**Theressia Ly-Don Polk, RN, BS, BSN, EMBA, CLSSBB**

1725 S Houston School Rd. Lancaster, Texas 75146 – 214.729.8750 – [theressia.polk@va.gov](mailto:theressia.polk@va.gov)

**PROFESSIONAL EMPLOYMENT HISTORY**

**SPECIAL SKILL SET**

* Certified Diabetes Coach
* Lean Six Sigma Black Belt, Lean/Performance Improvement Subject Matter Expert – Executive Sensei (Transitional Team Leader).
* Extensive experience with **healthcare hospital operations, policies, and procedures** portfolio, program, and project analysis and management
* Experienced in developing a strong working network and partnerships with senior leaders
* 31 years of healthcare management and experience with advanced clinic access including an understanding of VHA health care delivery systems.
* Performance Driven – Decreased agency usage from 40% to 0.4% within 6 months;

Performance soared from 38% to 96% within 24 hours and remained 100%;

**PROFESSIONAL EMPLOYMENT HISTORY**

**Park Manor Nursing and Rehabilitation Center August 2018**

**MDS Coordinator – Assessment Nurse**

* Responsibilities included complete systems review and nursing assessment to formulate initial, interim and comprehensive care plans for nursing home residents.
* Perform chart reviews and pre-survey audits.
* Reviewed antipsychotic medications for regimen and state compliance insuring appropriate documentation supported therapeutic use

**Department of Veteran Affairs (OSI-VERC) February 2015-Present**

**Supervisory Program Specialist**

* Lead Project manager on several OSI/VERC projects responsible for independently applying knowledge of systems redesign methodologies as well as performing work that included:
  + **Extensive evaluation of healthcare hospital operations, policies, and procedures to identify gaps in performance and compliance, while assisting leadership in develop performance improvement action plans to become compliant with national guidelines including, OIG JCAH, and other accrediting bodies.**
  + Launching and supporting process improvement (PI) teams, coaching and training PI teams, providing expertise for consultations, and providing education and research expertise in support of OSI|VERC leadership expectations
  + Plans and develops methods of performance evaluation and process improvement for healthcare systems, networks and VHA Program Offices
  + Reviews and/or creates a variety of macro and micro systems within outpatient clinics, inpatient clinical services, business and administrative services, and leadership/management services
  + Provide consultative and technical support to VHA facilities participating in improvement activities based on industrial and quality engineering, lean, and systems redesign tools and principles
  + Managing projects impacting patient care delivery systems; analyzing program issues, goals, objectives, processes, and administrative operations of an organization; using qualitative and quantitative techniques in analyzing data and information to identify and evaluate issues; developing recommendations for corrective actions;
  + Designing and performing studies and special projects, such as management studies, cost effectiveness studies, and customer service improvement projects/studies;
  + Applying analytical and evaluative methods and techniques to issues and studies; supplying supervisors and upper management with statistical information, including trend and workforce analysis; and, preparing administrative reports and managing data using a variety software packages

**Healthways Inc. July 2013 – December 2014**

**Regional Director, Hospital Programs**

* Total Accountability for strategic planning (designing and implementing) of 14 Comprehensive Care Programs;
* Coordinates the activities of senior executives and works with them to develop short and long range objectives, policies, and procedures.
* Ensures that clinical and business policies are uniformly understood and consistently interpreted and administered.
* Established the organization hierarchy and delegates limits of authority to subordinates executives; prescribes the specific limitations of the authority of subordinates regarding policies, contractual commitments, expenditures and personal actions.
* Reviewed and approved all financial reports, budgets, managed care contracts and major expenditures; directs, establishes, reviews, and adjusts charges for services; and maintains accreditation and licensure standards of the Joint Commission on Accreditation of Hospital Organizations, Medicare, Medicaid, state licensure, regulatory agencies, and similar organizations.
* Analyzed operating results of the organization and its principal components relative to established objectives and ensures that appropriate steps are taken to correct unsatisfactory conditions.
* Resolved issues that had financial impact / cost savings, enforcing efficiency of processes, and compliance with state and federal requirements.
* Program performance Improvement activities of specific programs for 7 of Texas Health Resources Hospitals (Denton, Dallas, Allen, Kaufman, Plano, Alliance, and HEB).
* Overseeing day to day operations of assigned contracted programs – cost recovery
* Coordinated program planning budget preparation, administering system wide policy formulation
* Represented the agency at various professional, civic and governmental organizations and meetings.
* Partnering with physicians who admitted and discharge patients in assigned services taking a role in the recruiting and retention of physicians for chronic disease management programs
* Worked with assigned teams to ensure the programs met necessary regulatory and compliance approvals and quality accreditations in conjunction with other system representatives – resolving non-compliant fiscal issues
* Lead consultant and principal advisor to top level management for Chronic Disease Management

Programs, working directly with Triad leaders to plan, develop and implement strategies and goals for exceeding performance measures targets relating to access and timeliness of care delivery and support processes;

* Successfully implemented outpatient PI; inpatient flow and throughput; administrative and business processes, and management and leadership engagement and support of improvement objectives; Successfully executed business plans of Chronic Disease
* Management Systems within allocated program budgets;
* Achieved clinical and quality objectives while delivering contracted services against contractual Obligations.
* Accountable for the profitability of the division through client retention, cost control, incentive plans, contract pricing, etc., monitoring, auditing and correcting erroneous billings
* Monitors corporate-approved performances while taking immediate, proactive measures to align expenditures, business development strategies to achieve and exceed expectations.
* Managed the resources to maximize profitability and quality of service to clients.
* Implemented strategic and tactical plans which strive to enhance product and service delivery to clients; ultimately improving profitability.
* Actively participated with THR TRIAD (Executive Management) and Healthway’s Sr. Leadership teams.
* Responsible for anticipating changes in level of care and the current business environment, and allocates resources to ensure timely and effective service delivery.
* Ensures required standards of clinical care are being followed.
* Directed the strategic business operations and business analysis for the region.
* Established innovative approaches to bring new services to market.
* Responsible for employing, recruiting, managing and directing qualified personnel to carry out the policies and procedures of the region and ensures the education and evaluation of staff members.
* Hired and promoted a diverse workforce by monitoring employment decisions for consistency and fairness.
* Acted as a role model for teamwork and collaboration and sets the expectation that employees will work collaboratively.
* Provided counsel to management regarding needs of the community, personal needs, financial needs, professional practices and health planning.
* Continuous fostering of good working relations with physicians and community agencies.
* Adhered to all company policies and procedures and adherence to and compliance

with information systems security. Also, responsible for ensuring client confidentiality at all times through verbal, written and automated information Systems security policies and procedures and reporting information systems security problems.

* Coordinated and provided oversight for educating over six thousand nurses on chronic disease management and transitional care services.

**Lean Management Consultants – Health Care Consulting October 2010 -Present**

**Sr. Consultant**

* Formulated internal and external teams to conduct quality sensitive reviews
* Performed research and analysis of complex issues in preparation for project development, identifying potential QM/health care program problem areas and designing projects to assess those issues, and completing individual assignments to independently evaluate complex and sensitive QM/health care program issues.
* Provided recommendations of program process improvement to executive leadership
* Developed Chronic Disease Management Programs which impact quality and fiscal outcomes
* Conducted and reviewed agency-wide program of quality assurance or patient care inspection and providing insight for activities in healthcare environment;
* Developed Performance Improvement initiatives utilizing skills, analytical ability and sound judgment to review, analyzing and evaluating programs, procedures and problems pertaining to a wide range of factors that affect and influence the management of healthcare delivery at local, regional and national level;
* Served as Senior consultant providing leadership and direction for executive teams ensuring expert support in quality assurance;
* Performed in-depth reviews and evaluations of quality assurance procedures, patient care, inspections and oversight projects in a healthcare environment and in conformance with Federal regulations.
* Worked collaboratively with SMEs, operational teams and management, health plan representatives, and other external and internal partners
* Led internal/external vendor activity by driving work effort and/or providing Subject Matter Expert's (SME)
* Tracked vendor and internal operational team quality of work, performing audits as needed
* Worked with internal operational teams (COB Ops) to manage cost avoidance loading and validation process
* Worked closely with other departments while performing internal /external audits to resolve encounter rejections and cost avoidance reconciliation issues.

**Department of Veteran Affairs July 2006-Nov 2011**

**Long Term Care Quality Manager/Home Based Primary Care Manager/Performance Improvement & Magnet Coordinator /National Survey Readiness Consultant/ (Several promotions) Title 38 – Grade 3 Step 12 \_Permanent Status 1**

* Successful outcomes providing oversight of Nursing Quality Management program for VA North Texas Healthcare System (Bonham, Dallas, Ft Worth, and Tyler);
* Total Accountability for strategic planning (designing and implementing) Comprehensive
* Care Programs
* Program performance Improvement activities of specific programs for 7 of Texas Health Resources Hospitals (Denton, Dallas, Allen, Kaufman, Plano, Alliance, and HEB).
* Overseeing day to day operations of all departments in the hospital with the exception of Nursing
* Coordinating facility and program planning budget preparation, administering hospital policy formulation
* Representing the hospital at various professional, civic and governmental organizations and meetings.
* Partnering with physicians who use, or will use, the hospital taking a role in the recruiting and retention of physicians
* Working with the Chief Executive Officer to ensure the hospital meets necessary regulatory and compliance approvals and quality accreditations in conjunction with the hospital’s Chief Nursing Officer
* Working with the Chief Executive Officer to create an environment that will encourage the recruiting and retention of qualified hospital employees
* Analyzing areas in planning, promoting and conducting organization-wide performance improvement activities
* Assisting in planning of new services that generate additional sources of profit revenue
* Assisting in managing costs by continually seeking data that will identify opportunities and take action to eliminate non-value costs in conjunction with the hospital’s financial and nursing officers
* Participating in the hospital's monthly operation reviews as well as participating in corporate office meetings as deemed necessary
* Developed effective systems to meet performance measures as mandated by Washington Coordinates system-wide homecare performance improvement activities managing 35 home health contracts;
* Redesign process to incorporate Magnet Recognition principals and veteran centered care while developing a strategic plan to obtain magnet status within 5 years;
* Field Survey Readiness Consultant throughout the country on a continuous basis;
* Certified Federal Mediator to assist in decreasing the number of tort and arbitration claims against VA North Texas;
* Ensured timely, accurate, and complete clinical data for billing of contract services;
* Successful oversight of all contract nursing home care insuring compliance with Medicare, Joint Commission, and CARF;
* Managed and monitored operating budget for the Home Based Primary Care department (Overseeing internal home health and hospice services and 35 external homecare contracts) while increasing productivity by 200%;
* Responsible for educating the entire nursing department on Magnet Protocols and performance improvement processes.
* Provided ongoing in-services throughout the VA system.
* Completed 42 successful performance improvement projects within a 2-year time frame while implementing several annual programs to improve quality outcomes, promote patient safety, improve patient and staff satisfaction as evidence of magnetism for the magnet journey.

**Medical Center of Lancaster – Lancaster, Texas April 2003- June 2006**

**Director of Nursing Acute Care: Medical-Surgical**

**Psychiatric Inpatient/Outpatient**

* Decreased agency usage from 40% to 0.4% within 6 months; improved nursing documentation from 37% to 100% within 3 days and maintained throughout duration of employment; Implemented several hospital-wide quality improvement programs.
* Served as a liaison in TJC performance improvement.
* Trained 300 employees on how to implement a simplified daily care plan which would capture a maximized reimbursement;
* Performance soared from 38% to 96% within 24 hours and remained 100% until left;
* Directed the strategic business operations and business analysis for the region.
* Established innovative approaches to bring new services to market.
* Responsible for employing, recruiting, managing and directing qualified personnel to carry out the policies and procedures of the region and ensures the education and evaluation of staff members.
* Hired and promoted a diverse workforce by monitoring employment decisions for consistency and fairness.
* Acted as a role model for teamwork and collaboration and sets the expectation that employees will work collaboratively.
* Provided counsel to management regarding needs of the community, personal needs, financial needs, professional practices and health planning.
* Continuous fostering of good working relations with physicians and community agencies. Adhered to all company policies and procedures and adherence to and compliance with information systems security. Also responsible for ensuring client confidentiality at all times through verbal, written and automated information Systems security policies and procedures and reporting information systems security problems.
* Provided Joint Commission / Performance Improvement education and training throughout the hospital.

**Visions Home Health Network – Arlington, Texas**  **August 1994- Dec 2002**

**Chief Executive Officer/Chief Nursing Officer**

* Served as Director of Nursing for two years prior to becoming CEO;
* Responsible for overall functioning of the organization;
* Developed the mission, vision and values for the organization, and then expanded a state of the art Medicaid certified home health agency maintaining zero deficiencies;
* Collaborated with several agencies to insure the best possible patient outcomes;
* Successful results in sharing the “big picture” with the employees, including accepting responsibility for decisions made and outcomes.
* Developed successful Medicare certified program.
* Assured compliance with all federal and state regulations while remaining deficiency free.
* Total Accountability for operational management, strategic planning (designing and implementing) of all home based primary care programs;
* Overseeing day to day operations of all departments in the home health services
* Coordinating program planning budget preparation, administering Medicare policy formulation
* Representing the agency at various professional, civic and governmental organizations and meetings.
* Partnering with physicians who use, or will use, the agency taking a role in the recruiting and retention of physicians
* Ensured the agency met necessary regulatory and compliance approvals and quality accreditations in conjunction with the other agencies
* Created an environment to encourage the recruiting and retention of qualified hospital employees
* Analyzed areas in planning, promoting and conducting organization-wide performance improvement activities
* Planned new services that generated additional sources of profit revenue
* Assisted in managing costs by continually seeking data to identify opportunities and took action to eliminate non-value costs in conjunction with the agency’s C-Suite officers
* Participated in monthly operation reviews and community advocate meetings as deemed necessary

**EDUCATION, PROFESSIONAL MEEMBERSHIPS & PERSONAL DETAILS**

Executive Master’s in Business Administration (EMBA) Texas Woman’s University

Bachelor of Science – Major Criminal Justice – Dallas Baptist College

Bachelor of Science – Major Nursing –Dallas Baptist University

**CERTIFICATION**

* BCLS Certification
* Certified Diabetic Coach – Emory University
* Certified Lean Six Sigma White, Yellow, Green and Black Belt
* Certified Life/Executive Coach
* Certified Preceptor/ Mentor (Fellow)

# References

Mathew Jenkins, Deputy Associate Director

Department of Veteran Affairs -864-316-1844

Melinda Dye, Program Analysis

Department of Veteran Affairs – 712-898-8162

Nikki Floyd, Regional Director

UT Southwestern Medical Center – 720-206-6456

Depika Patel, Health Systems Specialist

Department of Veteran Affairs – 513-765-9512