

WALTER DUSSELDORP MBA, FACHE

CERTIFIED LEAN/SIX SIGMA BLACK BELT

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SENIOR EXECUTIVE

Possess 14+ years' experience in executive management, currently leading Ambulatory Care Service Line through mission critical transformational change to develop an integrated healthcare delivery system. Proven track record in Leadership Development, Operational Rhythm and sustained quality improvement in Facilities Management, In-Patient Services, and Ambulatory Care.

Operations background bolstered by hands-on clinical experience as a Flight Medic. Quick learner; bi-lingual; with ability to hit the ground running. Excels in relationship management on all levels of organization including Frontline Staff, Nursing, Physicians, Allied Health and C-Suite personnel.

NYC Health + Hospital/Jacobi

Bronx, NY 2016 - Present

Associate Executive Director Ambulatory Services

Senior Executive Ambulatory Care Services, Population Health Services and DSRIP at NYC Health + Hospital/Jacobi providing strategic, operational and financial direction across all clinical, patient care, financial and operational services. Jacobi Ambulatory Services covers approximately 500K annual visits across Medicine, Pediatric, Women's Health, Surgical, Rehabilitation, Behavioral Health, Dental and Surgical Services including Diagnostic Center, Cardiac Cath, Infusion Services, Center of Excellence in Bariatrics and Oncology (2017). Service line is composed of ~600 FTE's plus ~400 Physicians, Specialist and Residents.

Strategic Pillars for Service Excellence include:

- Driving Health Outcomes to improve HTN (68%), DM A1C (62%), BMI, Depression, ACO top 35% Performer, Asthma Readmits < 3%, PCP continuity > 90%,
- Patient Experience with focus on excellence in everything we do for our patients (82%-87% mean score)
- Access with focus on right patient, right provider, right time (TNAA < 14 days Adult and < 5 days Pediatrics)
- Flow with focus on streamlined patient centric experience on day of visit (Cycle time < 75 min. incl. Residents)
- Team Engagement with focus on Operational Rhythm and Shared Governance (PG 4 Tier I & 3 Tier II Teams)
- Market Share with focus on servicing our attributed patient's needs on demand (Annual Growth 5-10%)
- Financial return with focus on collecting every dollar earned (~80% Collections) (~85% Fill Rate PC)
- Lead DSRIP transformation efforts in partnership with OneCityHealth & PPS partners focusing on integration of Behavioral Health into Primary Care, Asthma, Chronic Disease Management, HIV Services
- Lead Population Health Services concentrating on ACO population and high risk, high utilizers across all services through patient navigation, collaborative care and transition services including reconnection to system services

Transformation and Continuous Improvement Process Leader:

- Lead 20+ Local Leadership Team consistent of MD/RN/ADMIN plus key stake holders in Operational Rhythm requiring each team to develop meaningful 90 day projects aligned to our strategic plan (Completed 58 Projects in FY16)
- Lead Business Intelligence Unit to provide real-time and weekly scorecards with both driver and outcome metrics from which local leadership teams are held accountable to drive desired metrics into the green
- Lead/Nourish Resident Physician Teams in monthly quality improvement cycles including education in administrative tools, strategies and skills

Leadership Development:

- Lead senior leadership members throughout H+H on journey to become Board Certified Fellows of American College of Healthcare Executives (85 Senior Leaders enrolled)
- Provide Leadership development opportunities by hosting LunchNLearn Leadership Development Series
- Provide continuous learning opportunities and mentor/mentee/coaching programs to internal/external mentees

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North Bronx Healthcare Network Jacobi Medical Center & North Central Bronx Hospital

Bronx, NY 2011 – Present

Associate Executive Director Medicine & Pediatric Service Line, Primary Care Continuum & Patient Care Services 2011 -

Senior Executive of Patient Care Services and Medicine/Pediatric Service Line at a two Academic Hospitals with \$645M annual revenue. Provide strategic, operational and financial direction to all Medicine/Pediatric In-Patient and Out-Patient Services which includes ~300 Physicians ~256 beds processing >14K discharges, and >150K out-patient visits

- Senior Executive Physician Affiliation Contract management of ~350 Physicians with annual budget of ~\$30MM
- Developed a strong Physician Management alliance to enhance recruitment & retaining strategies, improving quality, safety and core measures in AMI, CHF, Pneumonia, and nearly zero CAUTI's/CLABSI's on in-patient units in FY16
- Designed & Implemented Operational Rhythm & Leadership Development Program building a sustainable management platform for performance including Hospital wide LunchNLearn Leadership Series and developing internal Coaching Team
- Lead Coach & Mentoring Program including guiding 32 Senior Leaders to becoming Board Certified Fellows of American College of Healthcare Executives through Executive MBA like Co-Hort driven program
- Function as Senior Executive for DSRIP, ACO, PCMH, Health Home, and Demonstration Project leading to NCQA Level III recognition. Improving continuity of care among Residents from 15% to 58%
- Leading Patient Satisfaction initiatives in all units including poster presentations, mentoring, coaching of direct reports leading to significant gains in HCAPHS Scores across all Medicine Departments in many areas going from bottom 5% Ranking to >50-75% Ranking against other H+H Facilities and "Communications with Doctors" in 75+% Ranking NY Peer Group
- Lead Culture shift in Ambulatory Care Model based on risk stratification, co-location and integration of Behavioral Health Services into Primary Care
- Developed & Implemented strategies to meet "Triple Aim" initiatives through access, population health/panel management, and implementing Team Collaborative Care Model improving Hypertension control from 33% in January '12 to 64% in April of '16
- Provide key leadership to Resident Staff recruitment and developing sustainable process improvement projects
- Lead Value Stream Analysis, Rapid Improvement Events, Projects and JDI across Service Line implementing Bedside Rounding, improving turnover times, from 15% to 75% of DC before 6PM, recovery of ~\$3.5M through clinical documentation improvements

Nyack Hospital

Nyack, NY 2003 - 2011

Facilities Administrator/Manager Emergency & Ancillary Services / Safety Officer, 2006 - 2011

Senior Executive in Facilities Administration leading operational management and performance improvement at 365 Bed Community Hospital with \$245M annual revenue. Managed administrative, financial and operational excellence, including setting policy & operational directives for 11 internal departments (medical and non-medical). Oversee 80+ employees—including seven (7) managers—and annual budget of \$10M - \$15M in union environment.

- Developed & managed annual Capital & Operational Budgets for Facilities Department
- Streamlined & Optimized Amerinet Trauma Contract reducing cost by 30% and equipment standardization amongst Orthopedic surgeons
- Developed & Implemented Policy & Procedures to exceed Joint Commission Standards in Environment of Care & Emergency Management leading to three successful surveys

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- Led Construction TEAMS from concept through completion delivering projects on-time and on-budget including ED redesign, Pediatric/Oncology Wing, Infusion Centers, MRI/CT/PET Suites, HVAC systems and development of Facilities \$60M Master Plan
- Key contributor with enacting the hospital's "30-Minute Service Guarantee" for Emergency Department (ED), "no-wait" waiting room, "5-minute huddle" system. Streamlined patient triage, contributing to selection for Press Ganey "Compass" Award
- Designed Comprehensive Emergency Management Plan including Emergency Response TEAM
- Early adopter of LEAN/Six Sigma in 2004 utilizing improvement strategies to improve efficiency in Pharmacy Services, E&M, Central Services, Supply Chain and Customer Service Standards

Flight Paramedic Airmethods, Inc. STATFLIGHT, Valhalla, NY, 2003-2008

Received rigorous training in quality management and clinical care of critically ill Neonate, Pediatric, Adult, Geriatric and Trauma Patients. Completed ~750 missions utilizing Crew Resource Management to maintain a zero defect environment and desired clinical outcomes. Essential Team member of a high performance team with a high reliability service provider

Station Lieutenant / 911 Medic, Rockland Paramedic Services, Inc.; Nanuet, NY; 1993 - present

Oversee all supply chain, emergency management, performance improvement, policy development, and operations for this advanced life support first-response service delivering "911" response services to Town of Clarkstown.

PUBLISHED AUTHOR

Author of 50+ Positude Leadership & Management Blogs

Author of Positude Leadership 4 Strategies, 5 Skills & 100 Experiences, published September, 2016

Author of Positude Paramedic 4 Strategies, 5 Skills & 100 Experiences, published January, 2017

EDUCATION

New York State Paramedic Certificate, HVCC, NY; 1993

New York State Real Estate Course, SCCC, NY; 1995

Certified Six Sigma Black Belt, Juran Institute, MD; 2004

BS, Business Management Economics, SUNY, NY; 2009

Certified Bronze/Silver LEAN, Simpler Consultancy, NY; 2011

Executive MBA, Lubin School of Business, Pace University; New York, NY; 2011

Member of International Honor Society Excellence in Business Beta Gamma Sigma

Advisory Board Leadership Academy, NY; 2012

Board Certified Fellow of American College of Healthcare Executives, NY; 2013

AWARDS

Rockland Paramedic Service Medal of HONOR	1998
NEW YORK STATE LEGISLATION LIFE SAVING AWARD	2001
ROCKLAND BUSINESS ASSOCIATION FORTY UNDER FORTY AWARD	2007
AMERICAN COLLEGE OF HEALTHCARE EXECUTIVE LEADER TO LEADER AWARD TOP PERFORMER	2017