

LEADERSHIP COACH AND CONSULTANT
Aligning Insights and Action for Sustained Change

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

She unites her business experience with coaching, focused on aligning individual success with organizational outcomes. As a results-driven coach partner, she brings a compassionate commitment to helping her clients identify their most important personal and professional goals and guiding a process to gain the insights and actions to achieve them.

Leadership Coaching | Complex Change Implementation
Operational and Cultural Integration | Governance Effectiveness

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 personal effectiveness, performance improvement, career planning and transition.

- Engagements with clients include building new skills and behaviors 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, and 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 3rd 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, and mergers), supporting critical priorities through effective risk management of these high-stake 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 sharing best practices and ensuring alignment with the system board's shared governance model.
- Preceptor for 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 5th 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, and 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.

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 Cooperative, Seattle, WA

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

CERTIFICATIONS

Certified Consultant, Hogan Assessments, 2016

Associate Certified Coach (ACC), International Coach Federation, 2015

Certified Executive and Leadership Coach, 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
Executive Coach, Executive Service Corps, 501 Commons