



CHRISTINA THIELST



Christina uses her deep experience implementing operational improvements to assist healthcare organizations design effective business solutions. As chief operating officer for a medical center encompassing two acute hospitals and over 30 ambulatory care clinics, she initiated innovative performance improvements. These changes resulted in more accurate data collection, lower inventories, reduced costs, improved customer service and more efficient workflows. Similarly, at a 153-bed hospital, Christina transformed hospital systems and processes to accommodate the rapid shift to a managed care environment without sacrificing quality of care or safety. She also eliminated the lawsuits and reduced significantly the number of complaints, resulting in substantial cost savings.

Christina specializes in fostering strong and supportive relationships amongst physicians, employees, consumers and other stakeholder groups. As the on-site administrator at a newly re-opened rural 49-bed hospital, she engaged employees and supervisors in the growth and sustainability of the facility, fostering teamwork and support. The relationships Christina forged between the community and local physicians contributed to a 35% increase in patient days as patients began returning to the hospital. She also built strong referral networks with non-acute providers and case managers. As a result, under her leadership, the hospital experienced growth in departmental revenues ranging from 139% to 332%, exceeding operational and financial goals and projections.

Christina Thielst is a thought leader who excels at guiding teams to conceptualize and implement strategies that transform healthcare delivery systems. Her personalized expert advice is drawn from over thirty years in hospital administration and consulting.

Expertise

- envisioning leading-edge strategies, systems, processes and technologies to address current and future needs;
- providing leadership to the organization's human capital and management of financial resources;
- motivating and building trusting relationships among physician, employee, consumer and other stakeholders;
- establishing governance structures and board development;
- continuous and systematic risk reduction and performance improvement; and
- applying evidence-based communications techniques to improve patient satisfaction and engagement.

Experience

2009 – present Consultant/Independent Contractor

Responsibilities:

- Provide leadership and guidance on quality, risk and patient safety under the direction of the Chief of medical Staff (SGH) for an Air Force Medical Group.
- Create innovative strategies for a seamless patient and family experience across the entire continuum of care
- Conduct multiagency emergency operations planning for the Public Health Department and all acute care hospitals, including NIMS compliant evacuation, pandemic, mass fatality and surge plans and facilitating tabletop drills.
- Lead strategic planning and business operations for a federally-funded telehealth resource center serving eight states in the northwest and Pacific Basin.
- Planning and strategy development to support health information technology adoption by rural providers in California.

2006 –2009 Chief Operating Officer, Ventura County Medical Center/Santa Paula Hospital Ventura & Santa Paula

Responsibilities:

Senior leadership for a safety-net system of care, including two acute hospitals and over 30 ambulatory care clinics and had direct oversight responsibility for the Risk Management, Environment of Care, Information Technology, Medical Records, Central Supply, Facilities Management, Security, and Patient Advocacy departments. Served as on-site administrator for the newly re-opened Santa Paula Hospital.

Accomplishments:

- Oversaw daily operations and exceeded operational and financial projections
- Created a shared-vision amongst employees, local physicians and leadership that contributed to a 35% increase in patient days at SPH .
- Built strong referral networks with non-acute providers and case managers
- Experienced growth in departmental revenues from 139% to 332%

- Completed highly successful accrediting and licensing surveys, including CAPH and JCAHO.
- Initiated numerous performance improvements, resulting in accurate data collection, lower inventories, lower costs, improved customer service and more efficient workflows.
- Led planning for energy efficiency projects
- Prepared a continuity of operations plan (COOP).

1995 – 2006 Health Administration Independent Contractor/Consultant, Santa Barbara, CA

Responsibilities:

Provided administrative and management services to client organizations to address specific needs, including interim leadership, risk management, collaboration, payer contracting, population health, performance improvement, board development and strategic planning.

Accomplishments:

- Created a successful healthcare support business using entrepreneurial spirit and passion.
- Contributed to an electronic health record study and the statewide health information exchange infrastructure.
- Conducted a comprehensive workplace assessment at a health technology corporation.
- Established a new organizational structure and facilitated the incorporation process for a pioneering regional health information exchange.
- Published the first comprehensive health needs assessment on the Thai Immigrant community in East Los Angeles.
- Guided a 215-bed prison hospital to implement standards of care in accordance with the JCAHO.
- Stabilized a crisis environment and initiated a financial and operational turnaround at a 65-bed hospital.
- Wrote the Santa Barbara County Medi-Cal Specialty Mental Health Consolidation Plan, a valued model throughout California.
- Improved the business strategies and operations of an off-site ambulatory care center.

**1990 - 1995 Chief Operating Officer & Risk Manager,
Hospital Corporation of America Las Encinas
Hospital, 153 beds, Pasadena, CA**

Responsibilities:

Leadership over all ancillary and support departments and employees for a premier provider of inpatient and outpatient behavioral health services in Southern California.

Accomplishments:

- Led compliance, safety and risk management activities.
- Transformed enterprise-wide processes and policies to accommodate the rapid shift to a managed care environment.
- Improved patient satisfaction, reduced the number of complaints and eliminated lawsuits filed against the facility
- Led strategic planning for new programs and services, such as the locked geropsychiatric unit and a sober living facility.
- Facilitated maintenance and upgrades in accordance with a Master Development Plan for a physical plant with buildings dating back to 1905.
- Provided effective leadership throughout an unanticipated facility transition at a sister facility (Interim Administrator; HCA, Woodview/ Calabasas Hospital, 117 beds, Calabasas, CA 12/91 - 2/92)

**1989-1990 Physician Relations Administrator,
Charter Westbrook Hospital, 198 beds,
Richmond, VA**

**1986-1988 Physician Services Coordinator;
Hospital Corporation of America, Doctors
Hospital of Jefferson, 80 beds, Metairie, LA**

**1984-1986 Medical Staff Coordinator; Hospital
Corporation of America, Medical Center
of Baton Rouge, 105 beds, Baton Rouge, LA**

**1979-1982 Accounts Payable, Admitting and Business
Office Clerk; Lakeside Hospital,
Hospital Corporation of America, 102 beds,
Metairie, LA**

Education

1989 M.H.A. – Health Administration
Tulane University, School of Public Health
and Tropical Medicine, New Orleans, LA

**1986 B.G.S. – Business Management/
Social Sciences**
Louisiana State University, Baton Rouge, LA

**2004 Work/Life Organizational Effectiveness
Program**
Boston College Center for Work & Family,
Boston, MA

Publications

Thielst, Christina Beach; Social Media in Healthcare: *Connect, Communicate, Collaborate. 2nd Edition*, Chicago: Health Administration Press, 2013.

Thielst, Christina Beach; Jones, LeRoy E: *Guide to Establishing a Regional Health Information Organization*. Chicago: HIMSS, 2007.

Thielst, Christina Beach: *Forming a RHIO? Guide to Establishing a Regional Health Information Organization*. Santa Barbara: 2006.

Awards

- **2009, 2012 ACHE Distinguished Service Award**
- **April 2007 Spirit of HIMSS Award**

Professional Affiliations

American College of Healthcare Executives – Life Fellow
Healthcare Executives of Southern California
TeamSTEPPS – Master Trainer

References

Available upon request