

An accomplished senior healthcare executive with proven success in creating and implementing strategic initiatives within academic medical centers, integrated healthcare organizations, multi-hospital/multi-site systems, and free standing fee for service entities. Adept at communicating with C-suite administrators, physicians, and other stakeholders to align business improvement and care regulations. A skilled and experienced perioperative innovator with a results driven mindset; always remembering the motto, "leadership is about people, not things."

Oversight Experiences include:

- ✓ Multi-site surgical venues - UC Davis Medical Center, Kaiser Permanente
- ✓ Level 1 Trauma academic medical center – UC Davis Medical Center
- ✓ Integrated health system – Kaiser Permanente
- ✓ Military health care – Naval Hospital Camp Pendleton, Operation Iraqi Freedom
- ✓ Fee for service ambulatory surgery and procedural services – Alta Bates Summit Surgery Center
- ✓ Clinic management – Perioperative Medicine Clinic, Kaiser Permanente San Francisco
- ✓ Capital Construction Planning and Implementation – UC Davis Medical Center

CLINICAL EXPERIENCE & NOTABLE CONTRIBUTIONS

Surgical Staff, Inc. July 2020 – Present

PERIOPERATIVE / PERIANESTHESIA NURSING STAFF

- Perioperative Nurse in Multisite, Multispecialty Surgical Care Environment. Providing Services at several Greater Sacramento Ca. venues on a Per Diem basis.

Sutter Roseville Medical Center • Roseville, CA • December 2018-July 2020

ASSISTANT ADMINISTRATOR, PROCEDURAL SERVICES

KEY ACCOMPLISHMENTS:

- Providing Executive Level Leadership to Perioperative, Cardiac Catheterization, and Interventional Radiology services.

Sutter Northern California: Vizient • Roseville, CA • March 2016-December 2018

CONSULTING DIRECTOR, VALUE ANALYSIS AND CLINICAL ENGAGEMENT

UC Davis Medical Center • Sacramento, CA • November 2013-March 2016

PERIOPERATIVE SERVICES NURSING DIRECTOR

KEY ACCOMPLISHMENTS:

- Large Academic Hospital System Management Oversight: Responsible for 3 surgical venues, 11 cost centers, and 7 direct reports, totaling 600 division FTEs.
- Budget and Revenue Stewardship: Steward for a perioperative division driving \$1.8 Billion in annual billed revenue with a 110 million dollar operating expense budget. Successfully managed UC Davis' FY 2017 budget resulting a 1% positive variance. Accomplished a 19% reduction in total division overtime for the most recent fiscal quarter, resulting in a savings of over \$225,000 in operational expenses.
- Strategic Surgical Access Expansion: Maintained dyad physician partnership resulting in surgical volume growth by over 5% annually (historically 2%) and growing net revenue at 7% during the same period. This was accomplished with optimization of staffing, surgeon engagement, and block schedule management best practices.
- Turnover Time Improvement: Managed a team that reduced turnover times from 62 minutes to 35 minutes at a 600 bed Academic, Level I trauma center.

JASON C. GOODWIN, RN, MSN, MPH, CNOR

- Lean / Six Sigma Improvement Projects: Sponsored initiatives for supply chain reorganization, visual board management, improving OR efficiency metrics, sterile processing quality and oversight improvement, and organization wide cascading goal implementation.
- Magnet Hospital Cultural Achievement: Maintained a culture of achievement at a U.S. News "Top 50 hospitals in the US" facility while exceeding Magnet status hospital targets.
- Safety and Learning Culture: Fostered a 6% increase in Safety Culture survey results in 2016 compared to the previous survey, while simultaneously increasing the staff response rate by 50%.
- Talent Development: Obtained the highest percentage of Board Certified Nurses at the UC Davis Medical Center; our operating room program helped over 73 nurses obtain their CNOR certification in 2015 -2016; a 25% certification rate. Administered the largest OR training program on the west coast, training an average of 20 RNs per year, with a 95% retention rate at 3 years.

Kaiser Permanente Roseville • 2010-2013

PERIOPERATIVE SERVICES DIRECTOR

KEY ACCOMPLISHMENTS:

- Management Oversight: Responsible for 22 total Operating Rooms at 3 venues including an inpatient operating room, ambulatory surgery center and eye center. Also directed operations in sterile processing, PACU, PREOP, Perioperative Medicine Clinic, and GI procedures. Reporting structure included 6 direct reports and 250 FTEs.
- Innovative Perioperative Solutions: Developed an electronic "Better Book" glitch capture process in the OR that expedited systematic corrections of small process defects in daily staff work. This system gave immediate status feedback to reporting staff. Product was eventually used as a best practice throughout 20 Kaiser Permanente regional operating rooms.
- Perioperative Benchmarking: Benchmark results under my leadership in San Francisco and Roseville were stellar. All Perioperative departments exceeded industry benchmarks, including 60 minute PACU length of stay, 30 minute OR turnovers, 1% Immediate Use Sterilization rate (IUSS), and 85% on time surgery starts.
- Improved Sterile Processing / Supply Chain Systems: Led a coalition of key stakeholders to improve OR readiness, supply chain accuracy, and sterile processing quality and safety. The initiative was called the "OR Supply Chain Transformation." This project resulted in a substantial reduction in excess supply returns, more accurate procedure cards, tray readiness and visibility, reduced loss and waste, and a quality oversight infrastructure in sterile processing. As of June 2014, the project had saved 5% in supply expenses compared to FY2013.

Kaiser Permanente San Francisco • 2009-2010

OR MANAGER

KEY ACCOMPLISHMENTS:

- Management Oversight: Responsible for 12 total operating rooms including an inpatient operating room, inpatient cardiovascular operating room, hybrid interventional suite, and ambulatory surgery unit. Reporting structure included 4 direct reports and 100 FTEs.
- Breaking Isolated Department Communications: Worked to cross influence PACU, OR, and SPD using collaborative staff training, combined messaging, and visibility with staff.
- Visual Management Progress: Instituted a visual board management system using Six Sigma / Lean strategies in our departments to create awareness of problems, encourage front line solutions, and celebrate successes; a best practice used in many of the preeminent highly reliable organizations.
- Perioperative Efficiency: Perioperative departments exceeded industry benchmarks, including Day of surgery cancellation rate < 1%, 60 minute PACU length of stay, and < 1% OR Postop delays.

JASON C. GOODWIN, RN, MSN, MPH, CNOR

Kaiser Permanente San Francisco • 2008-2009

POST ANESTHESIA CARE / SAME DAY SURGERY / ENDOSCOPY MANAGER

KEY ACCOMPLISHMENTS:

- **Management Oversight:** Provided front line management presence in a complex series of Post Anesthesia arenas including OR, Endoscopy, Pain Procedures, Interventional Radiology, Cath Lab, and Pulmonology. Reporting structure included 2 direct reports and 50 FTEs.
- **Preoperative Clinic Model Innovation:** Co-initiated the prototype for a future Kaiser Permanente perioperative medicine clinic regional model for 20 hospitals. This model used Nurse Practitioners and RNs to prep all aspects of the patient record prior to day of surgery.
- **Best Practice Leadership:** Championed our Highly Reliable Surgical Team (HRST) steering committee.
- **Clinical and Staffing Oversight:** Created well balanced staffing plans to vary with surgical demands, while maintaining a regulatory friendly clinical environment.
- **Creating Perioperative Analytics Program:** Initiated monthly data driven reports tracking preoperative chart readiness, surgeon readiness with specific provider data, cancellations by reason, and overall length of stay by ASA class.

The Surgery Center at Alta Bates Summit • Oakland, CA • 2006-2008

PERIANESTHESIA, ENDOSCOPY, PAIN PROCEDURES MANAGER

Consistently provided high-quality nursing care across all channels in order to bolster healthcare and facilitate health plan creation. Managed post-anesthesia care unit and optimized internal productivity.

US Navy Deployment: Operation Iraqi Freedom • 2003-2005

Nurse Corps Officer, Trauma Operating Room Staff Nurse

Deployed with Forward Resuscitative Surgical Suite (FRSS) team. Performed primary surgical trauma care on the forward edge of the Iraqi war battle area. Surgical Care Nurse on life saving trauma surgeries for wounded Marines and Enemy Prisoners of War.

EXPERT WITNESS EXPERIENCE

Expert Witness / Consulting Work:

Consulting, Record Review, Case Analysis, and Depositions over the last four years including 17 cases. In approximately 60% of cases, I have assisted the defendant. None of these cases have gone to trial and I have been deposed on five occasions. The civil proceedings involved positioning injuries, wrong site surgeries, nursing and physician standard of care review, failure to rescue, neurological injuries, invalid consent, retained surgical items, pain related exacerbation of injuries, and other similar surgical complications or adverse outcomes. An accomplished communicator and public speaker, including a keynote presentation at the 2013 American Society of Perianesthesia Nurses Convention (ASPAN) in Anaheim, Ca.

OTHER NOTABLE EXPERIENCES

Associate Faculty: Pharmacology and Body Systems | Mira Costa College LVN Program 2005-2007

Featured Speaker at 2007 ASPAN Conference | Anaheim, CA

Patient Safety Executive Development Program - Institute for Healthcare Improvement, Boston, MA 2013

Lean Performance Improvement Certification - Institute for Healthcare Improvement, Boston, MA 2013

EDUCATION & TRAINING

JASON C. GOODWIN, RN, MSN, MPH, CNOR

Masters in Public Health and Masters of Science in Nursing
UNIVERSITY OF MASS. AMHERST | 2009

Bachelor of Science in Nursing
UNIVERSITY OF SOUTHERN CALIFORNIA | 2001

Registered Nurse CA BRN # 610577

Certified OR Nurse (CNOR) 2016 – Present
Certified Trauma Nurse (TNCC) 2002-2006
Certified Post Anesthesia Nurse (CPAN) 2004-2016
Advanced Cardiac Life Support Certification
Pediatric Advanced Life Support Certification

AFFILIATIONS

American Society of Perianesthesia Nurses (ASPAN)
Association of Perioperative Registered Nurses (AORN)
American College of Healthcare Executives (ACHE)

AWARDS AND DISTINCTIONS

Kaiser Permanente Leader Recognition Supplemental Bonus Award - 2010
3 Naval Achievement Medals
Presidential Unit Citation
Iraqi Campaign Medal
Highly decorated Nurse Corps Lieutenant, honorably discharged in 2006

REFERENCES

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Previous supervisor and CNO at Kaiser Permanente

