

**LEADERSHIP COACH AND CONSULTANT**  
**Helping Leaders Align Insights and Action Toward Inspired Futures**

A trusted senior leader known for expertise in guiding individuals and organizations through profound change, centered on mission while addressing transforming business realities. Distinguished record of building highly successful and collaborative teams, achieving high stakes operational and strategic goals across diverse stakeholders.

A results-driven partner who understands today's challenges and opportunities for rapidly evolving products, services, roles and skills. Brings a passionate commitment to helping leaders serve as effective change agents and developers of current and future talent to meet these challenges. Unites her business experience with coaching, focused on aligning individuals' success with organizational outcomes.

**Leadership Coaching | Leadership Development | Organizational Design**  
**Complex Change Implementation | Operational and Cultural Integration | Effective Governance**

**EXPERIENCE**

**Principal, J3 Executive Coaching and Consulting, Sammamish, WA** **2014 – Present**  
*Creative and collaborative partnership with leaders to help achieve personal and professional potential by addressing desired changes, including career planning and transition, personal effectiveness, and performance improvement.*

- Engagements with specific clients include new skill development and behavior modification required for advanced positions, leading and developing new teams, improving self-awareness and impact, enhancing executive presence, and developing stronger personal resilience.
- Outcomes of client engagements have included meeting and exceeding performance expectations in career advancement and promotions, achieving collective team performance goals, improved impact as reported by stakeholders.

**SVP & CAO, Providence Health and Services, Renton, WA** **1998 – 2014**  
*As Chief Administrative Officer for 13 years, helped guide the transformation of what is now the 3<sup>rd</sup> largest not-for-profit health system in the US. Previous positions included Interim CFO, Acting Regional CEO, Regional Director of Strategy, and Internal Consultant: Clinical and Physician Services. Leadership contributions encompassed operations, enterprise-wide functions, organizational and cultural integration, internal strategy and design, governance best practices, leadership development, and complex change implementation.*

- Executed operational integration and communications plans for multiple organizational transitions (divestitures, reorganizations, acquisitions, mergers), supporting critical priorities through effective risk management of these high stakes initiatives.
- Designed and led the progressive management systems and structures that supported the rapid evolution from a holding company of disparate regions to an integrated operating company.
- Sponsored cultural change initiatives including the integration of regional functional teams into a single enterprise wide shared services organization.
- Created an organizational change capacity team that developed robust change management tools, assisting leaders in sponsoring effective ongoing change.
- Led 13 community board chairs across five states in a collaborative leadership network ensuring alignment with the system board's shared governance model.
- Established and served as Preceptor for annual Administrative Fellow program; served as a coach and mentor for numerous leaders.

**VP & Regional Administrator, Group Health Cooperative of Puget Sound, Seattle, WA 1991 – 1997**  
*Led regional delivery system in dyad with Medical Director, assuring planning and delivery of services to 155,000 enrollees for the nation's 5<sup>th</sup> oldest and largest consumer governed HMO.*

- Responsible for \$220M budget, 2,200 employees, 200 staff physicians and 500 contracted physicians, 8 primary care clinics, a 200 bed hospital, and a 70 provider specialty clinic.
- Established regional strategic alliances and multiple contracted networks throughout western WA.
- Implemented region wide service recovery system and primary care appointment access strategies with improved customer satisfaction ratings.
- Led several successful multi-stakeholder (physicians, organized labor, customers, staff) collaborative projects in hospital services redesign, service consultation, and community joint ventures in acute care.
- Chaired the Coop's newly created Labor Management council with 11 unions, securing collaborative wage concessions.
- Ensured effectiveness of regional consumer advisory board and appropriate linkages to the Cooperative's Board of Trustees.

**Vice President, Good Samaritan Community Healthcare, Puyallup, WA 1983 – 1991**  
*Served as VP for this 225 bed community hospital and regional rehabilitation center, responsible for support services and clinical departments, plus risk management, medical staff's business and professional organization, satellite development, physician joint ventures, and campus master planning.*

#### **ADDITIONAL PREVIOUS EXPERIENCE**

**Ambulatory Care Manager, University Health Services, University of Massachusetts, Amherst, MA**

**Agoraphobia Desensitization Field Instructor, TERRAP, Inc., Bellevue, WA**

**Options Day Treatment Counselor, Mental Health Service, Group Health, Seattle, WA**

**Day Treatment Counselor, The Bridge, New York, New York**

#### **CERTIFICATIONS**

**Executive and Leadership Development Coaching, Hudson Institute of Coaching, 2014**  
Santa Barbara, CA

#### **EDUCATION**

**Master of Health Administration, University of Washington**

**Bachelor of Arts, Sociology, *magna cum laude*, Phi Beta Kappa, University of Washington**

**Metropolitan Studies Internship, (Junior Year) New York University**

#### **AFFILIATIONS**

**Fellow, American College of Healthcare Executives**  
**Member, International Coaching Federation**