
Healthcare Leader, Change Management, Health System Policy and Planning, Leadership Coach

- Healthcare experience in the USA, Canada, + South Africa as an RN clinician, leader, leadership coach, program planner, policy advisor to governments, educator, researcher, author, and keynote speaker.
- **Responsibilities incl.:** program planning, policy analysis, and organizational change management – including strategic planning, project planning and implementation, environmental scans, service delivery model design, impact analyses, sponsor roadmaps, stakeholder analyses, stakeholder consultations, resistance management, communication planning, options analyses, and authoring white papers.
- **Areas of Focus incl.:** patient experience, employee engagement, labor-management partnerships, nursing workforce planning, leadership development, professional practice, primary care reform, community health center planning, rural health planning, women’s health, osteoporosis and cardiac disease program planning, socioeconomic determinants of health, community-based decision-making, diversity, equity, and social inclusion.

Work Experience

ELEVANCE HEALTH, MEDICARE WEST

APRIL 2023 - PRESENT

Program Director, Member Experience

Western Region Member Experience and Engagement: Stakeholder engagement, strategic planning, change management, + project management to improve patient experience in 6 Western states + Texas.

BARRATH CONSULTING

2013-PRESENT

Executive Coach, Strategy Consultant, Author

Clients: Corporate and individual coaching clients, as well as Sigma Theta Tau International, California Planning Roundtable, Venice Family Clinic, Planned Parenthood, and BTL Health, NHS Change Day.

- 200+ hours of executive coaching with health care leaders in Canada, the USA, UK, and South Africa.
- 2018-2022: leadership development for 30+ Randall Lewis Health Policy Fellows per year over 5 years.
- Strategic planning, consulting, project management and change management projects with county, state, and national health leaders to address community engagement and determinants of health.
- Implemented social media strategies to engage stakeholders, curate information, and expand networks.

KAISER PERMANENTE (KAISER FOUNDATION HOSPITALS), BALDWIN PARK MEDICAL CENTER

2018 – 2023

Senior Director, Service Excellence

Led hospital-wide Patient Experience and Employee Engagement (People Pulse) survey implementation. Led medical center Patient Advisory Council. Led cross-functional Member Grievance Action Plan and psychological safety teams. I provided oversight for departments as needed including Volunteer Services, and Diversity, Equity + Inclusion.

- Strategic planning, change management, coaching, and education for staff and leaders to drive excellence in patient experience. Facilitate leadership and team development + coach training. **After facing heavy resistance to change initially, increased HCAHPS Summary Star from 3.1 in 04/2020 to 4.4 in 04/2021.**
- Led strategy to drive excellence in employee engagement. **Doubled employee response rate for Employee Experience surveys from 35% in Nov 2020 to 74% in Sept 2022.**

KAISER PERMANENTE (KAISER FOUNDATION HOSPITALS), SOUTH BAY MEDICAL CENTER

2016 – 2018

Director, Education and Professional Development

- Led medical center wide professional development programs for inpatient + ambulatory physicians and staff.
- Tasked with creating budget-neutral bedside education for nursing workforce, I designed and led implementation of “Role Play Café”, an innovative role play simulation program to improve leader, physician, and staff communication (included training in SBAR, RN communication practices, and leader coaching). **Within 3 months of implementing Role Play Café to improve nurse communication, South Bay Medical Center achieved best-in-region & best-in-nation status for the first time.**

KAISER PERMANENTE SOUTHERN CALIFORNIA PERMANENTE MEDICAL GROUP (SCPMG) Support Team Lead, System Solutions and Deployment, GenLab Project Provided team leadership and training for lab staff during GENLAB Go-live at 5 KP medical centers (incl MOBs)	2012-2013
UCLA, DIVISION OF GENERAL INTERNAL MEDICINE HEALTH SERVICES RESEARCH, Program Director, Community Engagement & Research Program, Clinical & Translational Science Institute	2011- 2012
ALBERTA HEALTH SERVICES, ALBERTA, CANADA Director, Primary Care Integration, Community and Rural Portfolio, AHS (2010-2011) Director, Community Health Center Standards, Community and Rural Portfolio, AHS (2009-2010) Director, Professional Practice and Development, Chief Nursing Officer's Portfolio, Calgary Health Region (2007–2009) <ul style="list-style-type: none"> • 2007-08: Led a team of 40 staff delivering education, professional practice consultation, and interprofessional team development for Calgary Health Region (comprising 25,000 staff, 2,400 providers, in 45 facilities with 2,100 hospital beds and 5,340 continuing care beds, offering Acute Care, Public Health, Mental Health, Home Care, and Palliative Care services). • 2008-09: Led to completion 4 system-wide Workforce Optimization initiatives: (1) an interprofessional education and collaboration strategy; report delivered ahead of schedule; (2) Specialty Nurse Orientation Strategy for critical care, ER, + OR services in urban + rural hospitals throughout Alberta; (3) strategic planning for clinical simulation; (4) Optimization of clinical trial research nurses + agency nurses in Alberta. • After all 12 health systems in the province were merged in 2008-09, I worked as a provincial director for Alberta Health Services, a health system with 120,000 staff, 8,400 providers, operating 850 facilities, serving 4 million people. From 2009-2011, I facilitated multiple high-level system-wide strategic planning initiatives in collaboration with providers, health system leaders and staff, patient representatives, government, and community stakeholders, I produced: (1) a Rural Health Strategy for Alberta; (2) a framework for planning and operating Community Health Centers for Alberta. • Performed scoping review of Community and Rural Health Planning Frameworks for planning health services in Alberta. Using this, our team codesigned the AHS Community & Rural Health Planning Framework, applying GIS and a standardized, patient needs-based approach to community and rural health service planning throughout the province. 	2007–2011
LOMA LINDA UNIVERSITY, SCHOOL OF NURSING Research Coordinator, Pipeline to Registered Nursing (Workforce Diversity) Program, Guest lecturer (Disaster Management + Community Engagement), Keynote Speaker at 2 Quest for Quality Conferences (Kenya, South Africa)	2005–2007
NOVA SCOTIA DEPT. OF HEALTH Nursing Policy Advisor/Acting Chief Nursing Officer + Senior Policy Analyst, Office of the Deputy Minister of Health. Senior Policy Analyst, Planning and Legislation Branch: Strategy Planning and Implementation, Quality Management, Senior Policy Analyst, Acute Care Branch: Provincial Osteoporosis Program, Laboratory, + Cardiac Health Programs <ul style="list-style-type: none"> • Planned and implemented province-wide strategy to resolve the nursing shortage. Achieved goals ahead of schedule + on budget. • Planning and Project Management of multiple chronic disease management programs. Implemented multi-million-dollar Osteoporosis program in partnership with patient representatives, clinicians, + healthcare leaders from government, health systems, regulatory bodies, community organizations, unions, and universities. 	2002–2005
UNIVERSITY OF TORONTO, SCHOOL OF NURSING Research Officer for Nursing Effectiveness, Utilization and Outcomes Research Unit Coordinated international workforce planning research program. Authored website + peer reviewed journal article.	2001-2002

BARRATH CONSULTING

1994 - 2002

Health Policy Consultant, Research officer, and Author

Clients: IWK Health Center Women's Health Program, Atlantic Health Promotion Research Center, Maritime Center of Excellence in Women's Health, Schools of Medicine and Nursing at Dalhousie University, Halifax, NS, Canada
[Managed multiple projects. Produced 4 reports + 2 program proposals that received federal funding.](#)

DALHOUSIE UNIVERSITY, HALIFAX, NOVA SCOTIA, CANADA

1994 - 2002

Lecturer and Teaching Assistant

ABBIE J. LANE PSYCHIATRIC HOSPITAL AND NOVA SCOTIA HOSPITAL, CAPITAL DISTRICT HEALTH AUTHORITY

1993-94; 2001-02

Registered Nurse + Therapist in Psychiatry Clinics, Day Hospital, Short-Stay, and Acute Care Psychiatric Units

ADDINGTON HOSPITAL, NATAL PROVINCIAL ADMINISTRATION, DURBAN, SOUTH AFRICA

1987-1991

Registered Nurse, Midwife, Community Health Nurse, Psychiatric Nurse, Clinical Instructor, Preceptor

Education

- **PhD courses (Health Policy and Management, Nursing)** (2005-2007), Loma Linda University, Loma Linda, CA
- **Masters in Nursing (1992-2000)**, Dalhousie University, Halifax, Nova Scotia, Canada
- **Bachelor of Social Science (Nursing) (1987-1990)**, University of Natal, South Africa: Majors: Nursing, Industrial Sociology and Labor Relations

Certifications/Credentials

- **Certified Lean Healthcare Professional (CLHP):** 2022, Six Sigma Global Institute.
- **Associate Certified Coach (ACC):** 2015-2024, International Coach Federation
- **Executive Coach Certification:** 2019, Marshall Goldsmith Stakeholder Centered Coaching
- **Team Stakeholder-centered Coaching:** 2019, Marshall Goldsmith Stakeholder Centered Coaching

Training and Professional Development

Lean Healthcare Professional, Change Agent, Executive Coach Training Programs, Team Stakeholder-centered Coaching, Coaching High Performing Teams, Masterminding as Group Coaching, Resolutionizing Conflict, Coaching for Emotional and Psychological Safety, Professional Trainer Certificate, Facilitator Training, KP Middle Management Program, University of Toronto Dorothy M. Wylie Nursing Leadership Institute, TeamSTEPS Master Trainer, Nonviolent Crisis Intervention, Critical Care Nursing Refresher Certificate, Disaster Management, Basic Ambulance and Emergency Response Certification.

Community Leadership/Volunteer Experience

Refugee Jumpstart Coach, KP South Bay Toastmasters (Founder) , Sigma Theta Tau International Nursing Honor Society Advisory Council on Policy, California Planning Roundtable Healthy Communities Workgroup, Taproot Foundation Healthcare Strategy Consultant, Metropolitan Immigrant Settlement Association Board of Directors, Nova Scotia Council on Multicultural Health President and Board Member, Chebucto West Community Health Board, IWK Health Center Multicultural Health Committee, Community Care Network Society/Parker Street Food and Furniture Bank Board of Directors.