

PROFESSIONAL SUMMARY

Delivering significant impact to bottom-line performance by employing innovative business solutions, increasing efficiency in talent management, and shrinking operational and employee-related costs using excellent leadership skills.

Performance-driven, accomplished professional with notable success in spearheading operational initiatives, employee engagement and delivering impressive results in the manufacturing, transportation and healthcare industry. Proven strengths in formulating strategic policies and processes that support long-term growth, improve staff productivity, decrease internal costs, and link human capital to business outcomes. Ability to influence diverse, cross-functional teams to achieve objectives and meet critical deadlines in fast-paced evolving environments.

—LEADERSHIP EXPERIENCE & PERFORMANCE HIGHLIGHTS— Plumas District Hospital, Quincy, California

Chief Executive Officer

11/2018-Present

In the role of Chief Executive Officer, I have the honor of serving the patients, employees, and medical staff of Plumas District Hospital. This critical access hospital is located in the Sierra Nevada Foothills and faces many health challenges. As the CEO, I am responsible for the overall leadership and coordination of activities of the health district, with the objective of ensuring the delivery of quality patient care in a cost-effective manner, consistent with the mission, vision, and values of the organization, as well as the strategic goals and objectives of the Board of Directors. I promote the financial viability of the Hospital by providing timely and accurate analysis of budgets, financial reports and trends. I work closely with the Board of Directors, medical staff, and the leadership team in developing the strategic direction of the Hospital. I have worked diligently to develop partnerships with key stakeholders in the community, and collaborate with area hospitals and health centers to maximize resources and efficiencies.

I have specifically focused on the following initiatives:

- Implementation of Cerner, an Electronic Health Record (EHR)
- Re-organized executive leadership to create an effective team and support interdisciplinary teamwork that benefits one another and our patients.
- Increased inpatient volume for post-acute transitional care program to enhance reimbursement, and provide higher quality of care for patients within Plumas County
- Implemented a readiness huddle program to transform the way we communicate as an organization allowing employees to have empowerment and ownership in problem resolution.
- Developed and implemented an approved three-year strategic plan with key metrics and deliverables. This plan included the Board of Directors, medical staff, leadership team and employees.
- Initiated a partnership with the Studer Group to invest and support leadership development, employee engagement, and patient satisfaction.
- Developed a business strategy for COVID-19 that includes a robust testing center, tele health, material management planning and staff childcare.
- Supported Plumas District Hospitals Foundation and Volunteers for planned giving, capital campaigns, and fundraising initiatives to support major equipment purchases.
- Improved medical staff relations through timely follow up and consistent rounding, building trust and mutual respect.
- Building relationships with external stakeholders to collaborate and provide opportunities to cost and resource share initiatives.

Southern Coos Hospital and Health Center, Bandon, Oregon

Chief Executive Officer

1/2017-11/2018

I served the hospital and health center as the chief executive officer in support of the organization's mission, vision and values. With specific focus on operational and strategic initiatives to include:

- Stabilization with a growth strategy of the multi-specialty health center. This involved an in-depth analysis of the current state, leadership changes, reorganizing the registration and medical assistant staff, recruitment of a family nurse practitioner, primary care provider, internal medicine provider, and licensed clinical social worker. With grant funding, we completed an evaluation of the clinic EHR to include a comprehensive re-training for staff and providers. Improved the overall effectiveness of the health center by forming a dyad leadership model with a medical director and practice administrator.
- Employee morale. Southern Coos faced several executive leadership changes in the past three years taking a toll on employees at multiple levels. To improve employee morale, I developed a consistent rounding and

job-shadowing model and exercised an open door policy to build relationships with staff while demonstrating the value of personalizing interactions to create trust and mutual respect.

- Facilitated dissolution of long-term Auxiliary and integrated members into an improved volunteer program more aligned with hospital and foundation.
- Implemented a swing bed program that resulted in a 200k revenue increase in the first 18 months.
- Reinvented food services for hospital staff and patients.
- Developed additional services lines to benefit the community through education of healthy diets.
- Represented the hospital in promoting health awareness in the community by making frequent visits to the businesses and special interests groups as well as hosting educational events.
- Developed cooperative relationships with key community stakeholders, area hospitals and health centers and the general business community to maximize our effectiveness and improve efficiencies. Area hospitals have collaborated to jointly employ a pharmacist and infection prevention RN and together brought services lines to the area that increase access to care.
- Facilitated implementation of new radiology equipment to include digital radiography, 64-slice CT scanner, and digital breast tomosynthesis (DBT) system. This resulted in substantial volume increases and provider confidence.

St. Charles Health System, Madras & Prineville, Oregon

Interim President

4/2016-9/2016

Director of Ancillary and Support Services (interim role began in May 2015, officially assigned the role in July 2015)

5/2015-1/4/17

Human Resources (Site Manager Madras & Prineville 2/14-3/16, HR Business Partner 6/13-1/14, Senior HR Generalist 1/13-6/13)

1/2013-3/2016

Interim Director of Ancillary and Support Services

9/2013-2/2014

I served two critical access hospitals in these roles in support of the organization's mission, vision and values. With specific focus on operational and strategic initiatives to include:

- Construction of a 22,000 sq. foot addition and 10,000 sq. foot renovation. Executive sponsor for business case and design work.
- Leading Lean process improvement teams to ensure current and future compliance with key patient safety requirements. Emergency room volume has increased 30% from 2014 to 2016. This was a specific focus of value stream analysis work.
- Facilitating major change in primary care provider coverage and implementation of a new hospitalist program.
- Restructured shared leadership between two facilities for improved communication, engagement and focus on key results.
- Facilitated dissolution of long-term auxiliary and integrated members into an improved volunteer program more aligned with Hospital and Foundation.
- Presented and/or facilitated leadership development courses in areas of communication, mentoring and diversity course to improve relationships with our Hispanic/Latino and American Indian community members.
- Managed construction of \$30 million replacement facility in Prineville. Innovative design required key process improvements to registration/admissions, better utilization of clinic space, embedded rehab with clinic, and shared emergency and operating room spaces. Reduced inventory 60% through process redesign work.
- Developed strong relationships with caregivers and physicians through daily rounding and consistently addressing problems in a timely manner.
- I participate in departmental job shadows working side by side with caregivers to develop a foundation of trust and create meaningful relationships.
- Worked diligently to meet or exceeded target metrics in finance, patient safety & quality, and caregiver safety.
- Focus on community involvement to represent the health system as an engaged partner in Crook and Jefferson County.

Mountain View Hospital District (merged with St. Charles Health System 1/1/2013)

Director of Community and Human Resources

5/2012-1/2013

Human Resources Manager

9/2011-5/2012

Human Resources Healthcare Recruiter and Volunteer Services

11/2010-9/2011

Talent Scout

5/2008-11/2010

I was responsible for providing overall strategic leadership for the organization's community and human resource functions. This position participated on the senior leadership team and was responsible for developing and implementing innovative Community and HR programs ensure the organization's employee focus supports high quality performance and responds to both current and future Community & HR needs. I was accountable for the overall administration of the Marketing & Communications, Foundation, CHIP, Volunteer Services and Human Resources Department. I was responsible for budget management, organizational and departmental projects and six direct reports. Following are key accomplishments.

- Saved organization over \$175,000 within annual HR & Marketing budget by focusing on process improvement, eliminating duplication and reallocating staff.
- Coordinated the Jefferson County Diversity Coalition to present the diversity series to the hospital leadership.

- Successfully led the organization's HR functions through an asset transfer to St. Charles Health System.
- Successfully implemented an applicant tracking system with an on-line employment application.
- Introduced the Video Remote Interpreting System to Mountain View.
- Conducted behavior based Interview training for HR and leadership team.
- Developed position specific, behavior based interview question packets focusing on the desired attributes.
- Improved the on boarding process to enhance the caregiver experience and improve job satisfaction.
- Established new recruiting tools, found new sources and developed strategies to find top candidates in all departments and leadership positions.

Feather River College

Associate Faculty

8/2019-Present

Feather River College is a public, two-year community college, fully accredited by the Western Association of Schools and Colleges. I am part of the business instructor program and team marketing and communications.

Eastern Oregon University

Adjunct Instructor

8/2020-Present

Eastern Oregon University is fully accredited by the Northwest Commission on Colleges and Universities. I am an instructor for the healthcare administration program.

————EDUCATION, TRAINING & CERTIFICATION————

Masters of Business Administration -- April 2016
 Bachelor's Degree in Business with Emphasis in HR Management -- June 2013
 National Rural Health Association Certified CEO—September 2020
 TeamSTEPPS Master Trainer- July 2018
 Society of Human Resources Management Senior Certified Professional Certification -- January 2015-January 2019
 Certified Healthcare Human Resources -- January 2014- January 2017
 Cultural Competency and Diversity Trainer -- March 2013
 Institute for Healthcare Improvement Open School for Health Professionals -- March 2013
 Certified Health Care Recruiter -- July 2011-July 2013
 Senior Professional in Human Resources Certification -- June 2011-August 2017
 Professional in Human Resources Certification -- January 2009-January 2014

————INDUSTRY AFFILIATIONS & PROFESSIONAL ASSOCIATIONS————

Association of California Healthcare Districts, Board Member
 District Hospital Leadership Forum, Member
 California Hospital Association, Member
 Quincy Rotary Club, Member
 Oregon Association of Hospitals and Health Systems Small and Rural Hospital Committee, Member
 Apprise Health Insights, Board Member
 Bandon School District Foundation, Board Member
 Bandon by the Sea Rotary, Member
 Southern Oregon Health Education Center, Board Member
 Jefferson County Rotary, Past President
 Cascades East Area Health Education Center, Past Board Chair
 Jefferson County Economic Development, Past Board Secretary
 American College of Healthcare Executives, Member
 Oregon Society of Health Care Human Resources Association, Past President

————PROFESSIONAL REFERENCES————

Dan Grigg	Harney County Health District, CEO	503/480-9209
Esther Williams	Southern Coos Board Member, RN Retired	541/290-8100
Mack Gardner	SCHS Board Member, Retired	541/325-3901
Jeanie Gentry	Steele Memorial Hospital CEO	406/291-0032
Kelly Richard	Redmond School District Marketing	907/952-7474
Karen Ellis	St. Charles Prineville CNO	541/390-7763



JoDee Read, MBA
Chief Executive Officer
Plumas District Hospital

PROFESSIONAL SUMMARY: Leading Executive Healthcare Professional with more than 10 years of successful leadership experience specializing in Critical Access Hospitals in rural areas. Proven team builder committed to maximizing organizational potential. Hands-on, energetic mentor and coach. Strong reputation for continuous improvement through transparent open communication. Community minded and relationship focused building trust and mutual respect.

**REFERENCE
TESTIMONIALS**

"JoDee's inspiration to be a healthcare professional is powerful"

"JoDee shows respect for everyone regardless of their title or position. She strives to share knowledge and learns from others as well."

"JoDee is an amazing role model; her hands-on approach and transparent leadership have earned her respect by many."

"JoDee understands rural healthcare; she has an ability to relate to people and build trust."

"JoDee's techniques for empowering frontline employees, leaders, and providers set her apart from other executives; she has turned a hospital suffering from complex, challenging, multi system failures into a picture of a patient focused on healing"

"JoDee is both an operational and strategic thinker who is community oriented and reads the pulse of the community she serves"

CAREER HIGHLIGHTS

As a CEO for a Critical Access Hospital, grew revenue 15% with a growth strategy of the multi-specialty health center and swing bed program. This involved an in-depth analysis of the current state, leadership changes, reorganizing the registration and medical assistant staff, recruitment of a family nurse practitioner, primary care provider, internal medicine provider, hospitalist, and licensed clinical social worker. With grant funding, completed an evaluation of the clinic EHR to include a comprehensive re-training for staff and providers. Improved the overall effectiveness of the hospital and health center by forming a dyad leadership model with a medical staff president, practice administrator, and CEO.

Facilitated implementation of new radiology equipment to include digital radiography, 64-slice CT scanner, and digital breast tomosynthesis (DBT) system. This resulted in substantial volume increases and provider confidence.

Managed construction of \$30 million replacement facility and construction of a 22,000 sq. foot addition and 10,000 sq. foot renovation.

Successful implementation of Cerner's Electronic Health Record

EXECUTIVE ACCOMPLISHMENTS

- ▶ Leading lean process improvement teams.
- ▶ Implemented hospitalist program to reduce costs and improve provider satisfaction.
- ▶ Facilitated leadership development courses in areas of communication, mentoring, and diversity to improve relationships with Hispanic/Latino and American Indian community members.
- ▶ Focus on community involvement to represent the health system as an engaged community partner.
- ▶ Implemented a post-acute transitional care program to enhance reimbursement, projecting a 200k revenue increase in the first 18 months.

- ▶ Lead focus on quality, patient safety, and continuous improvement through a multi-disciplinary team reporting through the medical staff.
- ▶ Implementing a readiness huddle program to transform the way we communicate as an organization allowing employees to have ownership and guide problem resolution.
- ▶ Developed strong relationships with employees and physicians through daily rounding and consistently addressing problems in a timely manner.
- ▶ Developed cooperative relationships with key community stakeholders, area hospitals, and health centers to maximize our effectiveness and improve efficiencies.