

Contact

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Top Skills

Process Analysis

Rational Thinking

Statistical Analysis

Certifications

Prosci Change Management

Six Sigma Black Belt

Bill Schwent

Manager, Operations - Pediatric Care Network, Children's Hospital Colorado

Denver

Summary

Healthcare professional with 12+ years experience working with all levels of stakeholders in both hospital and primary care settings.

Excels at providing structure to ambiguous projects and translating realities of clinical processes into business decisions.

Experience

Children's Hospital Colorado

8 years 4 months

Manager, Operations - Pediatric Care Network

March 2017 - Present (3 years 9 months)

Greater Denver Area

- Manages Sr. Data Analyst, Business Analyst, and Project Manager.
- Owns the data integration strategy for the Network and is the liaison to internal and external IT resources, Epic resources, and ARC team. Created PCN requirements and use cases of a population health platform to drive a payer agnostic strategy and presented to multiple stakeholders.
- Oversees reporting for PCN analytics serving quality programs, payer strategy, and practice operations.
- Created the cost model for PCN PedsConnect subsidy program in conjunction with PedsConnect team and internal/external legal; presented model to CHCO executives and interested practices.
- Scopes and leads managed services offerings including delegated credentialing, billing and coding education, practice analytics (PDS), immunization management, and fee schedule maintenance.
- Leads work of the Quality/Data, Membership, and Practice Manager Advisory Committees.
- Served as the communication hub of the PCN by crafting regular updates, formal report outs, and memos for distribution.
- Designed processes for member performance review, credentialing, and data use and access.

- Maintains relationships and communications with independent PCPs and practice managers.

Reviews legal and financial aspects of the network.

Performance Improvement Lead

August 2012 - March 2017 (4 years 8 months)

Greater Denver Area

Performance Management

- Assisted with startup activities for clinically integrated network
- Created variable FTE forecasting tool by combining various data sources including census, productivity targets, turnover, non-direct, and non-productive time
- Designed a daily staffing tool to better track and understand labor needs and spend for inpatient units
- Developed Tableau dashboards to visualize monthly financial reporting and clinical labor analytics
- Mined data from Infoview (Business Objects) for various types of census analysis and headcount analysis
- Developed savings estimates and operational plans for implementing changes to Care Team Models and various clinical labor projects
- Reviewed business cases and validated savings for dozens of initiatives in pharmacy, lab, and labor

Professional Services

- Led laboratory efforts from concept to implementation of a real time management system for genetic and high dollar outsourced testing resulting in \$200,000+ annual expense reduction
- Role included process design, historical data analysis, creating data collection tools and dashboards, and coaching lab staff for sustainment
- Designed future state workflows (driven by time studies and data analysis) for implementation of an automated pharmacy dispensing system to maximize staff utilization on dispensing functions

Care Coordination

- Facilitated a kaizen event to design new scheduling documentation process in which patient accounts are created at the start of the process in order to reduce errors and time wasted searching for information

Other

- Coached PI Specialists on projects with data analysis, presentation style, and organizational agility

- Conducted decision analysis and FMEA work session with IT steering for a major decision point on electronic medical record configuration during expansion to a new hospital location
- Provided consultative support to service lines for local quality improvement projects and data analysis

BJC HealthCare

Performance Improvement Engineer

September 2009 - August 2012 (3 years)

St. Louis, MO

Supply Chain 3PL Initiative

- Managed a project to aggregate non-stock supplies into a BJC managed 3rd party distribution center
- Facilitated the steering team and ensured continuity between all components of the project
- Communicated regularly with project managers and technical leads from third party distributor
- Performed change management activities including site visits, meeting presentations, and observations to boost stakeholder engagement and identify opportunities and concerns

Computerized Provider Order Entry (CPOE) Implementation at Community Hospitals

- Led workflow design for rollout of CPOE at eight community hospitals
- Facilitated meetings with stakeholders at all levels and created governance structure for decision making and issue resolution
- Created current and future workflows to generate hospital specific gap analysis
- Maintained relations with executive stakeholders and completed all deliverables
- Provided support and structure for other areas of project (Content Design, Build, Pharmacy, Project Management)

Medication Distribution Project

- Facilitated a multi-hospital team to create standard Kepner-Tregoe (KT) decision analysis objectives for selecting and modifying medication distribution processes
- Created data collection plan and followed through to completion
- Maintained vendor relations during design of large simulation model which provided data to score the KT

- Incorporated a human factors assessment to support KT decision analysis
- Presented results to all levels of stakeholders

Preventable Harm Initiative

- Re-engineered current state pharmacy practices and facilitated future state design sessions
- Analyzed hypoglycemia harm event data for Adverse Drug Events project team which drove selection of interventions leading to significant reduction in adverse events
- Consulted on measurement system design, analyzed measurement results, and assisted in intervention rollout for Pressure Ulcer Reduction and Environmental Cleaning Projects

Carilion Clinic

Performance Improvement Engineer

July 2008 - September 2009 (1 year 3 months)

Roanoke, VA

- Performed several workflow analysis projects and identified opportunities to better use resources and space through data analysis, observation, and interviews
- Introduced Lean thinking and basic Six Sigma concepts to hospital staff through consistent use of DMAIC, data driven decision making, and various six sigma tools
- Analyzed pharmacy technician workflow and provided guidance to reduce late med delivery, improve tech and nursing practices, cross-train techs, and improve the med safety program
- Identified opportunities in scheduling, staff roles, and communication lines for the Cath Lab
- Served on a Joint Commission readiness team to ensure a successful survey at Roanoke Memorial
- Designed and carried out a successful pilot with other engineers to implement a split flow Emergency Department (ED) that resulted in a 25% decrease of ED length of stay

Protiviti

Technology Risk Consultant

July 2007 - June 2008 (1 year)

Overland Park, KS

- Audited a loan corporation for credit card security and protection of sensitive information

- Conducted a business continuity assessment for an agricultural financial services institution
- Performed an operational audit for a financial institution to verify compliance with federal regulations
- Performed Sarbanes-Oxley testing for a financial institution

Education

University of Missouri-Columbia
Masters, MBA · (2005 - 2007)

University of Missouri-Columbia
Bachelor's, Industrial Engineering · (2002 - 2006)