



ALICE WILLIAMSON, MHA, MPAS

(918) 555-5555 | Alice.Williamson@Notmail.com | [LinkedIn.com/fake/AliceWilliamson](https://www.linkedin.com/fake/AliceWilliamson)

Patient-Focused Hospital Executive / Vice President (VP) of Healthcare Operations

NEVER SATISFIED WITH THE STATUS QUO

Radically improving patient outcomes, hospital operations, organizational profits, and community outreach.

Uniquely driven healthcare executive with diverse leadership history in rural/urban acute care centers, physician office practices, and post-acute facilities. Enthusiastic organizational cheerleader known for inspiring teams and learning each employee's unique value.

Career Achievements:

- Boosted Profits 50% – from \$2M to \$3M – in 2 Years
- Raised Cleanliness Scores from 32% to 87%
- Grew Lab Services 158%
- Immediately Overcame COVID-19 Supply Shortages
- Lowered Staff Turnover from 71% to 10%
- Led Teams of 300+
- Oversaw \$3.6M Pharmacy Renovation & Automation
- Directed 16 Departments Simultaneously
- Managed \$62M P&L

PROFESSIONAL EXPERIENCE

SAINT MARY MEDICAL CENTER, Tulsa, OK

05/2011 to Present

Acute-care hospital with 500 beds. Ranked in "100 Top Hospitals" by IBM Watson Health and winner of Healthcare Acme Award.

Vice President, Support Services, 12/2018 to Present

Direct Reports: 20 | Indirect Reports: 300 | Combined Budgets Managed: \$62M | Report to: Chief Operating Officer (COO)

Promoted to manage the Radiology Department in addition to all other divisions within Ancillary Services. Share best practices to achieve ambitious goals, optimize resources, drive engagement, increase staff accountability/reliability, and improve patient results.

Areas of Oversight: Radiology, Patient Transport, Inpatient & Outpatient Pharmacies, Sleep Center, Respiratory Therapy, Nutrition Services, Electroencephalography (EEG), Respiratory Care, Environmental Services, Telecommunications, Emergency Management, Anticoagulation Clinic, Laboratory Services, Bright Vision Medical Laboratory (Joint Venture), and Starbucks (Licensed Store).

Boards & Committees: Tulsa County Workforce Policy Board, Bright Vision Medical Laboratory Board, Tulsa County Paramedics (TCP) Board, Community Investment Committee, and Chair of Diversity and Inclusion Council.

- **Increased combined margin 50% from \$2 million to \$3 million** for Medication Management, Sleep Center, and Audiology Services.
- **Grew Outreach Laboratory Services 158% year-over-year (YoY)** by promoting affordable service offerings over social media.
- **Ensured safer administration of medication with \$3.6 million pharmacy renovation** and pharmacy robot replacement plan.
- **Saved \$1.3 million in labor hours** by eliminating redundancies and outsourcing functions.



Incident Commander, COVID-19 Operations: Successfully guided departments through COVID-19 response, strategizing daily operations and maximizing capacity during surges. Carefully monitored ever-changing facility statistics and opened/transformed hospital units as needed to meet demand. Prioritized cleaning supplies, ventilators, and personal protective equipment (PPE) across departments. Coordinated with nursing staff to maintain optimal coverage.

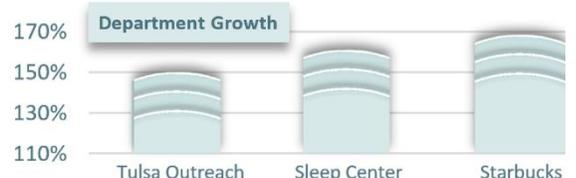
- **Upheld perfect record of 0 ventilator-associated pneumonia incidents** since initial outbreak.
- **Quickly expanded lab testing capacity, overcoming severe shortage of test kits.** Formed and spearheaded subcommittee that found lab supplies and testing swabs. Devised plans for broader testing and temperature screenings.

Executive Director, Ancillary Services, 7/2015 to 11/2018

Direct Reports: 15 | Indirect Reports: 260 | Combined Budgets Managed: \$50M | Reported to: Vice President of Services

Significantly enhanced patient experience and care. Implemented employee scripts for positive patient interaction and devised strategies to improve hospital cleanliness. Enabled better service across communities by successfully launching Diversity and Inclusion (D&I) Council and identifying/resolving service gaps.

- **Grew Tulsa Outreach Laboratory Services 148% YoY** with exceptional patient service and community relations.
- **Increased margin contribution by \$540,000, realizing 156% improvement** for the Sleep Center, by opening beds to a broader population.
- **Boosted Starbucks' revenue 168% after completing \$300,000 renovation.** Contracted new company to run coffee shop for better revenue retention.

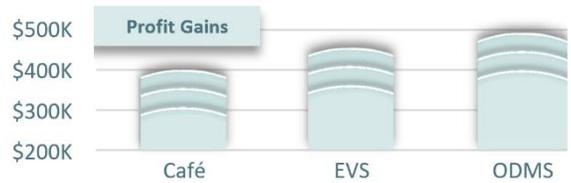




Executive Director, Support Services, 05/2011 to 07/2015

Direct Reports: 12 | Indirect Reports: 250 | Combined Budgets Managed: \$45M | Reported to: Vice President of Services

Optimized operational and financial performance of multiple support services, maximizing Press Ganey scores. Transitioned Outpatient Disease Management Services (ODMS) to Hospital Outpatient Department (HOPD) Medication Management Clinic. Strengthened vendor relationships and negotiated 6-figure service contracts. Consulted with Studer Group to obtain tools for healthcare performance improvement.



- **Boosted café profits by \$400,000.** Balanced pricing strategies with labor needs; offered new meals at a higher price point.
- **Saved \$465,000 while enhancing operational efficiencies** by outsourcing environmental services (EVS).
- **Stopped \$500,000 in losses, achieving break-even status within a year** of transitioning ODMS.
- **Improved readmission rate 4%+ with Meds to Beds program.** Enabled pharmacy to deliver medication to patient beds.

OKLAHOMA STATE PHYSICIANS (OSP), Tulsa, OK

10/2008 to 05/2011

Largest multi-specialty group in Tulsa with 200+ physicians affiliated with the Oklahoma State University School of Medicine.

Director of Physician Practice, 09/2009 to 05/2011

Direct Reports: 6 | Indirect Reports: 20 | Budget Managed: \$1.5M | Reported to: Vice President of Physician Practice

Ensured excellence across the full spectrum of patient care while maximizing quality and regulatory compliance. Standardized medical coding procedures. Empowered physicians to achieve successful Joint Commission survey by resolving gaps in patient service.

- **Increased cleanliness scores from the 32nd percentile to the 87th percentile** after outsourcing cleaning services.
- **Decreased turnover from 71% to 10%.** Improved employee engagement and coached managers on best practices.

Administrative Fellow, 10/2008 to 09/2009

Assisted executive leadership through a wide array of critical projects. Chaired the OSP Unity Council and facilitated initiatives for the Board of Directors (BOD). Conducted feasibility study for service expansions. Researched sustainable reimbursement methods.

Played key leadership role in:

- ✓ Implementing \$3 million heart monitor upgrade.
- ✓ Standardizing uniforms for 1,500 staff.
- ✓ Developing 2016 strategic plan for community investment.
- ✓ Creating reporting mechanisms and outcome measurements.

EDUCATION & TRAINING

The Academy for Excellence in Healthcare, Oklahoma State University, Spears School of Business

Master of Healthcare Administration (MHA), University Of Oklahoma, College of Medicine

Master of Physician Assistant Studies (MPAS), Academic & Clinical Distinction Award, University Of Oklahoma, College of Medicine

Bachelor of Science (BSc), Pre-Medicine, W. S. McIntosh Memorial Leadership Award, University Of Oklahoma

PROFESSIONAL ASSOCIATIONS



BOARD POSITIONS:

Tulsa County Workforce Policy Board Member, 2017 to Present
Bright Vision Medical Laboratory Board Member, 2018 to Present
Tulsa County Paramedics (TCP) Board Member, 2019 to Present



MEMBERSHIPS:

American College of Healthcare Executives (ACHE), Midwest Chapter, 2017 to Present
Healthcare Financial Management Association (HFMA), 2017 to Present
National Association of Health Services Executives (NAHSE), 2017 to Present



FELLOWSHIPS:

American Academy of Physician Assistants (AAPA), 2010 to Present
Pursuing Fellow of the American College of Healthcare Executives (FACHE) Designation

Résumé Strategy

For this healthcare client who was all about “getting down to business” in our phone interviews, I decided to keep the opening summary extremely short and sweet, bringing more visual attention to her impressive, quantified career achievements. Therefore, I created an immediate call-out box for her top nine accomplishments.

The most exciting attributes of this client’s career can all be found in her current position. She has a massive scope of leadership, runs 16 different departments, and sits on many critical boards and committees. While doing so, she served as an incident commander for her hospital’s COVID-19 operations.

To make this massive section more visually enticing to the reader, I started off her position with a basic scope of leadership bar, followed by a very brief paragraph to describe her current responsibilities. I highlighted the departments she managed and the committees she served with a teal background to spare the reader a giant, tedious paragraph.

I followed the teal section with a brief bullet list and then created a separate job section for her work with COVID-19 response. I highlighted this area with a specially designed coronavirus icon where it could get more attention.

For past positions that she held for longer periods of time, I wanted to focus on revenue and profit growth. To do so, I created charts that clearly demonstrated significant percentage gains.

This résumé was designed to be completely ATS friendly. No text boxes or columns were used. All logos, images, graphs, and call-out boxes are PNG images (which are disregarded by ATS) placed behind the text. The enclosed images show exactly how these techniques were employed, as well as what the document looks like when the original Word document is resaved as a .txt file.

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