in attaining business outcomes.

Kaiser Permanente, Pasadena, California 2000-2007

Program Manager (2002 – 2007)

Led, facilitated and supported the implementation of the Labor Management Partnership between KP management and its eight partner unions in Southern California. Work included developing goals, facilitating complex change initiatives, coordinating diverse groups, and building consensus decisions.

- Developed and facilitated a process to build the SoCal LMP leadership team.
- Improved communication and coordination between SoCal leadership and Service Areas.
- Led the development of increased facilitation capacity for local teams in the Region.

Divisional Consultant (2000 – 2002)

Led internal consulting projects for the California division of Kaiser Permanente. Work included defining problems, planning for strategic and operational change, facilitating group process, and building consensus decisions.

**Southern California Healthcare Systems
Huntington Memorial Hospital, Pasadena, California**

1989-1999

Vice President, Administration (1993-1999)
Associate Administrator (1991-1993)
Assistant Administrator (1989-1991)

Led professional, ancillary and support service departments for a 525-bed, \$250 million, non-profit teaching hospital, an affiliate of Southern California Healthcare Systems. Promoted to assume additional responsibility for an \$85 million operating budget and 560 FTEs. Managed ten direct reports.

- Led a major project that standardized hospital-based physician contracts, saving \$500,000 per year. Improved director accountability, incorporated job descriptions, limited terms and increased cooperation in acceptance of payer contracts.
- Reduced operational expenses by \$5 million through department restructuring, management consolidation, utilities retrofitting and outsourcing.
- Created the strategic facilities plan that established a framework for building replacement needs, relocation of services and land use evaluation. Improved asset management and negotiated a long-term master land lease valued at \$1 million.
- Established the first sleep disorders clinic in the San Gabriel Valley area, utilizing a multidisciplinary medical model. Grew the service to more than 1,100 patients per year with annual profits of more than \$160,000.
- Impacted organizational culture through focusing on management development. Improved the percent of managers rated as highly effective from 11% to 53% through ongoing self and peer evaluations for three years.
- Led a \$10 million construction project for earthquake retrofitting in occupied specialty clinical areas and gained regulatory approval.
- Targeted emergency and obstetric services for improving patient satisfaction. Increased customer service scores by 10%.

VHA West, Inc., Los Angeles, California

1986-1989

Vice President, Operations (1988-1989)
Director, Planning and Operations (1986-1988)

Managed ongoing operations, planning and business development for an alliance of non profit hospitals. Facilitated managed care contracting, a regional purchasing organization and benchmarking information.

- Spearheaded the acquisition of contracts with 36 hospitals and 4,700 physicians for a partnership with Aetna, Partners PPO to facilitate the creation of a national network of providers.
- Established a regional purchasing program for VHA Supply Company resulting in an increase in annual sales from \$15 million to \$25 million.

Huntington Memorial Hospital, Pasadena, California

1985-1986

RICHARD K. KIEL

Page Three

EDUCATION

University of California, Los Angeles, Los Angeles, California

Master of Public Health, Health Services Management, 1986

Bachelor of Science, 1983

PROFESSIONAL AND COMMUNITY INVOLVEMENT

American College of Healthcare Executives, Diplomate

UCLA Health Policy and Management Alumni Association, Past President

Leadership Pasadena, Past Board Chair