

Sarabdeep (Sabi) Singh

Senior healthcare executive with 15+ years of direct operational experience and bottom-line accountability. Proven track record of leadership, consensus building, teamwork, and success in highly competitive and culturally diverse environments.

PROFESSIONAL EXPERIENCE

University of Iowa Health Care (2005 - Present)

Iowa City, IA

The University of Iowa Health Care is the integrated leadership structure for the University of Iowa Hospitals and Clinics (UIHC) and the Carver College of Medicine (CCOM) under the leadership of the Vice President for Medical Affairs (VPMA). UIHC is an 813 bed Magnet–designated hospital that provides comprehensive high quality medical care for patients from Iowa, the Midwest and across the nation. Ranked as one of “America’s Best Hospitals” by U.S. News and World Report, UIHC is listed as one of the top 10 hospitals in 3 specialties. With 1400 physicians, 1800 nurses and 4600 other staff, UIHC admitted over 30,000 patients, had 900,000 clinic visits and generated over \$950 million net revenue in FY 2010.

Associate Hospital Director, University of Iowa Hospitals and Clinics (2009 – Present)

- Serve as an Associate Hospital Director of the University of Iowa Hospitals and Clinics providing leadership and strategic direction to the health care enterprise. Oversee hospital operations, budgets, strategic planning and business development, capital planning for key clinical service lines including:
 - ❖ Oncology Service Line (NCI-designated Holden Comprehensive Cancer Center and Infusion Services, the Iowa Donor Marrow Program, the Oncology Registry and Cancer Information Service)
 - ❖ Radiation Oncology
 - ❖ Heart and Vascular Center (Medical Cardiology, Invasive Cardiology, Cardiothoracic Surgery, Vascular Surgery)
 - ❖ Neurosciences Service Line (Neurology and Neurosurgery programs, Neuro-Interventional Radiology, UIHC’s Neurodiagnostic Laboratories and Sleep Disorders Center, Stroke Center)
 - ❖ The Organ Failure and Transplant Center
 - ❖ Mental Health and Psychiatry
 - ❖ Women’s Health (Obstetrics, General Gynecology, Reproductive Endocrinology and Infertility, Maternal Fetal Medicine)
 - ❖ Emergency Medicine Services (ED, Air Care)
- Partner with clinical department heads, faculty, and other staff to build and develop strong clinical and outreach programs. Promote visibility of strategic clinical service lines locally, regionally and nationally. Be a national leader in clinical quality and safety.
- Assure that clinical services are delivered with all applicable internal and external standards, licensure and certification requirements, federal and state regulations.
- Provide leadership and develop program specific priorities for clinical service lines. Establish goals and provide resources for successfully leading in the market place.
- Direct the allocation of UIHC’s operating budget and capital budget for clinical service lines and other areas of responsibility.

Assistant Vice President (AVP) – Quality Safety and Operations Excellence

University of Iowa Health Care (2007 – Present)

As an AVP, report directly to both the VPMA of UI Health System and the CEO of UIHC. Serve as an executive member of the VPMA's leadership team, assisting in the development of health system's strategic plan and ensuring that operations and initiatives are aligned with strategic priorities. Provide leadership to the entire establishment to improve clinical quality and safety, operations excellence and re-engineering, supply chain and value analysis, and international health care affiliations. Represent UIHC in civic and professional activities, fundraising events, and serve on UIHC governance bodies.

AVP - Office of Quality and Safety

The Office of Quality and Safety supports UIHC's strategic plan initiatives by continuously improving the quality, safety, efficiency, and effectiveness of health care. The office provides leadership and strategic resources for improving quality and safety, coordinates and facilitates the institution-wide quality and safety improvement initiatives, and provides education and consultation. The comprehensive improvement effort has significantly reduced Hospital Acquired Infections (HAI), and enhanced overall quality standards and performance. Specific responsibilities include:

- Develop and implement a comprehensive strategy for clinical quality and safety and provide oversight for quality improvement initiatives throughout the institution.
- Develop a broad quality and safety program aimed at eliminating HAI's, complying with state and federal regulations, and The Joint Commission accreditation standards.
- Provide leadership for better coordination among medical, nursing, core services and administrative staff to improve patient care.
- Identify process improvement opportunities and implement quality and safety initiatives institution-wide.

AVP - Office of Operations Excellence (2007 – present)

Established the office of operations excellence in 2005. This program has saved over \$23 million in addition to improving quality, safety, and patient satisfaction. The University of Iowa Hospitals and Clinics was recognized as a *2007 Thomson Reuters 100 Top Hospitals: Performance Improvement Leaders*. Specific responsibilities include:

- Provide leadership and expertise on design and workflow requirements of every major construction and capital intensive project
- Integrate quality, safety, service and efficiency in the institution using lean management and six sigma methodologies.
- Support existing multi-disciplinary initiatives, as well as develop and shape new initiatives that will result in UIHC becoming a leader in clinical and operational performance.
- Provide leadership for process improvement and training and identify process improvement champions to improve throughput in the clinics and reduced length of stay in the units.
- Provide leadership and support for lean kaizen events. Quantify and report on value added by process improvement initiatives. Incorporate process improvement and maintenance tolls into new and changed information systems.

Supply Chain and Value Analysis (2007 – present)

The supply chain program at UIHC has been consistently ranked as a top performer by the University HealthSystem Consortium (UHC). Successfully reduced supply costs by \$17.4 million over three years by working with physicians to improve standardization and utilization. The University Health Consortium recognized UIHC with a top performance award in 2008. Specific responsibilities include:

- Oversee a \$300 million annual budget for capital and operational needs.
- Oversee Implementation of the PeopleSoft inventory management system.
- Develop a comprehensive procurement and supply chain management strategy that optimizes the flow of information and materials between internal and external suppliers by providing best value to the patients and the institution.
- Benchmark all procurement and supply chain metrics against peers and UHC. Implement best practices throughout the institution.

Office of International Health Care Programs (2007 – present)

The office of international healthcare programs was established in 2007 to create international academic, research, and clinical collaborations. Specific responsibilities include:

- Define the optimal position for UIHC in the marketplace and recommend ways to leverage academic, research, and clinical programs to advance the mission of the University on a global scale.
- Develop a new global health care initiative aimed at fostering the development of programs that enhance healthcare by building bridges in clinical care, research, and education between Iowa and similar-minded international partners.

Director of Operations Improvement, UIHC (2005 – 2007)

Established this office in 2005 and reported to both the COO and the CEO of the University of Iowa Hospitals and Clinics. Developed and implemented strategies that resulted in cost savings while simultaneously enhancing quality and safety of care, patient and staff satisfaction, and improved access to healthcare facilities. Specific responsibilities included:

- Established and spearheaded UIHC's operational improvement program and initiatives. Developed and implemented strategies to extend lean and six sigma culture at UIHC.
- Developed and implemented an overall strategy to improve UIHC operations in line with the UI healthcare strategic plan.
- Partnered and oversaw the development of relationships with operational and functional leaders in Quality, Patient Care Services, Service Enhancement, Resource Management, and the Continuum of Care to drive performance and operational excellence initiatives throughout the institution.
- Monitored ongoing and new performance levels of UIHC with regards to key metrics and implemented action plans and course corrections as needed. Implemented process improvement projects to provide best value to the customers. Quantified and reported on value added by each project.
- Provided leadership and direction to improve clinic work-flow and throughput, inpatient length of stay, safety initiatives, and capital and facilities planning program.
- Planned and coordinated efforts with the capital management program to address workflow, ergonomics, space planning, service excellence and efficiency issues from the concept stage of a new facility.

- Developed and implemented a plan to optimize the total cost of ownership of all construction projects by defining key metrics that combine capital, operational, and business unit stakeholder interests.

Select Committee Participation and Leadership

- Vice President for Medical Affairs Senior Leadership Team for UI Health Care
- Senior Management Team for the University of Iowa Hospitals and Clinics
- University Hospital Advisory Committee
- Senior Executive Leadership Council
- Surgical Services Committee
- UIHC Capital Allocation Committee
- Professional Services Committee
- Quality and Safety Council
- Safety Oversight Team
- OR Executive Leadership Council
- Operations and Service Excellence Council
- Utilization Management Committee
- Ambulatory and Inpatient Standards of Excellence Steering Committee
- CTSA Steering Committee
- Baldrige Award Steering Committee
- Supply Chain Executive Committee
- Children's Hospital Planning and Construction Steering Committee

Trans-Matic Mfg. Company (1995 – 2005)

Holland, MI

Trans-Matic Manufacturing Company is one of the largest and premier manufacturers of deep drawn metal components globally. Served in various management and leadership roles to improve operations, quality, cost, and customer satisfaction. Specific responsibilities included:

- Established and developed lean manufacturing and six sigma programs. Established goals and developed systems to reduce defects, customer concerns, and scrap quantities. Developed strategies to track continuous improvement in operational standards and key business drivers.
- Provided leadership and managed multiple product launch projects and quality initiatives simultaneously. Communicated project progress at all levels, from clients and executives to manufacturing personnel and engineers to ensure team focus and success.
- Developed a program to address quality issues by implementing irreversible corrective actions. Implemented and maintained QS-9000, and TS 16949 systems.
- Managed key customer accounts including GM, Ford, Honeywell, Delphi, Denso, and Visteon for comprehensive quality support, operational improvement, and total customer satisfaction. Boosted client relationships to continuously sustain growth in sales.
- Led the development of International business strategies to establish overseas operations designed to compete on a global basis. Determined location, mode of operation, business and financial legalities, marketing strategy, and profit objectives.

