

Sharon M. Peters, MBA

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Health Care Executive with proven track record of leading people through transformational change and performance. Skilled at organizational turn-around, strategy development and execution; excellent business and financial acumen; excellent reputation for providing comprehensive change management along with reshaping the culture within an organization; strong operational leadership, focused on leading teams and developing the next generation of leaders within the organization. Performance driven: led the development and implementation of major corporate initiatives which resulted in significant performance turn-around; results achieved by building trust and alignment with key stakeholders. Demonstrated passion for improving quality and service, and inspiring creativity and innovation at all levels of the organization.

- Experience & Results -

President and Chief Executive Officer

The Sharn Group, LLC

Scottsdale, Arizona

06/2020 - Present

Start-up company – under construction!

Spreading my wings - Individual, business and managerial consultant, organizational turnaround specialist, executive coach, strategic planning and alignment, health care industry leader, key-note speaker, workshop and retreat host, and author. *Creating and taking care of moments that matter for others.*

Regional Vice President, Chief Operating Officer

Kaiser Permanente

Colorado Market, Denver, CO

Kaiser Foundation Health Plan

03/2019 – 06/2020 Retired

Kaiser Permanente is the largest integrated health care delivery system in the United States serving over 12 million health care members. The Colorado market serves over 630,000 members and is located throughout the State of Colorado.

Interim leader brought into this market to assist with a corporate turn-around effort. Assessed health plan model, structure, systems, and teams. Restructured the leadership and managerial teams, redesigned the primary care delivery model, developed stronger relationships with institutional labor leaders. Worked closely with the medical group to drive turn-around efforts.

Chief Administrative Officer

Kaiser Permanente

Los Angeles Medical Center, Los Angeles, CA
Southern California Permanente Medical Group

06/2015 – 03/2019

The Los Angeles Medical Center is the largest tertiary and quaternary care facility within Southern California serving 4.3 million members, and serving 330,000 medical center members.

Responsibilities included:

Staffing	Budget
2,500 ancillary staff 750 physicians	\$775M entity budget \$1.8B medical center budget
Hospital Based Services	Ambulatory Operations
Cardiac Catheterization Diagnostic Imaging operations Electrophysiology Lab Emergency Department Interventional Radiology Services Laboratory/Pathology Services	5 Primary Care Medical Offices 6 Specialty Care Medical Offices 2 Urgent Care Locations SCAL Regional Programs: Cardiovascular Surgery Radiation Oncology

As a member of the medical center executive team, responsible for the development and execution of a 1.2-Billion-dollar capital master plan, and an overarching medical center strategic plan to include care transformation, quality improvement, operational effectiveness, performance improvement, reduction in hospital PDR and readmissions. Leading efforts to reshape the culture towards high performance beginning with leadership engagement, clinical strategic goals, member access, and customer service.

SCAL Regional Activities:

Co-led, New Member Welcome Advisory Board Advisor, SCPMG, SCAL Job Profile Standardization Advisor, Reimagining Ambulatory Care Design	Advisor, Center for Healthy Living Advisor, Call Center Operations Advisor, Cultivate Community Connections
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Chief Administrative Officer

Kaiser Permanente

Kern County Medical Center, Bakersfield, CA
Southern California Permanente Medical Group

12/2006 – 06/2015

Key responsibilities: led the ambulatory care delivery with oversight of 500 ancillary staff, 150 physicians, management of laboratory and radiology operations, with services delivered in nine medical facilities, serving 102,000 insured members. Responsible for a \$180 million operating budget. Member of the Hospital Executive Oversight Committee to ensure continuity of care across the continuum. Shaped strategy, transformed care, created a performance driven culture.

Performance Highlights:

- Led extensive organizational turn-around effort; returned medical center to profitability within 18 months with a \$36M swing in financial performance. 2013 financial performance under budget with a -0.9% decrease in expense trend; 2014 performance strong and under budget.

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- Exceptional performance in clinical quality metrics. Awards and Accolades include:
 - Patient Centered Medical Home (PCMH) NCQA Accredited in 2014.
 - Office of the Patient Advocate (OPA) awards Four Stars for overall care composite.
 - Integrated Healthcare Association (IHA) P4P Top provider award for 2014 and 5 previous years.
 - Permanente Medicine awarded 'best' medical group in 2013 by community.
- Emergency Room treat and release visits reduced with a six year downward trend and a 13.5% decrease in utilization year over year, resulting in \$2.4M savings. 2014 trending up.
- 50% reduction in outpatient surgeries performed in acute settings. Consolidated 90% of all outpatient surgeries into one ambulatory surgery center. \$5M estimated annual savings.
- Addressed health care access issues in geographically isolated communities through the deployment of a mobile health vehicle. The MHV delivers primary care in four remote locations within Kern County.
- Developed and deployed two employer-sponsored health and wellness clinics in partnership with a large corporation serving the farming communities within Kern County.
- Internalized physical therapy, optometry services and optical dispensing, 2014.
- Customer service survey results for 2014 reflects top quartile performance in SCAL for Kern County.
- Ancillary YTD overtime dropped from >5% to 2.6% over the last six years. Under 3% four years running.
- Implemented electronic document control system – eliminated paper process. System offers electronic review and approval along with staff acknowledgement of new policies and procedures.

Executive Consultant

Kaiser Permanente, Pasadena, CA

2005 - 2006

Southern California Permanente Medical Group

Consultant to Permanente Medical Group Executive Leadership for operational change and implementation. Led multiple efforts to standardize and improve operational and clinical practices across the Southern California Region. Thought partner to Regional COO and Executive Medical Director.

Performance Highlights:

- Co-managed the Southern California regional offices' annual \$8M PM&R budget and regional offices' facility utilization (10 buildings, 2 million square feet) across Southern California.
- Led standardization of Podiatry Services across the region.
- Assisted with design and implementation of physician electronic self-assessment performance tool.

Operations Manager

Kaiser Permanente, North Hollywood, CA

1994 - 2005

Regional Reference Laboratories

Southern California Permanente Medical Group

Managed clinical diagnostic laboratory support operations for the Kaiser Permanente integrated health care delivery system in Southern California. The SCPMG Regional Reference Laboratory produced over 17 million tests annually in a wide array of specialties. Operations Manager, with responsibility for ten departments, a staff of 125, and multimillion dollar operating budget, provided infrastructure and support for all clinical diagnostic operations. Led strategic planning, marketing, quality and process improvement, customer satisfaction, and leadership development efforts during tenure.

Performance Highlights:

- Consolidated and automated the manual pre-analytical production functions of the laboratory environment resulting in a 50% reduction in staff with a 40% growth accommodation; improved product quality, turn-around-time, and overall department efficiency.
- Designed and implemented state-of-the-art paperless call center serving the Southern California laboratory system; significantly improved service levels and customer satisfaction by over 40%.
- Introduced ISO 9001 to the clinical diagnostic laboratory system. Led the design phase of this innovative quality management program. Introduced Information Mapping®, a technical writing tool, used to convert all policies, processes, and procedures within the laboratory environment.
- Utilized six sigma and lean thinking principles within quality management practices.
- Received SCPMG Leadership Award five consecutive years, 2001-2005.

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Human Resource Specialist
Kaiser Permanente, Pasadena, CA
Kaiser Foundation Health Plan, Inc.

1991 - 1994

Provided advice and counsel on all aspects of human resource management – organizational behavior, labor and employee relations, performance planning and appraisals, job audits, organizational restructuring, reductions in force, staff training and development. Administered and interpreted collective bargaining agreements and human resource policies and procedures.

Performance Highlights:

- Led the development and implementation of all staff management functions including recruitment and retention, staff planning and training, and department organization.
- Structured and implemented employee development and incentive programs aimed at team building and morale enhancement.
- Designed and implemented a performance appraisal system offering objective performance analysis; included coaching and mentoring

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Education

Executive Leadership Program
Harvard Business School
Harvard University, April 2009
Cambridge, MA

Executive M.B.A
Graziadio School of Business and Management
Pepperdine University, August, 2006
Malibu, CA

B.S., Business Management
University of Phoenix, 2005

Professional Affiliations

Goodwill Industries, Inc.
Board Member, 2010 – 2006, Vice Chair, 2013 - 2014
South Central California

Options Unlimited
Student Mentor Program, 2009-2010

CLMA (Clinical Laboratory Management Association) –
Greater Los Angeles Chapter
President, 2000-2004
CLMA Board Member, 1995-2004
CLMA National Chapter of Leaders, 1998-2004

Special Expertise

Key Note Speaker
Brand, Executive Presence, Leadership, Resilience, Care Experience

Crucial Conversations Certified Trainer - VitalSmarts®, 2014