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Objective: Facilitate adult learning in critical content/practice areas of health-care management for people already in or pursuing health careers.

Professional Expertise/Skills:

Operations leadership— acute care

Project management

Facilitation/Team Leadership

Strategic planning/marketing

Healthcare consultation

Continuous Improvement

Medical Staff and Board relations

Integrated Care—NICU & Hospice

Professional Experience:

August 2011 to June 2019

Manager Volunteer Services

Kindred Hospice

San Angelo, Texas

February 2011 to December 2013

Infection Homeroom Facilitator

Vermont Oxford Network (VON)

Burlington, Vermont

Hospice is the most relational work I've performed. I enjoy leading part of our hospice interdisciplinary team and appreciate having facilitated teams from an interdisciplinary NICU environment through VON

Facilitating a Neonatal ICU learning collaborative around infection reduction for NICQ7 & NICQ8 was very stimulating. My challenge involved providing effective facilitation that respected the lives of very busy physicians, nurse practitioners and other health professionals but also supported goal achievement for each of the eight hospital teams from across the country. I facilitated the group via monthly web meetings (using Cisco's WebEx) and twice a year at face-to-face meetings.

In the May 2011 three day meeting, over 40 neonatologists, nurses and clinicians rated my facilitation a 10 out of 10. In November 2011 I co-presented "Bringing Great Quality Ideas to Life" with Jeff Gould, M.D. and Jochen Profit, M.D at VON's Quality Congress in Washington, D.C. The April 2013 NICQ8 on-site three day meeting achieved a 96% excellent rating. The vast majority of centers achieved significant improvement in infection reduction, with one going 956 days CLABSI free, an outstanding achievement. Created piece highlighting our team's VON Journey in 2014.

In the hospice arena my accomplishments include:

- Grew the hospice volunteer program by recruiting over eighty volunteers who served hospice patients, their families, grieving children and supported office operations.
- Under my leadership the program consistently exceeded Medicare's volunteer percentage requirement of 5%, averaging 7.1% over 5 years, & saved company over \$175,000 in labor costs.
- Served as Camp Director of our children's bereavement camp for 2012 & 2013, considered to be our most successful offerings.
- Created and published 30 editions of our site's internal monthly newsletter and produced numerous promotional pieces, press releases and custom cards for patients and staff.
- Wrote "How Hospice Can Help" for a *Standard Times* Breast Cancer Awareness insert.
- Celebrated hospice & kids camp volunteers in a myriad of ways, custom t-shirts, certificates & meals, but primarily through a collegial relationship that respected their time, gifts and talents.

- Led implementation of new collaborations, *The Helping Paw* to assist with patient's pet needs & partnering with GAFB volunteers & children's mental health professionals on *Camp I Believe*.
- Met all quality/process improvement goals, achieving 98-100% ratings on volunteer file audits and volunteer feedback on their experience was uniformly highly positive.
- The volunteer program received zero deficiencies or recommendations in August 2014 or April 2017 state hospice survey which assesses Medicare compliance.

March 2000 to August 2011

Independent Health Care Management Consultant—San Angelo, TX

As a contract consultant I provided strategic planning, project management, team leadership/facilitation and leadership development training to select organizations. Clients include San Angelo's Health Access Coalition, Shannon Medical Center, Texas Health Institute, Capital Area Health Education Center and clients of Key Associates, Inc., Brentwood, Tennessee.

September 1998 to March 2000 & August 1994 to May 1995

Vice President

Shannon Medical Center

San Angelo, Texas

As a member of senior management I spearheaded 300 bed hospital's strategic planning & organizational change/improvement efforts. I co-chaired Management Action Council, conducted leadership development and performance improvement training, led & facilitated teams, and served as the internal quality consultant. Also, I administratively supported radiology, cardiopulmonary and quality management departments.

Accomplishments include:

- Establishing a planning database and instituting a collaborative inclusive strategic planning process.
- Facilitated a bed assignment team that reduced patient waiting time from the ER by over 50%.
- Facilitated a community effort to improve access to care for the uninsured which mobilized over \$2 million in federal, state and local funding.
- Served as project manager for nationally recognized electronic medical record implementation.
- Conducted feasibility studies for special procedures equipment replacement, sleep lab & hyperbaric oxygen therapy establishment.
- Performed operational assessments of business office & surgery suite at the behest of CEO.

May 1995 to September 1998

Independent Consultant—San Angelo, Texas

Served as facilitator and leadership development faculty member for two hospital companies, Quorum Health Resources & HCA.

Taught Quorum's public and onsite seminars, including:

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| -Introduction to Strategic Quality Management | -Architecting Culture |
| -Leading Process Improvement Teams | -The New Look of Leadership |
| -Facilitating Process Improvement Teams | -The Art of Facilitating Teams |

Taught HCA's onsite seminars, including:

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| -Systems Thinking | -Process Improvement Training |
| -Facilitating Team Learning | -Quality & Innovation |
| | -Advanced Facilitation Skills |

- Consulted with HCA's Denver Division in their continuous improvement rollout. This included coaching teams in a just-in-time basis as well as seminar delivery.

- Served as facilitator for HCA's Strategic Market Planning process in South Florida market.
- Conducted joint strategic planning session for the medical staffs of two HCA hospitals in Broward County, Florida. This led to my facilitating a physician strategic planning follow-up team.
- Served as project manager for Shannon Medical Center's electronic medical record implementation before returning to Shannon full time as a Vice President.

October 1992 to July 1994

Strategic Quality Management Consultant

Quorum Health Resources-Atlanta Group

Atlanta, Georgia

In this role I consulted with onsite senior management teams in 10 Georgia hospitals on Continuous Quality Improvement based on Dr. Edwards Deming's theories, performed cluster & onsite CQI education, developed hospital quality coaches, and supported Quorum's Atlanta Group office CQI transformation. I conducted 35 Seminars including:

- "Introduction to Strategic Quality Management"-11 sessions, 318 attendees
- "Leading Process Improvement Teams"-16 sessions, 310 attendees
- "Facilitating Process Improvement Teams"- 5 sessions, 73 attendees
- "Planning and Managing the Transformation Process/Creating the Environment for Continuous Improvement"-3 sessions, 85 attendees

Other accomplishments include:

- Conducted tailored education sessions for Governing Body and Medical Staff.
- Presented "Strategic Thinking in a CQI Environment" at Quorum's Network Meeting in Denver, Colorado.
- Presented "Implementing CQI in Small Rural Hospitals" for Georgia Hospital Association.
- Networked Quality Coaches for shared learning & professional development.
- Served as a Willing Worker in the Read Bead Game at a Dr. Deming four day seminar.

November 1987 to September 1992

Assistant Administrator

Brazoport Memorial Hospital

Lake Jackson, Texas

Position responsibilities included a mix of operations, strategic planning, new business development, continuous improvement leadership, safety/disaster, physician recruitment and medical staff support. Supported operations for departments of cardiology, dietary, environmental services, engineering, pharmacy, radiology, rehabilitation services and respiratory care.

Brazoport Memorial was a pilot hospital within HCA's Quality Resource Group under the leadership of Paul Batalden, M.D. Served as a key leader in implementation of Deming-based Total Quality Management (TQM) effort:

- Teacher, Team Leader & Facilitator
- Statistical Methodology Support

Performed feasibility studies on radiation therapy services, adolescent psychiatric and substance abuse services, cardiac catheterization lab, outpatient rehabilitation services, mobile and fixed MRI, expanded ultrasound and CT, echocardiography services and an outpatient women's health center.

- Led annual strategic/management planning effort and revised planning process to incorporate quality improvement concepts.
- Coordinated our "Vision" effort seeking feedback from community, employees, physicians & board as to hospital's desired future state.
- As committee chairman, I led revision of hospital safety and disaster policies prior to JCAHO survey in 1990. Survey results were excellent. Led hospital response to Hurricane Gilbert.
- Consulted with a 160-bed hospital in Thibodaux, Louisiana on the development of a cancer center.
- Coordinated physician recruitment efforts resulting in addition of ten physicians to Active Medical Staff of fifty five.

June 1984 to November 1987

Assistant Vice President

Management Contract & Consulting Division

Carilion Health System

Roanoke, Virginia

Position responsibilities included management support for four of seven managed hospitals and consulting with on-site management, local hospital boards and medical staffs on strategic and operational issues.

- Managed a primary care office practice acquired by Carilion, achieving all management plan objectives by meeting budget, implementing marketing campaign, renovating the facility, recruiting physicians, managing/retaining office staff and obtaining interim MD coverage.
- Provided and marketed management contract services to a 117-bed hospital as part of an interim management team. Conducted a strategic and operational assessment of the hospital in conjunction with the management team and wrote "Future Directions: A Study for Southside Community Hospital", aiding a successful marketing effort.
- Conducted a financial and marketing analysis of system's two urgent care centers, recommending improvements in services, promotion, pricing & location.
- Analyzed the wage and salary program for 62-bed hospital, recommending changes in job classifications and salary scales to be competitive in the labor market.

Education:

B.S. Commerce (Concentrations in Marketing and Management)

University of Virginia, Charlottesville, VA

1980

Master of Health Administration

Medical College of Virginia, Virginia Commonwealth University