

Greetings:

I would like to take this opportunity to respectfully submit to you the following professional history and experience for consideration as a Nurse Executive Leadership strategic partner.

In brief, I am a registered nurse with a diverse background in clinical and educational knowledge. I have functioned recently as a member of Kaiser Permanente nursing leadership in the role of Clinical Services Director. Prior to joining Kaiser, I spent thirteen years in a self-guided nursing leadership residency undertaking roles with a defined focus in organizational development, nursing department transformation and health information technology in both inpatient and ambulatory settings which has served to enhance my administrative foundation and strategically guided my continued success at the senior executive level.

As a Transformational Nurse Leader, the opportunities within hospitals of varied size have allowed me to quickly develop well defined leadership skills specifically beneficial for organizations experiencing challenges with Throughput, Leadership Development, Accountability, Meeting Quarterly Goals, Information Systems Management, Innovation and Technology Implementation, Operational and Organizational Strategy.

Thank you in advance for your consideration, and I look forward to speaking with someone soon. Please feel free to contact me at your convenience at (916) 753-0113 (cellular) anytime.

Sincerely,

*Tanya Scott Cannady*

**Name:**

TANYA SCOTT CANNADY, DNP, MHR, RN, NEA-BC, CPHIMS

**Professional Summary:**

Transformational Nurse Executive with over twenty years of acute care leadership experience in for profit and not for profit healthcare systems of varied size and complexity. A human relations-oriented problem-solver with an ability to adapt to new and dynamic situations utilizing skillful negotiation, establishing a focus on excellence, and creating a culture of inclusion and safety. Comfortable interacting with all levels of the organization and public. Able to make decisions independently, accurately, and quickly in a fast-paced environment with minimal escalations while maintaining maximum accountability. Adept at multi-tasking to achieve individual, team and organizational goals. Extensive and diverse accounting experience to include departmental and capital budget development, general ledger analysis, staffing accountability and justification, revenue cycle management, month end reporting & analysis, managed care contract management, insurance denial process reconciliation and improvement, procurement management systems and contract analysis. Committed to a continuous proactive approach to regulatory readiness, patient safety and quality improvement. Areas of expertise include:

- Executive Nursing Administration (Inpatient and Ambulatory)
- Executive Project Management
- Executive Mentoring/Coaching
- Service Line Administration
- Director Level Administration (Inpatient and Ambulatory)
- Director and Managerial Level Mentoring/Coaching
- Leadership, Performance, & Process Metrics Training
- Health Information Systems Management
- Innovation and Technology Implementation

**Technical Summary:**

**(Multi-State Compact Nursing Licensure)**

North Carolina 125098  
Oklahoma R0063695  
Mississippi R862502  
Montana NUR-RN-LIC-74358  
Louisiana RN112282  
Florida RN9283020  
California\* 95040455 (Primary State of Licensure & Residence)  
Vermont 026.0113281

**Professional Memberships**

American College of Healthcare Executives (ACHE)  
American Cannabis Nurses Association (ACNA)  
American Nurses Association/California Nurses Association (ANA/CNA)  
American Health Information Management Association (AHIMA)  
Healthcare Information and Management Society (HIMSS)  
Medical Group Management Association (MGMA)

**National Executive Board Member Service**

AHIMA Foundation (Appointed, 2016 – 2018)  
ACNA, *Treasurer* (Elected, 2022 – present)

**Leadership Training**

KPLU Accelerate  
KPLU Navigate  
KPLU Elevate DLP Mentor

**Education:**

**Doctor of Nursing Practice (DNP)** (Executive Leadership)  
University of San Francisco, San Francisco, California

**Masters** in Human Relations (MHR) with emphasis in Multicultural Organizational Development & Management,  
University of Oklahoma, Norman, Oklahoma

- Walter Mason Graduate Student of the Year, University of Oklahoma, Norman, Oklahoma
- Graduate Student Leadership Award, University of Oklahoma, Norman, Oklahoma
- Graduate Student Service Award, University of Oklahoma, Norman, Oklahoma

**Bachelors of Science** in Nursing, East Carolina University, Greenville, North Carolina

**Certifications:**

ANCC National Board Certification- Nurse Executive Advanced (NEA-BC)  
Certified Professional in Healthcare Information and Management Systems (CPHIMS)

**Honors, Awards & Service**

- Doctorate of Humane Letters Awarded (DHL)  
Eastern Theological College, Lynchburg, VA
- AHIMA Informatics Credential Job Analysis Task Force Member
- AHIMA CHTS Credential Job Analysis Task Force Member
- HIMSS Nurse Informatics Executive Task Force Member
- CPHIMS Certification Credential Item Writer's Task Force Member
- Region IV Southeastern Health Equity Council Member  
Stakeholder Representative, Mississippi

**Detailed Leadership Experience:****Transformational Executive Consulting Positions (January 2003 - March 2017)**

Contractor: Kaiser Permanente (*Unionized*), June 2016 to March 2017

The First String (Contract), Modesto, California, Interim Director, Women & Infant Services

Contractor: Maria Parham Medical Center, December 2015 to June 2016

Nielsen Healthcare Group (Contract), Henderson, North Carolina, Interim Director, Women & Infant Services

Contractor: University of Vermont Medical Center (*Unionized*), August 2015 to November 2015 (Leadership Mentor/Coach)

The Healthcare Initiative (Contract), Vermont, Nurse Consultant

Contractor: University of Vermont Medical Center (*Unionized*), May 2015 to August 2015 (New Nursing Unit Move)

The Healthcare Initiative (Contract), Vermont, Nurse Consultant

Contractor: Sierra Vista Regional Health Center, October 2014 to May 2015 (New Construction Hospital Move)

Millie Smith & Associates (Contract), Arizona, Interim Director, Women's Services

Contractor: Billings Clinic (*Unionized*), January 2014 to August 2014 (New Academic Residency Program Implementation)

The Avior Group (Contract), Montana, Senior Consultant, Internal Medicine Residency Project Manager

Contractor: Humana Health Insurance, October 2013 to April 2014

LeMont Scott Group (Contract), Mississippi, Senior Consultant, Affordable Care Act Project Implementation

Contractor: Sacred Heart Hospital, January 2013 to August 2013

The Healthcare Initiative (Contract), Wisconsin, Interim Director, Women's Services

Contractor: Metroplex Health System, February 2012 to April 2012

The Tatz Group (Contract), Texas, Interim Director, Women's Services

- Contractor: LeMont Scott Group, January 2011 to December 2011  
Guatemala and Africa, Strategic Development Partner, International Health Mission Projects
- Contractor: McGehee, Cheng & Barnes, LLC September 2010 to December 2010  
LeMont Scott Group (Contract), Texas, Legal Nurse Consultant
- Contractor: University Mississippi Medical Center, February 2010 to August 2010 (Academic Medical Center Practice)  
Physician Practice Management, Mississippi, Director, Ambulatory Operations
- Contractor: Regional Medical Center (Unionized), January 2009 to April 2009  
Management Recruiters of Fresno (Contract), New Mexico, Interim Chief Nursing Officer & Interim Director of Women's Services
- Contractor: Bethesda Medical Center, August 2008 to November 2008  
Guidepost Search Group (Contract), Florida, Interim Director Emergency Services
- Contractor: Community Medical Center, January 2008 to April 2008  
LeMont Scott Group (Contract), New Jersey, Interim Director, Women's Services
- Contractor: Banner Good Samaritan Hospital, June 2007 to December 2007 (Academic Medical Center)  
LeMont Scott Group (Contract), Arizona, Interim Director, Women's Services
- Contractor: Albemarle Hospital, January 2007 to May 2007  
LeMont Scott Group (Contract), North Carolina, Interim Director, Women's Services
- Contractor: Baptist Health System, October 2005 to April 2006  
LeMont Scott Group (Contract), Texas, Interim Director, Women's Services
- Contractor: Slidell Memorial Hospital, March 2005 to August 2005  
LeMont Scott Group (Contract), Louisiana, Interim Chief Nursing Officer
- Contractor: Adena Health System, October 2004 to February 2005  
Health Linx (Contract), Ohio, Project Director
- Contractor: Methodist University Hospital, January 2004 to May 2004 (Academic Medical Center)  
Berry & Associates (Contract), Tennessee, Interim Director, Women's Services

### Permanent Positions

- Employer: Kaiser Permanente, September 2020 to February 2022 (*Stretch Assignment*)  
Oakland, California, Director, Clinical Education, Practice, and Informatics
- Employer: Kaiser Permanente, December 2019 to *present (Large Hospital)*  
Oakland, California, Clinical Services Director  
Integrated member-based health system with Pay for Performance budget accountability - \$90M
- Employer: Kaiser Permanente, March 2017 to August 2020 (*Medium Hospital*)  
Modesto, California, Clinical Services Director, Maternal Child Health  
Integrated member-based health system with Pay for Performance budget accountability - \$48M
- Leadership partner for a 110 FTE clinical team
  - Restructured leadership team for greater departmental oversight and workload division
  - Implemented nurse led councils in partnership with MCH leaders to rebuild and develop trust
  - Improved employee engagement in 15 out of 15 metrics in one year
  - Established framework for professional expectations resulting in 50% increase in Clinical Nurse III applicants on the Clinical Ladder
  - Improved staff enrollment in higher education programs resulting in over 20 registered nurse enrollments in a Baccalaureate, Masters, or Doctorate program over a two-year period

- Successfully implemented and trained over 330 clinical staff including physicians, nurses, respiratory therapists in TeamSteps communication resulting in increased collaboration, more efficient project implementation and decreased high alert patient care errors
- Established MCH Clinical Chief meetings to support strategic departmental goals and objectives
- Developed OB Peri-operative Core team to address surgical site bundle rates increasing o 16 out of 17 metrics meeting 90% target within 10 months
- Implemented or upgraded 3 forms of Fetal Heart Monitoring technology in MCH department leading to continuous archiving capability, free movement in labor for patients and closer patient care monitoring capability resulting in assisting role in subsequent northern California hospital “go-live” implementations
- Serve as an informatics resource for MCH Directors and Information Technology professionals locally and regionally
- Regional project pilot lead for MCH Service Line for 2 projects and 2 additional informatics-based design and development builds

Employer Partner: Red Laser Technology, [www.redlaser.net](http://www.redlaser.net) March 2006 to March 2017

The Connected Health Economy, Jackson, Mississippi, Health Information Strategy Expert

- Completed website design, functionality and concept definition for health division
- Developed philosophy and mission for the program [www.connectedhealththeconomy.com](http://www.connectedhealththeconomy.com)
- Established “Meaningful Use” to Meaningful Value Strategic Plan for clients
- Develop implementation strategy and plan for hospitals, physician offices and clinics
- Responsible for client acquisition, client relationships, and system evaluations
- Conduct client operational evaluations and submit proposals for organization transformation
- Identify potential technology partners for the company in all areas of health information
- Promote effectiveness of communication through electronic health systems and technologies
- Collaborate with newly identified innovation partners for “connecting” advances
- Design “Go-Live” implementation strategies and cultivate relationships with staff and providers to facilitate easy transitions from current operating systems
- Monitor implementation and systems for effectiveness and “throughput” challenges

Employer: Canton Medical Center, October 2002 to October 2003

Health Management Associates, Canton, Mississippi, Chief Nursing Officer

Incentive based budget accountability annually - \$35M

- Assisted local and regional administrative team with the acquisition and transition of hospital and employees from a county owned, not -for-profit facility to a corporate owned, for profit facility.
- Responsible for administrative/clinical operations in the Patient Care Services division to include Nursing Services, Laboratory Services, Respiratory Services, Physical Therapy Services, Environmental Services, and Rural Health Clinic Services for 67-bed acute care Level IV Trauma Center.
- Successfully implemented computerized clinical nursing and physician patient care documentation system in the Emergency Room leading to ER turnaround times of less than two hours.
- Successfully implemented computerized clinical nursing and physician patient care documentation system in the Obstetrics department as well as centralized fetal monitoring.
- Successfully implemented wireless telemetry system in hospital taking Med/Surg/Tele unit from 5 monitored beds to 16 monitored beds to include the Emergency Room.
- Established employee/physician feedback initiatives regarding patient care and overall hospital improvements
- Board Member, Japan -America Society of Mississippi
- Board Member, MS Perinatal Association

Employer: Central Mississippi Medical Center, September 1999 to October 2002

Health Management Associates, Jackson, Mississippi, Director, Women & Infant Services

Incentive based budgetary accountability annually - \$25M

- Administrator for 117-member clinical staff including two assistant managers and a clinical educator.
- Responsible for administrative/clinical operations in the areas of High and Low Risk Labor and Delivery, Postpartum, Antepartum, Newborn Nursery, and the Neonatal Intensive Care Unit for two hospitals.
- Maintained a staff turnover rate of less than 2 percent annually for the department.
- Agency utilization less than 2 percent annually for postpartum/gynecology unit and zero percent in Labor and Delivery, Neonatal Intensive Care, and Well -Baby Nursery.
- Assisted the senior administrative team with the successful and safe closure of the obstetrical/newborn department within sister hospital mandated to close during a Certificate of Need litigation.
- Developed and initiated shared governance system within the Women’s Services department.
- Leader, Women’s Services Re-Design Team, implemented and developed bedside registration in labor

and delivery, and readjusted staffing patterns.

- Developed extended triage area to accommodate physician recruitment and departmental growth.
- Developed triage guidelines and competencies.
- Assisted in the acquisition and implementation of central fetal monitoring and archiving system within the labor and delivery unit.
- Established regional Women's Services Education Program for five hospitals within HMA Corporation.
- Developed new nursing orientation manuals, competencies, and classes creating consistency throughout the department.
- Initiated and successfully implemented clinical pathways for Total Abdominal/Vaginal Hysterectomy, Vaginal/Cesarean Delivery patients keeping the LOS below national average.
- Developed a mission/vision and values system for the Women's Services Department consistent with the corporate and hospital senior administrative team.
- Board Member and Co -Chairperson, Clinical Advancement Program
- Member, Interdisciplinary Committee
- Member, Product Evaluation Committee
- Member, Clinical Forms Committee

Employer: Hillcrest Medical Center, April 1999 to September 1999

Tulsa, Oklahoma, Division Manager, Women's Services

- Budgetary accountability annually - \$12M
- Administrator for 200-member clinical staff in the areas of Labor and Delivery, High -Risk Antepartum, Mother/Baby, Newborn Nursery, and Transition Nursery.
- Responsible for 24 -hour, 7-day scheduling and staffing, interviewing, and hiring new personnel, performance evaluation and improvement plans, documentation, and management of payroll.
- Development of \$12M budget, including operating and capital equipment components, evaluating proposals for new initiatives and equipment, ordering and maintaining inventory.
- Assisted Vice-President in the design and planning of multi- million-dollar new Women's and Children's Hospital that will support 4,000 deliveries annually.
- Assisted with all recruitment and retention activities.
- Assisted in the coordination of community service projects
- Part of the management team brought in to defeat an ongoing nursing unionization campaign. Assisted in management team building and administrative campaign nonunion strategy meetings.
- Part of the management team responsible for the successful completion of EMTALA surveys for previous deficiencies with a resulting zero deficiencies.
- HMC is a Regional Referral Center for High-Risk OB
- Level III Neonatal Intensive Care Unit

Employer: Columbia/ HCA Home Health, March 1998 to January 1999

Oklahoma City, Oklahoma, Manager

- Budgetary accountability annually - \$1.5M
- Supervisor for 10 -member clinical staff accountability for 24 -hour, 7-day scheduling and staffing, interviewing and hiring personnel, performance evaluation and improvement plans, and planning and conducting monthly staff meetings
- Supervisor for 3 -member support staff including a counselor, educator, and social worker.
- Developed and designed Maternal/Child program for statewide home health divisions.
- Responsible for the negotiation and maintenance of insurance contracts and all durable medical equipment components.
- Assisted administrative team with the closure, divestiture, and acquisition of Columbia/HCA home health agencies within the state of Oklahoma.

Employer: Oklahoma Foundation for Medical Quality, May 1997 to January 1998

Oklahoma City, Oklahoma, Health Information Analyst

- Develop and present lecture series on preventive healthcare in the aging population on topics such as Osteoporosis, Congestive Heart Failure, Stroke, Diabetes, and Flu and Pneumonia.
- Establish quality indicators to measure impact and effectiveness of presentations and other health related printed materials.
- Cultivate external contacts for community collaboration opportunities.
- Disseminate Health Care Quality Improvement Information to health care providers throughout the state to promote health y prevention concepts and explain disease processes and current treatment modalities.

Employer: Norman Regional Hospital, April 1996 to May 1997

Norman, Oklahoma, Clinical Staff Nurse

- Provided patient care in an 11 bed Labor and Delivery, Recovery, Postpartum and GYN unit.
- Assisted in the development of a 21 bed expansion project in the new Women's Center.
- Assisted marketing with grand opening design and promotion.
- Functioned as assigned in the shift charge nurse role responsible for staffing/scheduling, staff supervision, coordination of patient care and flow, and clinical operations problem-solving in assignments and conjunction with the nurse manager.
- Developed quality management tools for Women's Services unit for continuous quality maintenance of equipment and special chemical supplies.

Employer: University Medical Center, January 1996 to April 1996

Oklahoma City, Oklahoma, Clinical Staff Nurse

- Provided patient care in the high -risk labor and delivery area
- Medical-Surgical Float Pool
- Member of the Infection Control Committee assisting in the development of hospital wide policies and procedures.
- BLS and NALS instructor responsible for certification and training for all personnel in the labor and delivery, postpartum, and newborn nursery areas.
- UMC-OK is a Regional Referral Center for High Risk OB
- Level III Neonatal Intensive Care Center

Employer: University Medical Center, December 1992 to January 1996

Greenville, North Carolina, Clinical Staff Nurse

- Provided patient care in high -risk labor and delivery, postpartum/gynecology, and newborn areas.
- Preceptor for new graduate labor and delivery registered nursing personnel.
- Functioned in the shift charge nurse position as assigned.
- UMC is a Regional Referral Center for High Risk OB
- Level III Neonatal Intensive Care Center

## **AMBULATORY CONSULTING SERVICES**

**Billings Clinic**, January 2014 – August 2014 (400 bed New Academic Residency Program)

The Avior Group (Contract), Montana, Senior Consultant, Internal Medicine Residency Project Manager

- Large 250 Provider Multi-Specialty Clinic and part of an Integrated Hospital System
- Assisted Vice President with evaluation of overall Primary Care and Internal Medicine Clinic Operations and worked with the directors, managers and providers to implement a plan for continued growth and success utilizing the Patient Centered Medical Home Care Model.
- Worked directly with the Physician Program Director, Associate Program Directors and Physician Faculty in implementing a new Internal Medicine Physician Residency Program including budgeting, provider scheduling, building templates, developing a plan for access, coordinating operational flow in clinic and hospital, establishing an Inpatient Hospitalist Program for Resident Physicians and assisting in the design and direction for clinic expansion and renovations.
- Implemented plan to incorporate Six Sigma into leadership development program for Residents.
- Worked with clinic faculty physicians to identify and coordinate sub-specialty clinic physicians assisting their clinic managers with coordinating their schedules for program integration and decreasing complexity. Sub-specialty areas included the following:
  - Cardiology
  - Nephrology

- Oncology
- Gastroenterology
- Ear, Nose & Throat
- Infectious Disease
- Rheumatology
- Hematology
- Geriatrics
- Coordinated redesign of ambulatory electronic medical record templates for greater ease of use by providers and integration into inpatient electronic medical record facilitating completion of care documentation
- Worked with Ambulatory Leadership Team to redefine the role of the Nurse Navigator in order to facilitate better coordination of care from hospital to office to home.

**University Mississippi Medical Center**, February 2010 to August 2010 (800 bed Academic Medical Center)

Physician Practice Management, Mississippi, Director, Ambulatory Operations

- Women's Health 30 Provider Multi-Discipline Practice and part of an Integrated Health System
- Responsible for designing and coordinating the build out of a free-standing multi-discipline practice bringing all services for women under one practice to include the following:
  - General Women's Health
  - Obstetrical Services
  - Maternal Fetal Medicine
  - Infertility Services including an on-premise In vitro Laboratory
  - Gynecology Oncology Services
- Implemented new Revenue Cycle System including integrated POS and Business Analytics System
- Readjusted Clinic staffing into a system that was operationally more effective and supported immediate rooming of patients, decreased wait times and continuous patient call management.
- Worked with providers to develop a more cohesive partnership in a coordinated care model that positively impacted the flow of revenue and frontend/backend collections.