

# THOMAS O'DONNELL, M.P.A.

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## *Hospital Operations Executive / Support Services* *Master of Public Administration in Healthcare* **SUMMARY**

Strong hospital operations leader with over two decades' proven experience in building and maintaining high-performance, sustainable organizations. Demonstrated competence in all facets of operations, from long-term to day-to-day. Highly influential in running a 1,560-bed, 12,000-employee multi-site academic research medical center. Hallmarks of success include operations improvement, program transformation and implementation, and overall efficiency. Consistent record of success growing revenue, reducing costs, and generating operating efficiencies while ensuring quality, safety, and patient satisfaction. Demonstrated ability to recruit and motivate high-performance teams and to work effectively with board members, doctors and clinical staff. Adept at working closely and effectively with JCAHO and EPA.

### **AREAS OF EXPERTISE**

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Hospital Operations	Facilities Management	Human Resources
Support Services	Finance	Organizational Culture
Regulatory Compliance	Budgets and P&L	Team Building
Client Satisfaction	Productivity	Staff Development
Process Improvement	Contract Negotiation	Mentorship and Coaching
Six Sigma	Purchasing	Transformation
Information Technology	Labor Relations	Leadership Development

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### **SELECTED ACCOMPLISHMENTS**

**Operations** – Managed \$92M budget, 90 supervisors through 18 direct reports, and operations for multiple departments of this regional hospital with five campuses.

**Mentorship** – Instituted organization-wide eight-month internal program providing professional and personal career and skills development. Grew to 60 participants every eight months.

**Productivity** – Unified over a five-hospital system all environmental services, transportation, food service, laundry, patient entertainment, safety, and regulatory compliance.

**Process Improvement** – Went from 30%-40% compliance to 100% compliance (first in 10 years) for O.R. that was losing money because the scheduling of nurses, physicians, and all OR functions were not coordinated.

**Organizational Culture** – Improved Press Ganey score in Environmental Services by 3 points within a 6 month period, and Nursing and Support Service Engagement scores from 1.6 to 4.2 (out of 5) within the first 6 months.

**Transformation** – Designed and executed acquisition strategy with executive team of 8 for purchase Saint Raphael Hospital for \$170,000 million – and to integrate the entire operations and operating cultures of both.

### **PROFESSIONAL EXPERIENCE**

#### **Columbia University, City of New York** **Executive Director of Operations**

**2014 – Present**

- Hold complete control of \$1 Billion operating budget.
- Forged solid, productive working relationship between Operations, Finance and Human Resources.
- Created and implemented on-boarding process for all new hires, including job specific mandatory training standards.
- Established and developed performance standards for all operational services; implemented state-of-the-art staffing tools, that are driven by square foot of employee productivity and standards.
- Established new programs such as Apprenticeship program and policies and procedures for new Manhattanville Campus at Columbia University.
- Earned LEED Gold Certification from the US Green Building Council for the Manhattanville campus for leadership in energy and environmental design.

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**PROFESSIONAL EXPERIENCE (continued)**

**Yale-New Haven Hospital, New Haven, CT**

**2009 – 2014**

**Sr. Consultant, Employee Engagement Human Resources & Hospital Operations**

- Reviewed all departments in a 1,560-bed, 12,000- employee academic, research medical center to revamp, re-engineer, mentor, train, and educate staff to improve operations, support services, regulatory compliance, facilities management, customer service, call centers, patient flow, and strategic sourcing.
- Designed and executed acquisition strategy with executive team of 8 for purchase Saint Raphael Hospital for \$170,000 million – and to integrate the entire operations and operating cultures of both.
- Conducted systems and behavior audits to assess skill sets, management structure, budget, compliance, patient and productivity scores, etc.
- Instituted plans and processes to get departments up to and exceed desired level; during hospital's acquisition of HSR (Sep '12), served on Executive Strategic team to streamline operations and solidify compliance.
- Reduced problem resolution time from 48-72 hours to 1-2 hours through extensive customer service training.
- Reduce spending by \$4.2 million in the following departments, nursing, facilities, support services and on-call pay as a member of the Executive Premium Spend Committee.
- Collaborated with Protective Services to institute a culture of safety, which increases regulatory compliance and educates staff on diversity, employee engagement and situational diversion.
- Rebid service and supply contracts across Yale-New Haven Health System with a cost saving of \$1.6m. Contracts include enhanced service, quality and training requirements to improve outcomes.
- Developed business plan for Temple Ambulatory clinics, reducing spend of \$600,000 within the first year.
- Implementing a matrix reporting process for horizontal and day-to-day operations designed to ensure seamless integration of Saint Raphael Hospital with Yale New Haven Hospital.
- Improved Press Ganey score in Environmental Services by 3 points within a 6 month period, and Nursing and Support Service Engagement scores from 1.6 to 4.2 (out of 5) within the first 6 months.
- Improved staff satisfaction from 50th to 85th percentile in two years.
- Went from 30%-40% compliance to 100% compliance (first in 10 years) for O.R. that was losing money because the scheduling of Nurses and Physicians were not coordinated.
- Improved patient flow, engagement, and culture in OR and ER; worked with Protective Services to institute a culture of safety; increased compliance; educated staff on diversity and employee engagement.
- Established a partnership with HR to achieve national recognition for employee engagement and satisfaction in 2010 and 2011. Jumped from 40<sup>th</sup> percentile to 88<sup>th</sup> percentile.
- Rolled out entire education training program never in existence before 2010 to a management team of 24 who had never received previous training; subsequently rolled out to the entire hospital.

**New York Presbyterian, New York, NY**

**2003 – 2009**

**Director of Support Services**

- Managed \$92M budget, 90 supervisors through 18 direct reports, and operations for multiple departments of this regional hospital with five campuses.
- Structured a matrix reporting process for horizontal and day-to-day operations yielding enhanced information processing, faster response times, efficient purchasing, economy of scale, and improved organization culture.
- Directed food/nutrition, laundry, mail, environmental services, accommodations, safety, patient external and internal transport, and hospital operations.
- Crafted and implemented new procedures, reducing overtime by \$1.5M. Realized savings within 11-months of implementation. Subsequently rolled out throughout five-hospital system.
- Effected a dramatically improved patient satisfaction (Press Ganey) score of 2-3% increase; served as Co-Chief of committee that rolled out a patient center care program, including aggressive ongoing training.
- Streamlined food service operation by \$1.7M; established organization-wide uniform system, implemented inventory control, direct purchasing, changed vendors and reorganized management team.
- Improved productivity, increasing cases and revenue by \$880K. Hospital was losing money due to delays in the transportation / patient delivery department leading to cancellations of procedures.
- Spearheaded a multi-skilled work force in Support Services, cross-training in various departments, reducing overtime spending by \$1.2 million in year one and \$1.7 million in year two.
- Created new Sustainability Program with savings in the first two years of over \$300,000.

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## **PROFESSIONAL EXPERIENCE (continued)**

### **New York Presbyterian, New York, NY (continued)**

- Collaborated with Six Sigma team to analyze problem; changed staffing and appointment scheduling, reducing turn-around time by 20%.
- Received The American College of Healthcare Executives Regent Award in 2008, the Frances Black Humanitarian Award In Healthcare in 2006, and Director of the Year in 2004 and 2005.

### **New York Hospital, New York, NY**

**2003**

#### **Contract Consultant**

- Created and implemented strategies to improve patient flow and cost-savings for hospitals and 50+ off-site clinics; set up software program to unify facility management costs over all sites.
- Managed facilities, housekeeping, laundry, maintenance, contract service and purchase service. Met and exceeded all regulatory compliance (DOH, CMS, and Joint Commission).

### **Care One, Teaneck, NJ**

**2001 – 2003**

#### **Corporate Director of Support Services**

- Managed 340 employees and \$5M+ budget for this regional assisted living and senior care corporation with 1,300 beds across three states.
- Directed facilities operations. Streamlined purchasing processes and increased department-wide savings.

## **PRIOR PROFESSIONAL EXPERIENCE**

### **Director of Operations, Clara Maas Medical Center, Belleville, NJ**

- Continued service provision from previous position (Sodexo) on a 6-month contractual basis

### **General Manager, Sodexo Marriot Services, East Meadow, NY**

- Provided services to Clara Maas Medical Center, New York Hospital (Queens), Englewood Hospital, and Beth Israel Medical Center.

## **EDUCATION**

**Master of Public Administration in Healthcare**, Fairleigh Dickinson University, Teaneck, NJ – 2009

**Bachelor of Science, Business Management**, Fairleigh Dickinson University, Teaneck, NJ – 1989

## **CONTINUING PROFESSIONAL DEVELOPMENT**

Team Building Workshop • Waste Management Training • Franchise Templates  
Labor Optimization Training • Covey Leadership Training • Service Improvement Process

## **AWARDS AND RECOGNITION**

The American College of Healthcare Executives Regent Award – 2008

The Frances Black Humanitarian Award In Healthcare – 2006

Director of the Year – 2004 and 2005

Chairperson Stigma Free Zone for Township of Washington.