



## **2024 Elected Board of Directors**

### **Slate of Candidates**

### **Candidate Profiles**

***AHVAP is an ISO 9011: 2015 Quality Management Systems  
Accredited Organization***



**Candidate for AHVAP President-Elect  
Anne Marie Orlando, RCIS, CVAHP, RN, MBA  
Senior Director, Clinical Programs  
Blue.Point**

**Please list your current and past Board experiences (local, regional, or national):**

- Derry Boys and Girls Club Auction Committee 2012 - 2015
- AHVAP Treasurer 2020-Present
- AHVAP Certification Center Treasurer 2023-present

**What are your current professional associations and/or society affiliations (include titles if possible):**

- AHVAP- Treasurer
- AHRMM – member
- NESHMM- member
- AORN- member
- INS- member
- Cardiovascular Credentialing International- RCIS registry

**Please list your professional skills and expertise:**

- Customer Service Management
- Multi-Site Operations
- Collaboration
- Contract Management
- Physician and Staff Teambuilding
- Quality Improvement
- Project Management
- Government/Agency Standards
- Value Analysis
- Patient Safety

- Clinical Consultation
- Cost Reduction / Containment
- Education
- Organizational Change
- Critical Thinking Skills
- Performance Optimization

**Please describe in detail some of your greatest strengths and weaknesses:**

One of my greatest strengths stems from the diverse range of experiences I've been fortunate to have in healthcare value analysis. Early in my career, I was a nurse who participated in my facility's VA process. As a supply chain and clinical resource director, I became the nurse directing the facility's VA process. I progressed to the GPO level, where I was able to work with many different VA teams comprised of varying maturity levels. I continue this work in my current role. Through this journey, I've gained a comprehensive understanding of diverse processes and honed my abilities to navigate complex situations. I further advanced my skills through my service with AHVAP. I believe in extracting valuable lessons from each experience and carrying them forward in my professional, and personal, journey. My greatest weakness is not always taking a pause. By this, I mean understanding the value and power of the pause. Taking a pause before making a snap decision, quick judgement or rapid response is something I continuously working on. A pause is a powerful tool, and it is not meant to delay progress but allows for thoughtful and intentional responses.

**What do you feel is essential to ensure that the Board and staff are successful in attaining the goals for this organization?**

There are many qualities that can help the Board and staff find success in attaining organizational goals. One quality I believe is strong governance. This is essential not only from a legal standpoint but also to ensure accountability and transparency. A second quality is having well-defined roles and expectations. This ensures efforts are directed to the task at hand and not misdirected to activities that do not add value to the organization. A third quality is strategic leadership. The Board should provide this direction and leadership knowing that the key to this is to govern and not manage. A fourth quality is that the Board must be diverse in experience and background. This allows the Board to ensure they are representative of the members served. Lastly, I strongly believe that they must be engaged. The Board serves its members by regularly attending meetings and actively participating in discussions. While this list is not all-inclusive, I firmly believe that these qualities are essential to support success.

**What experiences, expertise, connections, or resources would you bring to AHVAP Board of Directors?**

In my career, I have been fortunate to work in healthcare value analysis teams in multiple roles: as a clinician within a hospital, as a nurse leader within a hospital, at the GPO level, and as a

supplier partner. This experience has equipped me with a deep understanding of value analysis, healthcare supply chain, and the ability to navigate challenges. My skills in data analytics and financial stewardship enable me to contribute valuable insights to strategic decision-making processes. I have cultivated a strong network of contacts within the healthcare value analysis and healthcare supply chain sectors. These connections can provide access to potential partnerships, subject matter experts, or other beneficial resources. During my last three years as Treasurer, I have shown my dedication to the organization by fully committing to and meeting all expectations set forth. I have demonstrated professionalism, reliability, and fostered collaboration. Above all, I am deeply passionate about AHVAP's mission and vision and the strategic path before us. I am committed to dedicating my time, energy, and expertise to furthering AHVAP's objectives and making a positive impact. I would be honored to be part of the future of AHVAP.

**Please detail your interest in joining this Board:**

Whenever I am asked about my why, I always tell the story of when I was in a dual role, supply chain and clinical resource director. The organization I worked for was inward looking. We did not even use the term value analysis. I did not understand that the work I was doing every day had a name with a set process of steps, expectations, and foundational pillars. There were many times I wanted to reach out for help but had no idea where to turn so I kept reinventing the wheel. Then, I began my work with a GPO and had an epiphany. I had been participating in the process of value analysis all these years. In my prior role, however, we didn't call it value analysis. Additionally, I realized there were others just like me, who wanted resources, support, education, and collaboration. I find fulfillment in giving back to an organization that has helped me understand the framework of my profession. I want to make meaningful contributions so that other VA professionals can have the support, education, and collaboration I so desperately wanted.

# Anne Marie Orlando CVAHP, RCIS, RN, BS, MBA

251 Jennifer Drive  
Chester, NH 03036

annemarieorlando@yahoo.com

Cell: 978-995-6418

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- Strong leadership skills in areas of fiscal management, process improvement, patient experience, operational efficiencies and program development
  - Self-directed with the ability to prioritize multiple tasks, focus on detail, meet deadlines and maintain high level of quality
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## Areas of Expertise

<i>Customer Service Management</i>	<i>Physician and Staff Teambuilding</i>	<i>Value Analysis</i>	<i>Education</i>
<i>Multi-Site Operations</i>	<i>Quality Improvement</i>	<i>Patient Safety</i>	<i>Organizational Change</i>
<i>Collaboration</i>	<i>Project Management</i>	<i>Clinical Consultation</i>	<i>Critical Thinking Skills</i>
<i>Contract Management</i>	<i>Government/Agency Standards</i>	<i>Cost Reduction / Containment</i>	<i>Performance Optimization</i>

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## Professional Experience

### **Blue.Point Supply Chain Solutions**

#### **Senior Director, Clinical Programs, 10-2022 - Present**

Provide oversight to the creation of clinical practice improvement and utilization savings opportunities for Blue.Point customers. Support clients through the development and management of customer service activities. Reports to the Chief Administrative Officer.

- Create and serve as Blue.Point's user group administrator
- Prepare and deliver quarterly business reviews
- Lead Blue.Point customer service activities
- Provide leadership to Blue.Point's clinical team
- Collaborate with the analytics and development teams on platform and process improvements
- Maintain market intelligence in the value analysis and supply chain sectors
- Nominated: National Academies of Practice, 2023

### **Blue.Point Supply Chain Solutions**

#### **Director, Clinical Programs, 02/2019 – 10/2022**

Provide subject matter expertise to identify and implement savings and clinical practice improvement opportunities for Blue.Point customers. Support customers through analytics, research, education, networking, collaboration and discussion forums. Reports to the Chief Administrative Officer.

- Develop and identify categories by means of research and data analytics aligned with clinical best practices to ensure savings initiatives are financially and clinically sound
- Maintain the clinical library by ensuring updated references and clinical best practices are valid
- Provide subject matter expertise to support customers as needed- both internal and external
- Support Value Analysis processes at customer facilities through presentations which connect data trends to clinical practice
- Provide monthly and on-demand Clarity training
- Manage customer onboarding from initial data review to launch
- Engage clinicians and foster relationships to ensure success with customers' VA process

### **Portsmouth Regional Hospital- HCA Portsmouth, NH**

#### **Director, Imaging Services, 09/2016 – 02/2018**

Directed the activities of eight distinct imaging departments, spanning three different locations, employing over 70 FTEs. Facility included a high volume, high acuity Interventional Radiology lab. Reporting to the Chief Operating Officer.

- Develop Tech QA process and incidental findings process to ensure high quality patient care
- Develop, lead and maintain quality initiatives within the Imaging Department including successfully obtaining six ACR accreditations
- Optimize charge capture and supply utilization in the Interventional Radiology Lab which lead to increased department EBDITA of 23% YOY
- Abstract Low Dose CT registry information for ACR
- Oversight of revenue integrity for all imaging modalities
- Implemented modality specific Lead Techs to build structure in the department optimizing span of control and leadership within each modality
- Collaborate with area physician practice groups and LTACs to ensure service expectations were met and quality initiatives were developed and followed
- Responsible for the care of patients undergoing Interventional Radiology procedures to include Y-90 treatments, TREVO, and carotid stenting
- Maintain productivity goals while stabilizing and right-sizing staffing needs by scheduling optimization

- Represent Portsmouth Regional Hospital at various community events including the NH Lung Association Low Dose CT task force, Making Strides 5K, Pink 5K, and Veterans Count Car Show

### **Yankee Alliance- Andover, MA**

**Director, Clinical Services**, 01/2016 – 09/2016

Responsible for increasing clinical product utilization savings and serving as Yankee subject matter expert in the realm of cardiovascular nursing, general nursing and Physician preference items (PPI). Reporting to the Vice President, Clinical Services.

- Consult member facilities via clinical walk-throughs with the goal of standardization, contract uptake, efficiency/process improvement recommendations using LEAN principles and assessing for safety and potential survey issues
- Establish clinical relationships throughout the membership with the goal of increasing Yankee's clinical presence throughout member facilities
- Conduct WebEx consultations with member facilities to increase clinical product utilization savings
- Consult acute care and long term care member facilities on quality initiatives and survey readiness
- Create CEU content and various educational programs for clinicians
- Provide clinical expertise for membership savings cross references
- Support Yankee and its membership by functioning as an SME
- Serve on the following Premier Committees: Cardiovascular, Value Analysis, and Innovation Celebration

### **Yankee Alliance- Andover, MA**

**Value Analysis Specialist**, 04/2015 – 12/2015

Responsible for the Value Analysis Program at assigned members' facilities. Reporting to the Vice President, Value Analysis

- Conduct monthly Value Analysis meetings at both local and corporate IDN level
- Guide product utilization savings initiatives by working on site with clinicians and physicians
- Consult assigned IDN for savings opportunities
- Track and trend utilization analyses to ensure project success
- Organize product trials and serve as liaison between nursing, physicians, vendors, and clinical staff
- Coordinate assigned IDN with appropriate internal Yankee resources to facilitate corporate savings initiatives

### **Parallon Supply Chain Solutions (now HealthTrust)- HCA, Richmond, VA**

**Director Supply Chain Operations / Clinical Resource Director**, 08/2010 to 04/2015

Responsible for leading, implementing, measuring and directing all supply chain activities within the medical facility with a focus on developing and implementing strategies designed to improve patient safety, reduce supply chain expenses and/or enhance revenue. Departments include storeroom management, PAR management, specialty inventory management and/or courier services between multiple facilities.

- Supervises the performance of the Supply Chain Team including hiring, training, development, and performance reviews
- Consult Physicians, Directors and Managers within the facility by way of education, product trial initiation, ensuring product quality and safety
- Project Management for conversions, new equipment installs, new facility onboarding, and projects as assigned by Senior Team
- Monitor individual and multidepartment unit expenditures to assure fiscal responsibility and accountability
- Collaborate with senior leadership, physicians and department directors in designing and directing new programs and projects tied to the organization's strategic objectives
- Drive the development, planning, and execution of a wide range of corporate and facility initiatives especially in the realm of large-scale projects and builds
- Provide clinical guidance for quality initiatives as related to medical supplies, contracts, vendors, outcomes, and education
- Supervise capital equipment purchases, works closely with Finance on proper GL allocation and price charge analysis.
- Develop, lead and maintain systems, programs and practices to create efficiencies within the supply chain and deliver financial and operational value to the institution
- Establish and maintain strategic vendor / hospital / medical staff relationships to enhance the supply chain function as it aligns with corporate directives and initiatives
- Vendor Management/Relations: Achieves short and long-range goals that are in alignment with the strategic goals of HCA set between the customer and facility/division through contracts and strategic goals. Includes vendor set up, consignment compliance, product tier and maintenance
- Track and report KPIs to CFO and monitor the success of corporate financial goals using VISTA and Business Object Reports
- Provide cost-benefit analyses to substantiate decisions in product selection, calculate savings/upload to corporate, division and corporate contract compliance, Charge master maintenance, Charge and non-charge compliance and purchase analysis through use of Business Objects
- Identify issues and resolve obstacles to ensure success
- Analyze savings opportunities, analyze monthly spend variances, establish new departments, & establish new coid.
- Supports best practices by communicating and sharing of policies and procedures to immediate staff, facility leadership and, when applicable, all hospital personnel

- Excellence In Quality Award, 2011
- Excellence in Management Award, 2013
- Participates in hospital/system committees and task forces as directed. Working in coordination with facility management, ensuring compliance with standards of accreditation and regulatory bodies and commissions, in relationship to supply management (TJC, OSHA, FDA)

**RN Clinical Coordinator, Cardiac Catheterization Laboratory** 11/2005 to 08/2010

Responsible for planning, implementing and evaluating the nursing care for patients undergoing invasive cardiac procedures including Diagnostic and Interventional Cardiac Catheterizations, Left and Right Heart Catheterizations, Temp Pacer Insertion, Permanent Pacemaker Insertion, Generator Changes, TEE/CV, and all aspects of Diagnostic and Interventional Radiology Nursing

- Led Cardiac Catheterization Lab Interventional and Acute MI program development
  - Oversight of new equipment installation, education for new programs, staff development, EMS outreach
- Led Interventional Radiology / Peripheral Interventional program development
- Abstract data for ACC database
- Revenue integrity oversight / Coding oversight for all procedures
- Department oversight including scheduling, hiring, developing, education, physician office outreach for program development and budgeting

**RN Clinical Coordinator, Non-invasive Cardiology** 6/2004 to 11/2005

Responsible for planning, implementing and evaluating nursing care for patients undergoing non-invasive cardiac procedures.

- Oversight of Cardiology Clinic and Physician Scheduling
- Oversight of Stress testing including collaboration with Imaging
- Department oversight including scheduling, hiring, education, and budgeting

**Registered Cardiovascular Invasive Specialist, Cath Lab** 01/2002 to 06/2004

**RCIS Duties Include:** Assist Cardiologist with all aspects of diagnostic and interventional cardiac catheterizations including scrub, pan and hemodynamic monitoring utilizing GE X-Ray and MAC LAB equipment. Proficiencies include: IABP, AngioJet, FFR, Hemostasis management including closure devices, Pacemaker analyzer/programmer, Ordering and stocking supplies, compiling statistics.

**Education, Certifications, Board Service and Publications**

Treasurer <b>Association of Healthcare Value Analysis Professionals</b>	2020 to present
Southern New Hampshire University- Manchester, NH <b>Masters Business Administration</b>	2012 to 2017
Northern Essex Community College- Haverhill, MA <b>Associate in Science Degree, Nursing</b>	2002 to 2004
RIVIER COLLEGE – Nashua, NH <b>Bachelor of Science Degree, Exercise Physiology</b>	1998 to 2001
RCIS – Raleigh, NC <b>Cardiovascular Credentialing International</b>	2002 to present
CVAHP – Atlanta, GA <b>Association of Healthcare Value Analysis Professionals</b>	2020 to present
TeamSTEPPS – Atlanta, GA <b>Association of Healthcare Value Analysis Professionals</b>	2023 to present

**Published:** McGowan A, Orlando AM, Suchecki B, McGowan AE (2018) Foreign Body Retrieval of a Radiographically Occult Intravenous Catheter from the Pulmonary Circulation, “Old School Techniques” and the End of an Era. Arc Cas Rep CMed 3(3): 154. <https://www.elynsgroup.com/journal/article/foreign-body-retrieval-of-a-radiographically-occult-intravenous-catheter-from-the-pulmonary-circulation-old-school-techniques-and-the-end-of-an-era>

**Training:** Completed numerous courses and seminars in customer service, Service Recovery in Healthcare, Crucial Conversations, inventory control, time management, leadership, Lean Management/principles. Proficient in Microsoft Word, Excel and PowerPoint.



**Candidate for AHVAP Treasurer**  
**Sharon Roberts, BSN, RN, CVAHP**  
**Vice President, VP Clinical Services and Contract Operations**  
**Premier, Inc.**

**Please list your current and past Board experiences (local, regional, or national):**

I am currently serving as chair for the Education and Clinical Practice committee for AHVAP.

**What are your current professional associations and/or society affiliations (include titles if possible):**

- AHVAP- Member and Chair of National Education and Clinical Practice Committee
- AORN- member

**Please list your professional skills and expertise:**

I have been in many leadership roles at Premier and within a LIDN. I am able to lead as well as multi task on all levels. My critical thinking has led the majority of my professional career. I am able to quickly assess a situation and move forward in a productive way. I am a proactive thinker and have lead many multi-disciplinary teams.

**Please describe in detail some of your greatest strengths and weaknesses:**

For the board to be into the governance and imbedded in the certification process, the building of strong value analysis programs through out the nation and growing the knowledge of the members through strong education programs such as the micro certification in Medical Device Safety.

**What do you feel is essential to ensure that the Board and staff are successful in attaining the goals for this organization?**

For the board to be into the governance and imbedded in the certification process, the building of strong value analysis programs through out the nation and growing the knowledge of the



members through strong education programs such as the micro certification in Medical Device Safety.

**What experiences, expertise, connections, or resources would you bring to AHVAP Board of Directors?**

My current role at Premier is VP of Clinical Services and Contract Operations which gives me access to some of the top facilities in the country and their VA committees. This position would lend well to the seeking of knowledge and opinions for various subjects.

**Please detail your interest in joining this Board:**

I am interested in joining the AHVAP board because I believe in the "value" this organization brings and I see opportunities to strengthen its position in setting the standard for the VA process.

## **Sharon S. Roberts RN, BSN**

14915 Thomas Road Charlotte, North Carolina 28278

704 588-6086 (home) 704 517-5488 (cell)

[roberts11379@gmail.com](mailto:roberts11379@gmail.com)

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- Outstanding clinician: detail oriented, organized, vigilant, and works well under pressure in fast paced environment; adept at managing multiple and diverse tasks simultaneously.
- Dynamic communication skills with peers, patients, suppliers, and physicians. Readily establishes rapport with individuals of various ages and cultures.
- Exceptional leadership, negotiation, organizational and planning abilities. Self-motivated to work independently and unsupervised; equally effective as a team member; able to motivate others.

### **PROFESSIONAL EXPERIENCE**

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#### **Premier Healthcare Alliance**

**May 2010 – Present**

#### **Vice President Clinical Education & Contract Operations December 2022 - Present**

- Direct leadership and ongoing development of clinical subject matter experts across all clinical areas increasing member commitment and differentiating Premier as the clinical GPO. Establishing trusted advisor relationships with key members to achieve unprecedented results while achieving Premier's business objectives.
- Develop strategic relationships with member clinicians particularly at the c suite level. Including physicians and key opinion leaders.
- Understand the members' markets, needs and the competitive pressures that shape their strategic plans and drive for results that meet / exceed their needs.
- Utilize the full resources of Premier to collaborate and continually deliver best in class opportunities i.e. cross reference tool.
- Increase participation in Performance Groups ( Kiindo, SURPASS, AscenDrive) as well as assist in development of niche groups for specific members.

#### Areas of Focus

- Medical/Surgical Service Line
- Cardiovascular Service Line
- SURPASS Clinical Councils
- AscenDrive Clinical Councils
- Kiindo
- Value Analysis
- Breakthrough Technology
- Supply Resiliency
- Cross Reference

**Senior Director**

**April 2017 – December 2022**

- Responsible for all clinical product planning to include Surgical, Nursing and Cardiovascular and the Performance Groups.
- Responsible for leading multifunctional teams to perform clinical analysis and evaluation of products as a subject matter expert. Research and develop evaluation matrix for assistance with evaluating safety, quality and cost effectiveness. Maintain knowledge of JACHO safety goals.
- Research medical products for new innovations, interface with suppliers to access product pipeline to build new categories.
- Directs sourcing process for multiple contract categories for the Nursing Services line of business to include strategic categories such as the IV Therapy portfolio.
- Responsible for helping to develop strategies that lead to the best negotiation scenarios for the Premier membership.
- Responsible for scheduling the sourcing process for all of the Nursing categories for timely completion.
- Responsible for the outcomes associated with the committee process and liaison to the Nursing Committee members
- Responsible for committee recruitment to maintain the clinical and supply chain balance.
- Responsible for the ongoing communication with Vice Presidents on category direction.
- Facilitates Nursing Services committee meetings monthly

#### **Clinical Director Nursing Services**

**November 2015 – April 2017**

- Responsible for leading multifunctional teams to perform clinical analysis and evaluation of products as a subject matter expert. Research and develop evaluation matrix for assistance with evaluating safety, quality and cost effectiveness. Maintain knowledge of JACHO safety goals.
- Research medical products for new innovations, interface with suppliers to access product pipeline to build new categories.
- Directs sourcing process for multiple contract categories for the Nursing Services line of business to include strategic categories such as the IV Therapy portfolio.
- Responsible for helping to develop strategies that lead to the best negotiation scenarios for the Premier membership.
- Responsible for scheduling the sourcing process for all of the Nursing categories for timely completion.
- Responsible for the outcomes associated with the committee process and liaison to the Nursing Committee members
- Responsible for committee recruitment to maintain the clinical and supply chain balance.
- Responsible for the ongoing communication with Vice Presidents on category direction.
- Facilitates Nursing Services committee meetings monthly
- Works with negotiations team to develop a strategy for sourcing categories for best value for members.
- Develop and present contract recommendations to Nursing Services committee.
- Premier liaison to the Global Enteral Device Supplier Association (GEDSA)

#### **Clinical Manager Surgical Services**

**December 2014 – November 2015**

- Responsible for leading multifunctional teams to perform clinical analysis and evaluation of products as a subject matter expert. Research and develop evaluation matrix including ECRI Institute for assistance with evaluating safety, quality and cost effectiveness. Maintain knowledge of JACHO safety goals.
- Research medical products for new innovations, interface with suppliers to access product pipeline.
- Manage sourcing process for multiple contract categories for the Surgical Services line of business to include categories such as Room Turnover Kits, Surgical Headlights, Surgical Instruments, Laparoscopic Instruments, Arthroscopy Supplies, Orthopedic Power Tools, OR Equipment Drapes and Lap Suction Irrigation etc.
- Facilitates Surgical Services committee meetings in director's absence.
- Worked with negotiations team to develop a strategy to split categories for better value for members.
- Develop and present contract recommendations to surgical services committee.
- Premier liaison to the Global Enteral Device Supplier Association (GEDSA)
- Member of ASC User group
- Member of Supplier Award committee
- Member of internal CNO committee

#### **Clinical Manager Nursing Services**

**May 2010 – December 2014**

- Responsible for leading multifunctional teams to perform clinical analysis and evaluation of products as a subject matter expert. Research and develop evaluation matrix including ECRI Institute for assistance with evaluating safety, quality and cost effectiveness. Maintain knowledge of JACHO safety goals.
- Research medical products for new innovations, interface with suppliers to access product pipeline.
- Manage sourcing process for multiple contract categories for the Nursing line of business to include categories such as Respiratory Therapy, High Level Disinfectants, Central Venous Access, PICC and Midline Access, Hemodynamic Monitoring, ECG Electrodes etc.
- Facilitates Nursing Services committee meetings in director's absence.
- Worked with negotiations team to develop a strategy to split categories for better value for members.
- Develop and present contract recommendations to nursing services committee.
- Responsible for planning and documentation of committee meeting minutes, agendas, and face to face meetings.
- Member of ASC User group
- Member of Supplier Award committee
- Member of internal CNO committee

**Presbyterian Midtown Surgery Center  
Nurse Manager**

**February 2004 – May 2010**

- Responsible for managing all service lines of progressive ambulatory surgery center including 4 operating rooms and 2 endoscopy/procedure suites that treats over 7000 patients annually.
- Responsible for 50 FTE's and operating budget of \$2M.
- Accountable for ensuring the quality standards are maintained, performs annual performance evaluation, manages department budget, and develops annual operations and capital budget.
- Worked closely with Finance and Surgical department leaders on monthly and yearly operating budgets specifically pertaining to expenses associated with contracts and supplies.
- Facilitate the planning, organization, implementation, and control of the resources needed for optimal performance in coordination with physicians, clinicians, and other support staff personnel for highest quality outcomes.
- Facilitated the planning, organization, implementation, and construction of relocation of surgery center.
- Facilitated the planning, organization, and implementation of many new service lines to include pain, orthopedics, and bariatric procedures.
- Maintain a relationship with all product sales representatives to focus on cost savings.
- Facilitator/leader of the Novant Health Endoscopy best practice committee.
- Committee member of the Novant Health corporate Surgical Services best practice team, Code Blue Team, and Customer Satisfaction Committee.
- Department awarded the highest 5-Star PRC Customer Service Award for excellence in customer service 2006-2009

**Clinical Coordinator**

**October 2002-February 2004**

- Coordinated and facilitated all patient care practices in preoperative, post anesthesia care unit and endoscopy suites.
- Maintained staffing schedules and assisted with annual performance evaluations for all employees.
- Planned for and provided care from admission to discharge pediatric to adult patients.

**Staff Nurse**

**September 1992- October 2002**

- Performed and was proficient in circulatory nurse role in all service lines in operating room provided at surgery center.
- Performed and was proficient in providing post anesthesia care to pediatric to adult patients.

**Staff Nurse**

**August 1984- September 1992**

- Performed and was proficient in intensive and cardiac care nursing for adult care patients in Intensive Care, Cardiac Care Unit and Telemetry step down unit.
- Performed duties of relief charge nurse as needed.
- Facilitated initial program development of Thallium Stress Testing within Nuclear Medicine.

**Saint Francis Community Hospital  
Greenville, South Carolina**

**June 1981- August 1984**

**Staff Nurse**

- Performed and was proficient in post anesthesia care unit nursing for pediatric to adult patients.
- Performed and was proficient in medical surgical care unit nursing for adult patients.

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**LICENSES / CERTIFICATIONS / Professional Affiliations**

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- Registered Nurse, State of North Carolina
- Basic Life Support - BCLS
- Advanced Cardiac Life Support – ACLS
- UNC Business Essentials Certificate
- Member ASPAN
- Member AORN
- Member AHVAP

**EDUCATION**

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Bachelor of Science Nursing 2008

- GPA: 4.0 Summa Cum Laude  
Gardner-Webb University

Boiling Springs, North Carolina

Associate Degree Nursing 1981

University of South Carolina Spartanburg

Spartanburg, South Carolina



**Candidate for AHVAP Secretary  
Sandy Wise, MBA, BSN, RN, CVAHP  
Region Director, Clinical Services  
Premier, Inc.**

**Please list your current and past Board experiences (local, regional, or national):**

Served on the Cardinal Health NPWT Advisory Board 2014. Worked alongside the DFW ADA (not for profit Board 1998 - 2000. Leadership/volunteer roles at several local churches in the DFW area

**What are your current professional associations and/or society affiliations (include titles if possible):**

Currently serving as District 3 Representative and co-chair of the Membership Committee – AHVAP

**Please list your professional skills and expertise:**

- Strategic planning
- Executive Level presentations
- Value Analysis work
- Leading programs within IDNs
- Consulting margin improvement engagements
- Developing/creating Value Analysis Programs for 3 large IDNs/RPCs
- Marketing
- Program development
- Mentoring others
- Speaking/presentation skills

**Please describe in detail some of your greatest strengths and weaknesses:**

Effective communication skills; well respected in the industry; known for integrity, responsiveness, caring for others; passion for quality. Learning to say, "no" more often and not over extending myself as I did earlier in my career.

**What do you feel is essential to ensure that the Board and staff are successful in attaining the goals for this organization?**

AHVAP has moved to the "next level" as an organization in our industry. We need leaders that are willing to continue to think outside of the box and continue to position our organization to the next level as a preeminent not for profit organization. We need discipline, rigor and commitment to professional excellence.

**What experiences, expertise, connections, or resources would you bring to AHVAP Board of Directors?**

I have an extensive "rolodex" with contacts across the country, within GPOs, large IDNs and industry organizations. Frequent past presenter at IDN Summit, and John Pritchard's Regional meeting. Many long-standing vendor relationships at the CEO/National Account Manager level.

**Please detail your interest in joining this Board:**

I am passionate about the profession and our organization. We need leaders that have broad experiences and I have the maturity to work with all types of leaders. It is imperative that we have Board members that are fresh in thoughts for AHVAP and are able to bring new ideas and move beyond the mentality of "we've always done it this way." That mindset has been a risk for the success of AHVAP and we need to ensure that we stay true to our pillars but continue to evolve. I am very excited about sharing my expertise and time



# SANDY N. WISE, BSN, RN, MBA

10135 Audelia Road  
Dallas, Texas 75238

214-850-3881  
sandynwise@yahoo.com

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## SUPPLY CHAIN MANAGEMENT/CLINICAL INTEGRATION

*Relationship Development / Project Management / Supply Chain Optimization / Team Leader*

Executive with expertise in identifying opportunities that bring financial value to healthcare organizations, identification of savings potential, optimal utilization of products while maintaining the highest quality. Recognized for solidifying partner relationships through hands on project management and open communications. Thrive on challenging opportunities to resolve problems within fast paced work environments. Expertise includes:

- Healthcare Industry Dynamics
- National network of key clinical and administrative personnel
- Communication / Relationship Management

## CAREER MILESTONES

- Member of the 7 people lead team within Strategic Sourcing at Baylor Scott & White Health to realize collective annual savings of \$33 million
- Developed the Clinical Value Analysis program for the Texas Purchasing Coalition
- Revised the Clinical Resource Utilization Group Program for CHRISTUS Health and developed standardized tools and processes for product evaluations and conversion
- Led teams within Premier, Inc. to assist member organizations to realize savings of ~\$10 million each year
- Led Novation's Medical and Surgical teams in developing service line specific standardization programs resulting in double digit increase in member participation
- Led Novation's 2005 innovative approach to contracting for wound closure and endomechanicals (market potential \$1 billion). Also led the Texas Purchasing Coalition wound closure and endomechanical conversion with double digit savings realized
- Built Novation's Bariatric Program to include 1000+ products (first Group Purchasing Organization to have a comprehensive portfolio). Media interviews include CBS Evening News, Reader's Digest, USA Today, and Health Care Purchasing News (4 consecutive years including the cover story 2007).

## CAREER PROGRESSION

### PREMIER, INC.

#### Region DIRECTOR, Clinical Services, PREMIER PERFORMANCE PARTNERS

1/2021 – Present

Responsible for providing clinical expertise to support supply cost management initiatives. Dedicated to single client, CommonSpirit Health. Part of a large consulting team that achieved supply cost savings of \$545M within a 3-year period. Perform value analysis activities for the Gen Med Service line with a supply spend of \$600k annually. Manage 6 Clinical Value Teams across a 27-state geographic area. Responsible for all clinical evaluations, standardization, and conversion activities. Manage an internal team of a contract manager and senior analyst.

### INTRO CONSULTANTS

#### DIRECTOR

5/2020 – 1/2021

Small independent consulting company working mostly with non-acute vendors. Role was to engage with small vendors to secure contracts with GPOs. Moved into the acute care marketing to sell PPE during COVID to health systems across the country.

### BAYLOR SCOTT & WHITE HEALTH, DALLAS, TEXAS

1/2019 – 5/2020

#### DIRECTOR, STRATEGIC SOURCING – NEW PRODUCT INTRODUCTION AND MED/SURG PORTFOLIO

Leader of the Med/Surg team within Strategic Sourcing. Managed a team of 9 to include contracting, analytics, procurement specialists and value analysis clinicians. Responsible for developing and executing strategy for the med/surg portfolio. Participate in contract negotiations. Work closely with GPO to maximize their portfolio use and optimize value thorough their special programs. Supply Chain clinical liaison with system clinicians to include system CMO and CNO. Developed system strategy for Patient Safety/Lifts, IV Catheters, capnography, pulse oximetry and

negative pressure wound therapy. Supply Chain Clinical liaison to several physician Governance Councils; Critical Care, Anesthesia, Wound Care, Orthopedics, Gastroenterology, CLABSI and CAUTI. Savings goal for current fiscal year on target at \$4 million. Responsible for New Product Introduction and clinical value analysis managers. Developed streamlined processes to ensure physicians could readily submit new product requests to be reviewed by their peers. Developed centralized clinical evaluation process within Supply Chain to ensure consistency across the system of 26 hospitals

**PREMIER, INC.**

**DIRECTOR, PREMIER PERFORMANCE PARTNERS – COST MANAGEMENT**

3/2015 – 12/18

Responsible for providing clinical expertise to support supply cost management initiatives. Provide project management and clinical oversight on a broad range of supply utilization reduction initiatives to include value analysis, reduction in clinical variation, vendor standardization, system-wide conversions, process development, supply chain operations and appropriate utilization of supplies. Assess spend in complex clinical areas and implement collaborative, evidence-based strategies to reduce spend without impacting quality. Initial project served in the role of clinical lead responsible for 53 standardization initiatives across a 26 facility IDN resulting in SKU reduction of 126,299 items and supply cost savings of \$6,767,430. Calendar year 2016 responsible for initiatives at three clients that resulted in savings of \$4,587,280. Responsible for savings of \$3,643,401 at a two facility IDN over 6-month period in 2017. Lead for the Strategic Sourcing Workstream for an IDN and clinical subject matter specialist with projected savings of \$10,590,039 by end of fiscal year 2018

**UNIVERSITY OF DALLAS GRADUATE SCHOOL OF MANAGEMENT  
ADJUNCT PROFESSOR, MBA PROGRAM**

1/2014 – 4/2015

**CHRISTUS HEALTH, IRVING, TEXAS**

2/2013 – 3/2015

**DIRECTOR, CONTRACTING AND RESOURCE UTILIZATION - CLINICAL**

Responsible for providing overall direction, ongoing management, and development of the clinical contracting and utilization program for CHRISTUS. Responsible for the oversight, coordination, and management of clinical projects. Collaborated on the long-term strategic planning process improvement as it relates to Clinical Resource Utilization. Developed and implemented CHRISTUS Health Resource Utilization Clinical Standards of Business practices, market standardization, consumption minimization management system wide while supporting the System Supply Chain Vision and Mission. Performed on site facilitation and support to the clinical and business management staff, especially in physician or executive staff interaction. Oversaw each project to make sure implementation is according to plan and customer satisfaction with product and process is being achieved. Provided oversight for the Resource Utilization Groups. Served as the content expert developed tools to enhance efficiency and effectiveness of the utilization process. Interfaced with various levels of management and external contacts with important end users, hospital executives, internal customers, and vendors to develop solutions.

**THE TEXAS PURCHASING COALITION OF TEXAS  
DIRECTOR**

6/2010 – 2/2013

Responsible for organizing, directing, and implementing a systems-approach to clinical support for member-owned supply chain management partnership representing 10 Integrated Delivery Networks. Identify contracting opportunities and interface with suppliers to ensure clinical needs are addressed while providing the best financial value in contract awards. Interacted with all levels within the healthcare organizations to identify contracting needs, drive contract compliance, plan, and direct product conversions, and provide support for standardization/utilization. Evaluated vendor proposals and actual products in terms of the feasibility of using products within the system. Developed and implemented a Clinical Value Analysis Team Program for the entire system.

**PRICEWATERHOUSECOOPERS, DALLAS, TEXAS  
MANAGER**

2/2009 – 6/2010

Manager in the Healthcare Industry Advisory Practice focusing on Supply Chain consulting services in +strategy and tactician of supply chain improvement, advising healthcare providers in some of the following areas: Inventory management; Purchased services; Supply utilization; Acquisition price savings, Redesigning logistical methodology from suppliers and clients; Assessment and implementation of Operating Room resource initiatives; Clinical Resource Management. Responsibilities included relationship building, responding to RFPs, selling engagements, client project management, and leading project teams of seasoned professionals.

**UNIVERSITY HEALTHSYSTEM CONSORTIUM, Oak Brook, Illinois**

2008 - 2/2009

## **Principal Consultant**

Lead Consultant/ Conversion Specialist responsible for conversions at Arrowhead Regional Medical Center (ARMC), the University of Mississippi Medical Center (UMMC), and Langone/NYU Medical Center. Managed multidisciplinary teams to accomplish savings goal. 1st year goal at ARMC was \$1.2 million with >\$3 million realized in first 90 days. UMMC had a 6-week conversion target and goal was met. Completed a full GPO conversion at NYU in 4 weeks.

**NOVATION / VHA**, Irving, Texas

2001 – 2008

Novation is the healthcare contracting services company that serves the members of VHA, a national healthcare alliance of 2,400 community-based hospitals, and University Healthsystem Consortium (UHC), a national healthcare alliance for large academic medical centers.

## **Senior Director, NOVAPLUS Brand Management**

2006 – 2008

Developed and directed programs and strategies for NOVAPLUS – private label for UHC and VHA in a matrixed organization involving collaboration with a variety of business units, hospital members, UHC and VHA, and suppliers simultaneously, often with competing goals.

- Interfaced with high-level leaders, hospital members, internal operating units, suppliers, and distributors to provide leadership, oversight, expertise, and consultation. Analyzed, interpreted, and addressed needs of customers to assure quality and timely deliverables. Liaison to resolve issues and maintain stellar customer service.
- Developed, formulated, and proposed comprehensive marketing strategies based on overall Novation business strategy, including aspects of brand, image, and reputation, incorporating the stated impact and objectives for the NOVAPLUS program.
- Led initiatives to develop solutions that supported financial, clinical, quality and utilization goals of healthcare organizations. Delivered presentations at national and regional meetings.
- Managed annual sales budget of \$800 million and revenue of \$18 million. NOVAPLUS products represent approximately 25 percent of member purchases through Novation medical-surgical agreements.

## **Senior Director, Medical & Surgical Service Lines** (2003 – 2006)

Led the development and implementation of service line strategic plan for acute care hospitals nationwide that represent 49% of national hospital admissions and 29% of the nation's total surgeries. Annual Novation sales \$31.5 billion.

- Led contract strategy development for products and services offered in the medical and surgical service lines.
- Directed development of clinical and other value-added services needed within the service lines after assessing member needs by visiting member hospitals and regional meetings.
- Delivered aggregate price competitiveness for the service line. Average savings 16%.
- Facilitated national Nursing, Perioperative and Wound Councils. Built collaborative relationships within the clinical teams, with regional office personnel and interacted with all levels of hospital staff to include executives and physicians.

**Vice President, VHA Texas, Inc.**, Dallas, Texas

2001 – 2003

Developed and marketed education programs to VHA Texas members. Reported to Senior Vice President. Managed and facilitated VHA Texas Physician Council, Quality Council and Chief Nursing Officer Council.

**BAYLOR HEALTH CARE SYSTEM**, Dallas, Texas

1981 – 2001

One of the nation's leading not-for-profit integrated health care systems.

## **Marketing and Public Relations**

### **Senior Marketing Manager** (1997 – 2001)

Managed on behalf of the CEO, COO, and facility Presidents the strategy and product/business development for the following services/products: Women's and Children's, Pulmonary, Neurology, Diabetes, and Metabolic Diseases.

- Developed "Rules of Two" Asthma Program that is still used today and negotiated a sub-licensing of trademark agreement with a pharmaceutical company. Developed the concept for "Camp Airways", a day camp for children with asthma, which is still active today.
- Led the team that developed the "Target Diabetes" program that was launched across the entire Baylor Health Care System (7 acute care facilities) and remains the city's premier Diabetes Education Program.
- Led the initiative to standardize Women's and Children's Services across the entire Baylor Health Care System (7 acute care facilities). Led the 2-year commitment for exclusive sponsorship with the Dallas/Fort Worth American

Diabetes Association which entailed being the title sponsor for the annual Diabetes Walk (in both cities), annual fund-raising gala, annual celebrity and silent auction/Horse Race, and various smaller events over the course of two years.

**Office of Managed Care, Manager, Clinical Contract Implementation (1996 – 1997)**

Implemented specialty/ carve-out contracts.

**Women and Children's Services, Parent Education Coordinator (1987 – 1996)**

Managed Baylor's Family Resource Center and grew program from 3 classes to 17. Developed curricula and trained instructors for 17 types of programs. Marketed, sold, and taught programs.

**Clinical Nurse / Supervisor (1981 – 1987)**

Provided management and patient care in a variety of clinical areas.

**EDUCATION**

Master of Business Administration, University of Dallas  
Bachelor of Science Degree in Nursing, Oral Roberts University  
Current Nursing License in Texas  
Member of AVHAP



**Candidate for AHVAP Western Regional Director  
Erin Arnold, MSN, RN, CNOR, CVAHP  
Manager, Advisory Services  
Premier, Inc.**

**Please list your current and past Board experiences (local, regional, or national):**

- Interim Western Region Director - AHVAP (2023)
- Medical City Lewisville Patient Advisory Board (April 2023 - current)

**What are your current professional associations and/or society affiliations (include titles if possible):**

- AHVAP- Member and Co-Chair of National Membership Committee
- AORN- member

**Please list your professional skills and expertise:**

Almost 20 years of Nursing experience in a variety of roles, from staff nursing, informal and formal leadership roles, almost exclusively in the Perioperative setting. Over the last 8 years, I've been involved in clinical supply chain, clinical governance and value analysis roles. I've helped create a new VA program at one IDN, helped launch a Surgical VA program at another IDN, then transitioned to surgical spend variation. I am currently working on Premier's Advisory services team, supporting supply chain and clinical enterprise engagements.

**Please describe in detail some of your greatest strengths and weaknesses:**

Strengths - Collaboration and teamwork, dependable, enthusiastic, and positive! Weakness - saying "no", I want to solve every problem, but working on this!

**What do you feel is essential to ensure that the Board and staff are successful in attaining the goals for this organization?**

Passion for the organization and for the value analysis profession. Clear communication and ability to provide and receive feedback - both positive and negative.

**What experiences, expertise, connections, or resources would you bring to AHVAP Board of Directors?**

I have great relationships with people throughout the industry and have a passion to make healthcare better. I have been fortunate make connections through my work in the OR and VA. I have also been fortunate to lead programs and initiatives across multiple IDNs. I maintain positive working relationships with both regular and affiliate members. I'm also connected with people who have vast DEI & B expertise.

**Please detail your interest in joining this Board:**

I am interested in joining the board to continue the great work and improvements that we've seen in recent months. I want to help AHVAP become the leader and standard in all things value analysis. I'm also excited to align AHVAP with leadership organizations like ACHE.

# ERIN A. ARNOLD, MSN, RN, CNOR, CVAHP

317-616-8422

[ehorst79@gmail.com](mailto:ehorst79@gmail.com)

Flower Mound, TX

[LinkedIn](#)

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## PERIOPERATIVE CLINICIAN LEADER AND SENIOR VALUE ANALYSIS PROFESSIONAL

Highly skilled Registered Nurse with 19+ years of experience in delivering high quality patient care to patients undergoing surgical procedures, 11+ years of experience in informal and formal leadership roles, and 8+ years' experience in clinical value analysis with achievement of millions in cost savings, SKU reductions and improving clinical practice. Understands the complexity of today's healthcare delivery systems and strives to improve them through evidence, data analytics, transparency, collaboration, and dedication. Possesses a Master of Science degree in Nursing and Health Systems Leadership and is also a Certified Nurse – Operating Room and Certified Value Analysis Healthcare Professional.

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### AREAS OF EXPERTISE

- Perioperative Nursing
- Value Analysis
- Supply Chain Management
- Data Analytics
- Process Improvement
- Lean Methodologies
- Change Management
- Healthcare Information Systems
- Program/Project Management
- ERAS
- Clinical Governance
- Team Building

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### PROFESSIONAL EXPERIENCE

#### **PREMIER, INC., CHARLOTTE, NC (CORPORATE OFFICE)**

01/2023-PRESENT

PREMIER IS A HEALTHCARE IMPROVEMENT COMPANY UNITING AN ALLIANCE OF APPROXIMATELY 4,400 US HOSPITALS AND HEALTH SYSTEMS AND MORE THAN 250,000 OTHER PROVIDERS AND ORGANIZATIONS. PREMIER HAS CREATED ONE OF THE MOST COMPREHENSIVE DATABASES OF ACTIONABLE DATA, CLINICAL BEST PRACTICES, AND EFFICIENCY IMPROVEMENT STRATEGIES.

#### **MANAGER, ADVISORY SERVICES – SUPPLY CHAIN ENTERPRISE**

- Identifies unwarranted supply and clinical variation across all contract categories by utilizing data analytics and clinical evidence
- Creates and provides presentations and collateral to customers with supported evidence-based literature and data analytics
- Coaches and collaborates supply chain, clinical governance and value analysis teams across multiple health systems to present and implement data driven, clinically recommended solutions to aid in the reduction of supply expenses and improvement of patient outcomes
- Identified and presented over \$2M savings in unwarranted clinical and supply variation across multiple service lines
- Supports team members through two-way communication of constructive feedback to ensure accuracy and effectiveness of customer opportunities, internal playbook improvements, and team standard operating procedures based on data and evidence based literature
- Works with Clinical Enterprise Advisory Services to educate and improve understanding of clinical governance structures, value analysis process, and supply chain maturity models to improve implementation of clinical variation products
- Active participation and membership with Clinical Supply Process Improvement Team to drive standardization and consistency in customer deliverables
- Works on Perioperative Workstream Team to create resource guides for junior members of team
- Active member on Advisory Services Technical Expertise Team to provide and promote education sessions/offerings to Supply Chain/Shared Services Enterprise practice

#### **OLIVE AI, COLUMBUS, OH (CORPORATE OFFICE)**

08/2021-12/2022

OLIVE IS AN AUTOMATION COMPANY FOCUSED ON ADDRESSING HEALTHCARE'S MOST BURDENSOME ISSUES WITH INTELLIGENT AUTOMATION. OLIVE DRIVES CONNECTIONS BETWEEN SILOED TECHNOLOGY AND WORKS TO INCREASE REVENUE, REDUCE COSTS AND IMPROVE EFFICIENCY FOR HOSPITALS, HEALTH SYSTEMS AND PAYERS.

#### **CLINICAL CONSULTANT II - SURGICAL SPEND VARIATION**

- Identifies unwarranted supply and clinical variation across all Surgical Service Lines by utilizing data analytics and clinical evidence
- Creates and provides presentations and collateral to customers with supported evidence based literature and data analytics
- Coaches and collaborates with clinical governance and value analysis teams across multiple health systems to present and implement data driven, clinically recommended solutions to aid in the reduction of surgical spend variation and improvement of patient outcomes
- Provide education and training of patented data tool to customers to successfully identify clinical and supply variation
- Validates surgical procedure cohorts for quality assurance of data tool

- Successfully achieved over \$2M savings in unwarranted clinical and supply variation across multiple service lines
- Supports team members through two way communication of constructive feedback to ensure accuracy and effectiveness of customer opportunities, internal playbook improvements, and team standard operating procedures based on data and evidence based literature
- Worked with other departments across Olive to educate and improve understanding of clinical governance structures, value analysis process, and supply chain maturity models to improve implementation of surgical spend variation products
- Founding member of the Olive Clinical Center of Excellence - Clinical BrainTrust Committee connecting Olive colleagues to clinician resources and subject matter experts and serves as advisors to Clinical Center of Excellence Board

**HEALTHTRUST, NASHVILLE, TN (CORPORATE OFFICE)**

01/2020-08/2021

HEALTHTRUST IS A LEADING HEALTHCARE PERFORMANCE OPTIMIZATION AND GROUP PURCHASING ORGANIZATION (GPO). HEALTHTRUST ALSO OFFERS A COMPREHENSIVE SET OF ADVISORY SERVICES TO HELP HEALTHCARE PROVIDERS MAKE THE MOST OF OUR SUPPLY CHAIN, WORKFORCE AND CLINICAL INTEGRATION CAPABILITIES. STEWARD HEALTH IS THE LARGEST PHYSICIAN OWNED FOR-PROFIT HEALTH SYSTEM CONSISTING OF 40 HOSPITALS IN THE US AND GLOBALLY.

**CLINICAL RESOURCE DIRECTOR – SURGICAL SERVICES VALUE ANALYSIS – STEWARD HEALTH - DALLAS, TX**

- Embedded outsourced resource leading Enterprise Surgical Services Value Analysis Program
- Chair of System Surgical Services Value Analysis committee
- Identified and implemented over \$4M in savings in various contract categories through standardization, SKU reduction and pricing tier optimization
- Supported and performed sourcing activities and reporting of PPE acquisition throughout COVID-19 pandemic
- Collaborated with surgeons and facility OR and Materials Directors to improve implementation processes
- Established new processes and relaunched the system's Surgical Services Value Analysis Team
- Performed data analytics to determine opportunities for standardization, savings, and clinical improvement
- Actively participated on HealthTrust Surgical Services Clinical Advisory Board to drive clinical participation and value in the contractual cycle and process

**SCRIPPS HEALTH, SAN DIEGO, CA**

09/2012 – 01/2020

SCRIPPS HEALTH IS A NATIONALLY RECOGNIZED \$3.1 BILLION NON-PROFIT HEALTHCARE ORGANIZATION CONSISTING OF 5 ACUTE CARE FACILITIES, SEVERAL CLINICS, AND URGENT CARE FACILITIES THROUGHOUT SAN DIEGO COUNTY AND PERFORMS OVER 21000 SURGICAL CASES ANNUALLY. CONSISTENTLY RANKED AS A HIGH PERFORMING ORGANIZATION BY US NEWS AND WORLD REPORT, FORTUNE MAGAZINE, GARTNER, AND IBM WATSON HEALTH.

**CLINICAL RESOURCE SPECIALIST (06/2015-01/2020)**

**SYSTEM-WIDE ROBOTIC SURGERY COORDINATOR (03/2018-01/2020)**

- Co-Chair Dyad of System Robotic Joint Operating Committee with active participation by Executive Leadership and Physicians across the organization
- Chair of Robotic Operating Room Operations Committee with active engagement of Robotic clinical teams in the Operating Room across the organization
- Achieved 10-minute reduction in turnover times of Robotic surgery cases across the system
- Coordinated and executed multiple physician and service line summits to collaborate with physicians across the system to standardize supplies, implants, doctor preference cards, and clinical practice guidelines (Anesthesia, Robotics, Total Joint, Spine, General Surgery, Cardiac Surgery) resulting in over \$2M performance improvement savings
- Standardized Custom Surgical Packs across the organization from over 140 to 50
- Implemented a Laser Safety Program and insourced Laser equipment to provide increased skill set to clinical staff, achieve standardization of interventional Urology supplies, and realize cost savings
- Implemented multiple successful supply conversions across the organization for compliance with our Group Purchasing Organization and vendor contracts
- Collaborated closely with Physician Operations Executives across the organization to develop strategies for improving quality, patient outcomes, and decreasing costs
- Collaborated with Materials Management Information Services (MMIS) and Clinical Performance Analytics teams to improve input, output and automation of data
- Build and maintain collaborative and trusting relationships with Executive leadership, physicians, senior clinical leadership, and operational leadership to help facilitate supply and clinical practice changes to the organization
- Assess New Product/Technology Reviews from clinicians by leveraging evidence, financial data, and clinical need
- Able to interpret and analyze data regarding quality, costs, and clinical improvement, financial analysis, and evidence-based practice and research
- Member of the following system wide committees with responsibilities of Value Analysis and Clinical Supply Chain Support: Model Cell Operating Room Value Stream, Operating Room Leadership, EHR EPIC Build Team, Site Surgery Supervisory Committees, General Surgery Careline, Spine Careline, and Orthopedic Careline

**SCRIPPS MERCY SAN DIEGO**

SCRIPPS MERCY IS A LEVEL 1 TRAUMA CENTER WITH 482 LICENSED BEDS. AND 14 OPERATING ROOM SUITES. THE SURGICAL SERVICES DEPARTMENT CONSISTS OF PRE-SURGICAL EVALUATION, PRE-INDUCTION UNIT, PERIOP, PACU, AND STERILE PROCESSING DEPARTMENT WITH OVER 250 FTES.

**SUPERVISOR, PATIENT CARE SERVICES, OPERATING ROOM (09/2012-06/2015)**

- Provided direct supervision to over 40 staff members to optimize the daily workflow/throughput of the Operating Room in a Level 1 Trauma Center
- Maintained staff productivity at 90% and above



- Facilitated and maintained physician/staff relationships including conflict resolution and service recovery
- Managed 35+ direct reports by conducting evaluations, mentoring, education, and corrective counseling
- Facilitated hiring process and onboarding of new staff
- Created, updated, and maintained staff and call schedule for all surgery personnel
- Collaborated with other nursing and ancillary departments to facilitate optimal delivery of patient care
- Led the Case Picking Process Improvement Initiative by utilizing lean principles and collaborating with Supply Chain and Sterile Processing Department to implement a successful Case Picking program

**INDIANA UNIVERSITY HEALTH, INDIANAPOLIS, IN**

01/2004 – 08/2012

IU HEALTH IS INDIANA'S LARGEST NATIONALLY RECOGNIZED HEALTH SYSTEM, PERFORMING OVER 113,000 SURGICAL CASES ANNUALLY. 8 FACILITIES HAVE ACHIEVED MAGNET DESIGNATION FOR NURSES.

**INDIANA UNIVERSITY HEALTH WEST CAMPUS**

IU HEALTH WEST IS A MAGNET FACILITY WITH 127 LICENSED BEDS. SPECIALIZING IN ORTHOPEDICS, GENERAL SURGERY, UROLOGY, SPINE, GYNECOLOGY, ENDOSCOPY, PAIN MANAGEMENT AND ENT. THE SURGICAL SERVICES CONSISTS OF 6 OPERATING ROOM SUITES, 2 ENDOSCOPY, AND 1 PAIN MANAGEMENT SUITE, PRE-ADMISSION TESTING, AMBULATORY PROCEDURES UNIT, PACU, AND STERILE PROCESSING DEPARTMENT.

**SURGICAL SERVICES EDUCATOR (04/2010 – 08/2012)**

- Provided and maintained education to staff which includes APU/PACU, OR, Endoscopy, Pain Management, and Central Sterile Processing
- Active member of IU Health West Clinical Practice Council, IU Health System Perioperative Policy/Procedure Committee, IU Health West Education Council, IU Health West Disaster Committee, IU Health West Pain Team, IU Health System Evidence Based Practice Steering Committee, IU Health West Expert Documentation Committee, IU Health West Ethics Committee
- Founded and served as chairperson of IU Health West Surgical Services Clinical Practice Committee
- Co-Chairperson of IU Health West Evidence Based Practice/Research Committee
- Co-Investigator in IRB approved research study on Obstructive Sleep Apnea and Patient Education
- Created and coordinated orientation plan for new hires
- Coordinated Nursing and Surgical Technologist student experiences and learning plans
- Coordinated and executed in-services and staff development opportunities
- Served as a general resource for staff
- IU Health West Career Advancement Program instructor and resource
- Developed and maintained department policies, procedures, and guidelines
- Improved Surgical Care Improvement Project (SCIP) compliance to near 100% on all measures through collaboration with surgeons, Med/Surg partnership and OR Staff Education

**OPERATING ROOM STAFF NURSE (12/2007-04/2010)**

- Provided safe and high-quality care to surgical patients
- Scrubbed and Circulated all services lines at hospital
- Monitored patient safety during perioperative service
- Coordinated patient care with perioperative team
- Member of IU West Disaster council
- Served as a preceptor to new hires

**CLARIAN HEALTH (NOW IU HEALTH)-METHODIST CAMPUS**

IU HEALTH METHODIST HOSPITAL IS LOCATED NEAR DOWNTOWN INDIANAPOLIS PROVIDING COMPREHENSIVE SURGICAL SERVICES WITH 1,100 LICENSED BEDS.

THE OPERATING ROOM CONSISTS OF 36 OR SUITES, BROKEN INTO GENERAL SURGERY, ORTHOPEDICS, NEUROSURGERY, UROLOGY AND CARDIOTHORACIC CORES.

**CHARGE NURSE/FACILITATOR - NEUROSURGERY (02/2007 – 12/2007)**

- Provided direct supervision to Neurosurgery staff - 6 Operating Rooms and 25 FTEs
- Managed and coordinated staffing needs
- Served as a liaison between physicians and staff
- Served as a resource for staff
- Coordinated traumas and elective caseloads
- Collaborated with other department leadership to maintain effective patient safety and flow
- Maintained daily operations of Neurosurgery

**TRAUMA SURGERY COORDINATOR - EVENINGS/NIGHTS (06/2005– 2/2007)**

- Provided direct supervision to evening and night staff - 50 FTEs
- Managed and coordinated staffing needs for all surgical services after 3 pm
- Served as resource and educator for staff
- Managed the flow of surgical cases and traumas - 36 Operating Rooms

**STAFF RN- ORTHOPEDIC SURGERY(01/2004 – 6/2005)**

- Completed 6-month Perioperative Training Program
- Provided safe, quality care to perioperative patients
- Circulate and Scrub orthopedic cases – Ortho Trauma, Total Joints, Sports Medicine, Orthopedic Spine
- Charge nurse when needed
- Preceptor to new hires

# **ERIN A. ARNOLD, MSN, RN, CNOR, CVAHP**

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## **EDUCATION**

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**Masters of Science in Nursing and Health Systems Leadership (MSN)** - Western Governors University (June 2020)

**Bachelor of Science in Nursing (BSN)** - University of Indianapolis (December 2009)

**Associate of Science in Nursing (ASN)** -Purdue University North Central (December 2003)

## **CERTIFICATIONS & HONORS**

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CNOR- Certified Nurse Operating Room (2010 - present)

CVAHP - Certified Value Analysis Healthcare Professional (2022 - present)

AHVAP National Board of Directors – Western Region (2023 – present)

AHVAP Membership Committee Co-Chair (2018 – present)

Professional Organization Memberships - AORN, AHVAP

Mercy Outreach Surgical Team (MOST) Volunteer – Medical Operating Room Mission trips to various locations across Mexico (2014-present)

WGU Excellence Award - Nursing and Health Systems Leadership Capstone Submission (2020)

HealthTrust Clinical Excellence Award Winner (2018)

Scripps Values in Action Award Winner (2017)

Scripps Quality Award - Silver Award – OR Value Stream, Case Picking (2014)

## **SPEAKING ENGAGEMENTS**

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“Standardizing Arthroplasty: What Are the Benefits and How Can We Achieve Them?” - Heraeus Palacademy (2020)

“Creating Value Through Strong Partnerships In A Clinically Integrated Supply Chain” - HealthTrust University Annual Conference & Association of Healthcare Value Analysis Professionals Annual Conference (2021)

“Value Analysis Fireside Chat” - National Accounts Summit (2021)

“Value Analysis - Understanding Your Audience” - HemoCue National Sales Meeting (2022)

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**Candidate for AHVAP Northeast Regional Director  
Sandra Monacelli, MBA, BSN, RN, CNOR, CVAHP  
Vice President  
Nexera**

**Please list your current and past Board experiences (local, regional, or national):**

- American Heart Assoc-Board Member
- Genesee Community College- Nursing Board Member

**What are your current professional associations and/or society affiliations (include titles if possible):**

- AHVAP- Member
- AORN- member

**Please list your professional skills and expertise:**

- Leadership development
- Value Analysis
- Clinically integrated Supply Chain
- Perioperative Services
- CRM

**Please describe in detail some of your greatest strengths and weaknesses:**

Strong desire to open new doors. Diversity and Inclusion. Socialization of our process. Strong, open communicator and Leader. Big picture strategist. Weakness- may take on too much.

**What do you feel is essential to ensure that the Board and staff are successful in attaining the goals for this organization?**

There need to be diverse personalities and professional expertise on the Board. We need to look at the strategic opportunity through the lens of growing and validating our profession. Every voice should be heard.

**What experiences, expertise, connections, or resources would you bring to AHVAP Board of Directors?**

I lead a team of subject matter experts who specialize in value analysis and are embedded into client members' organizations. We provide best practices to align with the clinical, financial, and strategic goals of the organizations we work with.

**Please detail your interest in joining this Board:**

I would like to become more involved with the AHVAP organization so that we can network and share our common success and break down the barriers. I also want to lead by example and share the experiences with my team to encourage their participation.

# SANDRA A. MONACELLI McNALL

MBA, BSN, RN, CNOR, CVAHP

3920 Lake Road North, Brockport, NY 14420 / (585) 259-3073

smonacel@gmail.com

## **SUMMARY OF EXPERIENCE**

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Visionary Senior Operations Executive that offers a solid career track of successfully propelling operational and professional growth. Highly motivated Clinical Leader with a cumulative reputation for managerial excellence, vision, and results. Outstanding ability to effectively identify opportunities, develop focus and provide tactical business solutions. Leverage's collaborative, mentoring, and analytical leadership style to inspire innovation, increase operational excellence, and enhance communication through all major projects and initiatives.

Key areas of expertise include:

- **Value Analysis/Clinical Integration**
- **Coaching /Mentoring** Professional Staff
- Perioperative Services
- Cardiac Rhythm management
- Quality improvements
- Lean Sigma Yellow Belt
- **Strategic Vision and execution**
- Staff Development
- **Revitalization of underperforming Operations**
- Budget development and administration
- **Change Agent**
- **Executive relationships**

## ***PROFESSIONAL EXPERIENCE***

### **Premier Inc., Nexera, Inc.**

#### **Charlotte, NC**

2020-present

#### **Vice President, End to End Supply Chain, Value Analysis**

Lead, direct, and oversee the practice leadership for Clinical Engagement offerings for Nexera, Inc., including Clinical Supply Chain Integration, Initiative specific support, Value Analysis, and Perioperative Business Operations. Responsible for the development of current and strategic opportunities, sales growth, budget, and marketing.

Nominated and selected as one of the Top Ten Women Leaders in Supply Chain, 2022

\*Premier acquired Nexera as a wholly-owned subsidiary in February 2018

### **Nexera, Inc., GNYHA, NY, NY**

2018-2020

#### **Vice President, End to End Supply Chain, Value Analysis**

Responsible for the development of, and ongoing management of the Value Analysis process within a framework of quality and safety focusing on appropriate utilization of supplies and services. Leads a team of subject matter experts who are embedded into client members' organizations.

Co-authored white paper- Using an HRO Model in the Perioperative Suite: Your Nurses' Perspective

**Nexera, Inc., GNYHA, NY, NY**

2016-2018

**Assistant Vice President, Value Analysis**

Oversight for Value Analysis process development and consulting offering.

Additional oversight for the creation and build-out of the Perioperative Services Assessment offering. Managed multiple client sites and Team members.

Heavy contributor/Co-Author of the Healthcare Supply Chain, 2<sup>nd</sup> edition. Best Practices for Operating at the Intersection Cost, Quality, and Outcomes

**Nexera, Inc. GNYHA, NY, NY**

2012- 2016

**Director, Value Analysis**

Lead the system-wide value analysis process at multiple clients, assessing product function and cost.

Tasked with reducing supply chain costs while maintaining quality and positive patient outcomes.

Lead, direct, and oversee the value analysis process to meet annual targets. Create, interpret, and present savings dashboards, policies, and procedures.

Educate and orient client multidisciplinary Value Analysis Team members regarding processes and their role on the VA Teams.

Collaborate closely with C-Suite to operationalize Value Analysis.

Facilitate consensus among clinical stakeholders; determine/resolve barriers.

Identify key stakeholders and establish ongoing relationships to achieve a high level of engagement.

Utilize and interpret clinical spend landscapes, reports, and other available data to identify savings opportunities.

Review new product or product change requests, triage to appropriate VA Teams, and coordinate trials/evaluation.

Identify utilization and waste reduction opportunities. Collaborate with end users to identify specific provider opportunities.

**MEDTRONIC, INC., Minneapolis, Minnesota**

2007-2012

**Clinical Specialist, Cardiac Rhythm Disease Management**

Deliver high-quality professional service in support of Medtronic products that maximize patient outcomes, reinforce sales messages with the customer, and grow market share within a team framework, implementing account plans, and delivering customer education and product training for the district.

- Lean Sigma Yellow Belt
- ASPIRE Professional Development Committee
- ASPIRE Mentor
- Sales, Service, Technical Field Engineer Advisory Panel
- National Clinical Specialist Council Member
- Northeast Regional CS Council Leader

**UNIVERSITY OF ROCHESTER MEDICAL CENTER, Rochester, NY**

1997 – 2007

**Nurse Manager, Operating Room – Strong Memorial Hospital [July 2003 –January 2007]**

Reporting to the Chief Nursing Officer; comprehensive responsibility for the strategic direction and Management of a 170+ member Operating Room staff comprised of Registered Nurses, Surgical Technologists, and support staff for a 35-Room OR. Working closely with the surgical leadership team, have evolved a model that represents best practices in the day-to-day delivery of clinical and administrative services consistent with the requirements of a top-tier medical teaching institution.

Offering an outstanding record of leadership achievement within one of the top-ranked medical and research centers in the U.S. Experience encompasses 24-hour accountability for all unit, patient care, and nursing activities for the Perioperative service; oversight for all facets of standards development, coordination of nursing resources to meet significant growth in OR surgical volume, clinical training/evaluation, orientation, and quality improvements for a 170-member clinical staff; preparation for regulatory site surveys and reviews.

A vibrant communicator and facilitator with success in developing and retaining high-quality staff and in aligning diverse constituencies toward common objectives. A cumulative reputation for managerial excellence, vision, and results.

Oversees and directs the management of nursing personnel and resources to ensure effective and efficient nursing care in accordance with established standards. Participates in developing, implementing, and evaluating nursing policies and procedures, and continually monitors standards of care, practice, performance, and patient care outcomes. Plans, monitors, and analyzes the unit budget and staffing patterns to ensure the delivery of nursing care in a cost-effective manner. Provides direction and facilitates the delegation of unit management activities as needed. Promotes collaboration with other disciplines and support services in managing patient care in the hospital environment.

**Tissue Bank Compliance Officer – University of Rochester Medical Center/Strong Memorial Hospital /Eastman Dental Center** September 2002 – January 2007

Concurrently, with roles as OR Nurse Manager, and OR Nurse Leader, responsibility for applying for and maintaining NYS Tissue Banking licenses for the University Medical Center. Develop policies and standard operating procedures for Administrative Responsibility, Storage and Handling of Allograft Tissue, Maintaining Tissue Banks, Monitoring Liquid Nitrogen, Recovery, Handling, and Storage of Autogenic Skull Flaps.

- Interpret and facilitate compliance with NYS Department of Health Tissue Bank standards.
- Validate all Tissue Implants and submit Tissue Banking Activities Report to the NYSDOH annually.
- Serve as the Liaison between state and federal regulatory agencies and the University of Rochester
- Oversee continuing nursing education, administration, and compliance with standards for all areas using Tissue

**Nurse Leader, Orthopaedics** 1998 – 2003

Reporting to the Nurse Manager, played a key role in the operational management of a 27-Room OR suite. Direct oversight for the creation and development of the Orthopaedic Surgical team.

- Planned, monitored, and analyzed unit budget and staffing patterns; established long / short-term goals.
- Directly managed and evaluated nursing personnel and resources to ensure quality.
- Maintained proficiency as RNFA.
- Served as the Liaison between Materials Management and the OR.
- Served on the Planning Committee for 12 new OR construction and renovation.

**MEDINA MEMORIAL HOSPITAL, Medina, NY**

1993 – 1998

**Nurse Manager, Surgical Services**

Comprehensive responsibility for the OR, Post Anesthesia Care Unit, Ambulatory Surgery Unit, Pre-op Teaching Center, Central Supply, and Reprocessing.

- Coordinated all Surgical Services using clinical, managerial, and leadership skills.
- Administrative responsibility for the interpretation, direction, and evaluation of nursing practices.

- Developed Surgical Services Department overview reflecting philosophies and objectives.
- Authorized with administrative accountability and 24-hour responsibility for the department.
- As Wellness Educator implemented the Community-wide Prostate Cancer Screening and Education program.
- CQI Trained Facilitator.

**LAKESIDE MEMORIAL HOSPITAL, Brockport, NY**

1989 – 1992

**OR Coordinator / Acting OR Supervisor [1991 – 1992] OR Staff Nurse [1989 – 1991]**

Recipient of the Excellence in Nursing Award, Lakeside Memorial Hospital Medical Staff.

**THE GENESEE HOSPITAL, Rochester, NY**

1989

**Staff RN - Cardiac Unit**

**ARNOLD GREGORY MEMORIAL HOSPITAL, Albion, NY**

1983-1989

**Certified Surgical Technologist- Surgical Services**

**EDUCATIONAL BACKGROUND**

UNIVERSITY OF ROCHESTER, **William Simon School of Business, Master of Science in Business Management, Medical Management concentration**, Rochester, NY

UNIVERSITY OF ROCHESTER, **Bachelor of Science, Nursing**, Rochester, NY

The UNIVERSITY OF BUFFALO, **Registered Nurse First Assistant**, Buffalo, NY

GENESEE COMMUNITY COLLEGE, **Associate in Applied Science, Nursing**, Batavia, NY

TROCAIRE COLLEGE, **Certification in Operating Room Technology**, Buffalo, NY

**LICENSURE AND CERTIFICATION**

New York State License #417281-1

National Certification Board – Perioperative Nursing (CNOR), #966560, 1996-present

Registered Nurse First Assistant, 1997

Peripherally Inserted Central Catheters Certification (PICC), 1997

Certified Value Analysis Healthcare Professional, (CVAHP 2022)

**PROFESSIONAL ORGANIZATIONS**

Association of Perioperative Nurses, 2002 – Present

Association of Healthcare Value Analysis Professionals, AHVAP, present

**COMMUNITY VOLUNTEERISM**

American Heart Association Education Committee, Rochester, NY

Certified Health and Wellness Coach