

# Robert D. Zitsman



MBA, NHA | DIRECTOR OF HEALTHCARE EXCELLENCE



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San Diego, CA



## SPECIALTIES

- Healthcare Leadership
- Patient Care Quality Improvement
- Skilled Nursing Facility Management
- Acute and Post-Acute Care Services
- CMS Survey Compliance
- Continuing Care Retirement Community Operations
- Customer Service Training and Implementation
- Discharge Planning and Utilization Review
- Social Work Services Management
- Staff Recruitment and Development

## PROFESSIONAL SUMMARY

### Director & Administrator – Acute & Post-Acute Care Services

Over thirty-five years' experience promoting excellent, evidence-based patient care outcomes and creating positive experiences for patients, residents, families, and staff. Work experience spans the continuum of care from critical care to long-term care including inpatient acute rehab, post-acute rehab, dementia care, assisted living, and entry fee model continuing care retirement communities. Over twenty years of CMS surveys within substantial compliance.

## EXPERIENCE

### ADMINISTRATOR

Community Memorial Hospital-Ojai's Continuing Care Center, D/P SNF, (Ojai, CA)

'22 – Present

- Responsible for all aspects of operating this 75-bed skilled nursing facility.

### INTERIM ADMINISTRATOR

Community Hospital of the Monterey Peninsula, (Monterey, CA)

'22

- Responsible for all aspects of operating the 28 bed D/P SNF B.E Smith at Westland House.

### ADMINISTRATOR

Escondido Post Acute Rehab, (Escondido, CA)

'19 – '22

- Responsible for all aspects of operating this 180-bed skilled nursing facility including census development and quality improvement.

### EXECUTIVE DIRECTOR

Life Care Services at University Village Thousand Oaks CCRC, (Thousand Oaks, CA)

'17 – '19

- Promoted to Executive Director in December 2017. Responsible for all aspects of operating this 367 unit, life plan continuing care retirement community including oversight of OakView Health Center, a 48 bed skilled nursing facility and 49 unit assisted living facility.

### ADMINISTRATOR

Life Care Services at GlenBrook Health Center, (Carlsbad, CA)

'13 – '17

- Responsible for all aspects of operating this 94-bed skilled nursing facility and 74 unit assisted living facility (RCFE); the contracted health center for La Costa Glen, a continuing care retirement community (CCRC). Continuously maintained Medicare "5 Star" skilled nursing facility rating, without exception.

## PROFESSIONAL LICENSURE

- Nursing Home Administrator -  
California License #6110

## NOTABLE ACHIEVEMENTS

- Maintained regulatory compliance for over two decades.
- Implemented multiple successful customer service programs.
- Led initiatives for patient flow improvement.
- Improved multiple facility ratings significantly.
- Increased occupancy and revenue in multiple roles.

## EXPERIENCE

### ADMINISTRATOR

Palomar Heights Post-Acute Rehab, (Escondido, CA) '09 – '13

- Responsible for all aspects of operating this 98-bed skilled nursing facility including census development and quality improvement. Created and implemented "Service that Sells" customer service training program. Achieved outstanding licensing and certification surveys; four annual surveys with six or less deficiencies. Improved facility's CMS Five-Star Quality Rating from an Overall Rating of 1 star to 4 stars.

### INTERIM DIRECTOR, CASE MANAGEMENT & SOCIAL WORK

Sharp Memorial Hospital, (San Diego, CA) '08 – '09

- Responsible for discharge planning, utilization review, and social work services for Sharp Memorial Hospital; 464 bed acute care hospital and trauma center. Worked with Hospitalists and Nurse Managers to teach and implement patient flow improvement based upon Institute of Healthcare Improvement's "Key Strategies for Improving Hospital Flow".

### DIRECTOR

Cabrillo Skilled Nursing Center of Sharp Memorial Hospital, (San Diego, CA) '07 – '09

- Facility Administrator responsible for all aspects of operating Sharp Memorial Hospital's 76 bed, distinct part skilled nursing facility at the former Sharp Cabrillo Hospital. Increased occupancy, revenue, and patient satisfaction for fiscal year ending September 30, 2008 compared to prior year as follows: occupancy from 84.7% to 91.4%; revenue per patient day from \$345 to \$391; Press Ganey patient satisfaction from 72nd to 92nd percentile.

### ADMINISTRATOR

Lemon Grove Care & Rehabilitation Center, (Lemon Grove, CA) '01 – '07

- Responsible for all aspects of operating Lemon Grove's 158 bed skilled nursing facility with an operating budget exceeding \$8 million and over 130 FTE's. Improved facility performance from an annual pre-tax loss of \$200,000 to a profit in excess of \$500,000.

### PRE-OPENING COMMUNITY MANAGER

Belmont Village Sabre Springs, (San Diego, CA) '00 – '01

- Assisted with pre-opening leasing and special events, staff recruitment, and licensing for a Belmont Village Sabre Springs' 165-unit residential care community.



**E X P E R I E N C E**

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**EXECUTIVE ADMINISTRATOR**

Alvarado Convalescent & Rehabilitation Hospital and San Diego Rehabilitation Institute, (San Diego, CA) '99 – '00

**ADMINISTRATOR**

Brighton Place Spring Valley SNF, (Spring Valley, CA) '95 – '99

**HEALTH SERVICE DIRECTOR, CARDIOVASCULAR SERVICES** '93 – '94

**DIRECTOR OF REHABILITATION SERVICES** '89 – '93

Sharp Grossmont Hospital, (La Mesa, CA)

**E D U C A T I O N**

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MBA ('84)  
Wright State University  
Dayton, OH

B.S, Business Administration ('77)  
The Ohio State University  
Columbus, OH

**R E F E R E N C E S**

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Available on request.