


AVI FISHMAN

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PROFESIONAL SUMMARY

Accomplished leader with a successful record of program development, cost containment, process improvement, revenue enhancement, and work re-design. Excellent analytical, problem solving and interpersonal skills.

SKILLS

Six Sigma Black Belt and Lean Master Black Belt; proficient in Six Sigma methodologies, Lean and Change Management tools including: Training, Coaching, Facilitation, Process Mapping, RCA, Data Analysis, PDCA, DMAIC, FMEA, Kaizen, Standard Work, 5S, Visual Management, A3 and Communication Boards.

WORK HISTORY

Senior Director of Process Improvement

10/2021 - Present

Memorial Healthcare System

Hollywood, FL

Introduce Lean, Six Sigma, and Change Management methodologies to eliminate waste, increase efficiencies, improve care and lower cost.

- Lead / support major projects that required my oversight or involvement to ensure timely success.
- Introduced the use of A3 as a framework for continuous improvement and problem-solving.
- Initiated and lead “Kaizen Bursts” (Mini Kaizen Events) to expedite timeline of projects and results.
- Mentored 2 Green Belts and oversaw their project work, to enable them to advance Black Belt.

Director of Process Improvement

02/2016 – 09/2021

Memorial Healthcare System

Hollywood, FL

Lead system-wide or site-specific process improvement initiatives to improve workflow and patient services; reduce wasteful steps through “standardization” when possible.

- Lead 5 FTE’s (Black & Green Belts) for six system Hospitals, Service Lines and Corporate Departments.
- Introduced Kaizen (Rapid Improvement) Events to bring about faster sustainable improvements.
- Revamped in-person Yellow Belt Training and created an online version for remote employees.
- Introduced accredited Green Belt Training for 30 employees a year; and involved them in project work.

Process Improvement Manager

08/2013 - 02/2016

Memorial Healthcare System

Hollywood, FL

Responsible for leading process improvement initiatives at several system hospitals.

- Supervised 2 FTE’s (Process Improvement Specialists) at Joe DiMaggio Children’s Hospital and Memorial Regional Hospital South.
- Lead Emergency Department LOS initiatives that reduced patient wait times for “Treated & Released” Patients at several MHS hospitals. Reduced “Door to Provider” time from 36 to 15 minutes.

Financial Operations Black Belt**NewYork-Presbyterian Hospital**

02/2012 - 08/2013

New York, NY

Lead hospital-wide and department-specific (“Operational & Workforce Excellence”) initiatives to improve workflow, created efficiencies and cost savings to benefit patients, families, and staff.

- Security Department initiative at all 5 campuses to reduce overtime expenses related to Security Posts and “Patient Watches”; resulting in ~\$4,000,000 in annual savings.
- Patient Financial Services initiative at Columbia and Cornell campuses as well as NRS (Network Recovery Services) a NYP owned Collection Agency; to improve billing and follow-up process, eliminated redundancies, reduced expenses as well as enhanced institutional revenues, resulting in a recurring annual savings of ~\$1,000,000.
- Workforce Excellence initiative to reduce Overtime and On-Call “spend” in Cardiac, Respiratory and Core Laboratory departments; resulting in ~\$1,000,000 in savings.

Quality & Patient Safety Black Belt**NewYork-Presbyterian Hospital**

04/2006 - 02/2012

New York, NY

Facilitate measurable quality, safety, process/performance improvement activities at the local level.

- Implemented Multidisciplinary Rounds at Allen Hospital ICU to reduce LOS, improve patient mobility and patient care. Reduced LOS by .76 days (from 4.90 to 4.14 Days).
- Project Lead for all Emergency Department initiatives at Allen Hospital. Decreased “Registration Time” by 89% (from 28 to 3 min). Reduced the “Left without Being Seen” rate” by 37% (from 9.4% to 5.9%). Reduced Bed Acquisition Time by 80% (from 213 to 43 Min).
- Project Co-Lead for [Evidence Based Congestive Heart Failure Initiative](#) to Reduce Readmissions; reduced readmissions by 27% within 14 months.
- Allen Hospital OR/CSPD Project; reduced Flash Sterilizations by 91% (115 to 12 per month) and a ~\$90,000 savings by redeploying unused instruments into new trays.

Administrator, MSK International Center**Memorial Sloan-Kettering Cancer Center**

07/1999 - 04/2006

New York, NY

Responsible for organizational, operational, referral development, strategic and financial management activities related to international patient business. Operating Budget of \$1.5 million (originally \$3.6 million) and \$26.6 million in annual revenue.

- Developed new financial policies and procedures resulting in a reversal of financial losses; minimized accounts receivables and increased hospital/physician revenues.
- Redesigned departmental operations (workflow); introducing new systems to improve customer services while continuously reducing FTE’s (from 31 to 17 within 5.5 years).
- Increased Governmental as well International Insurance Company referrals in order to grow business.

Vice President of Operations**The Langmas Group**

01/1998 - 06/1999

Bend, OR

Responsible for company operations, business growth and development at this Cardiovascular Search Firm.

- Designed/implemented new systems and technologies to improve business operations.
- Spearheaded and introduced Physician and Perfusionist Recruitments and Placements.

Administrative Consultant / Administrator of Sports Medicine**The New York Hospital**

06/97 - 12/97

New York, NY

Coordinated an expedited construction of a new “Offsite” Outpatient Facility. Successfully opened and operated this Article 28 Extension Clinic for The New York Hospital and Hospital for Special Surgery.

Manager of Interventional Cardiology **The New York Hospital**
New York, NY
10/1994 - 05/1997
Directed the administrative, nursing, technologist and support activities of the Cardiac Catheterization and Cardiac Electrophysiology Laboratories (35 FTEs).

Administrator of Genetics **Mount Sinai School of Medicine**
New York, NY
11/1992 - 10/1994
Coordinated the transformation of the Division of Medical and Molecular Genetics into the Department of Human Genetics (84 FTEs).

Manager of Cardiology **Long Island Jewish Medical Center**
New Hyde Park, NY
07/1989 - 11/1992
Directed the operational activities of the Heart Institute and the Division of Cardiology.

Assistant Director of Admitting **Beth Israel Medical Center**
New York, NY
01/1988 - 07/1989
Responsible for the day-to-day management of Inpatient & Ambulatory Admitting; Substance Abuse Admitting; 2 Information Centers; and Pre-Admission Testing.

Planning Associate **Beth Israel Medical Center**
New York, NY
06/1987 - 01/1988
Coordinated the evaluation, development and implementation of new Hospital based programs and services. Researched proposals, conducted feasibility and market analysis for Certificate of Need Applications.

Administrative Resident **Beth Israel Medical Center**
New York, NY
06/1986 - 05/1987
Served in various administrative positions (Risk Management, Methadone Maintenance, Department of Medicine, Physician Group Practice and Planning) obtaining exposure to and involvement with all levels of senior management.

Administrative Intern **Mt. Sinai Services at Elmhurst Hospital**
Queens, NY
06/1985 - 08/1985
Management training at an affiliate of the Mount Sinai School of Medicine.

EDUCATION / CERTIFICATIONS

10/2020 - 03/2021	IISE (Institute of Industrial and System Engineers) <u>Lean Master Black Belt</u>	Norcross, GA
04/2007 - 12/2007	GE (General Electric) / NewYork-Presbyterian Hospital <u>Six Sigma Black Belt</u>	New York, NY
09/1984 - 06/1986	Baruch College / Mount Sinai School of Medicine <u>Master of Business Administration in Health Care Administration</u>	New York, NY
01/1979 - 06/1983	Queens College, City University of New York <u>Bachelor of Arts in Sociology</u>	Queens, NY

PUBLICATIONS

Business Briefs	The Journal of Cardiovascular Management	Featured Columnist from 1996 to 1999
Healthcare Agreements, Mergers and Acquisitions	The AAMA Executive	Featured Columnist in 1998
There is No "Magic Pill" For Solving Problems	Healthcare Business Review	Article - January 2024

PRESENTATIONS

"Building a Culture of Lean from the Bottom Up"		
Atlanta, GA	Healthcare Systems Process Improvement Conference	02/14/2024
"How to Plan Your Next Job Search"		
Louisville, KY	Healthcare Systems Process Improvement Conference	05/16/2023
"Memorial Healthcare System's Covid-19 Response"		
Virtual Presentation	IISE Greater Miami Chapter	10/21/2020
"Enhancing Team Productivity in Spite of Downsizing"		
Dallas, TX	Alliance of Cardiovascular Professionals - Management Conference	09/11/1997
"Cardiac Services Revenue Enhancement and Cost Containment Initiatives"		
Washington, DC	Alliance of Cardiovascular Professionals - Management Conference	08/22/1996

PANEL PARTICIPATION

"SHS Healthcare Career Paths for Industrial Engineers"		
Virtual Presentation		05/02/2022
"The Impact of U.S. General Election on Healthcare - Hospital Perspective"		
Savannah, GA	Healthcare Systems Process Improvement Conference	02/28/2020
"Healthcare Disruption; What You Need To Know - Hospital Perspective"		
San Antonio, TX	Healthcare Systems Process Improvement Conference	02/20/1999

POSTERS/ STORYBOARDS

"Promoting a Culture of Lean from the Bottom Up"		
Orlando, FL	Business Transformation Operational Excellence Summit	03/23/2020
San Antonio, TX	Healthcare Systems Process Improvement Conference	02/26/2020
Orlando, FL	Institute for Healthcare Improvement – National Forum	12/08/2019
"5S in the Emergency Department"		
San Antonio, TX	Healthcare Systems Process Improvement Conference	02/20/2019
"Kaizen in the Hospital Setting"		
Orlando, FL	Business Transformation Operational Excellence Summit	12/09/2019
San Antonio, TX	Healthcare Systems Process Improvement Conference	02/20/2019
Orlando, FL	Institute for Healthcare Improvement – National Forum	12/09/2018
"Providing Our Patients with Effective Discharge Communication"		
New Orleans, LA	Business Transformation Operational Excellence Summit/Healthcare	05/16/2018
Orlando, FL	Institute for Healthcare Improvement – National Forum	12/12/2017

GUEST LECTURER

Florida Atlantic University	College of Business/Health Administration Program	09/2017
University of Miami	School of Business/Health Sector Management & Policy	09/2017
University of Central Florida	College of Engineering & Computer Science	11/2021
Texas Tech University	College of Engineering	04/2024

PODCAST GUEST

The Healthcare QualityCast (035)	Spotify - Healthcare QualityCast Episode 035	10/2019
A Quality Podcast (AQP S02 E15)	YouTube - A Quality Podcast S02 E15	11/2021

AWARDS

“New York-Presbyterian Hospital - Patient Centered Care Awards, Team Achievement Award” The Allen Hospital, Bed Acquisition Time Reduction Project for 2 Field West	11/06/09
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PROFESSIONAL AFFILIATIONS

Society for Health Systems (Process Improvement group of the IISE)	2016 - Present
American College of Healthcare Executives	1986 - Present
American Academy of Medical Administrators	1995 - 2016
International Healthcare Administrators Forum	2004 - 2006
Manhattan (NYC) Chamber of Commerce, Board of Directors	2004 - 2005

PROFESSIONAL LEADERSHIP

Society for Health Systems / Board of Directors	2024
Society for Health Systems / Diplomate	2023
Health Systems Process Improvement Conference Leadership Committee	2020 - 2024
Society for Health Systems / Young Professionals Community - Mentor	2019 - 2022

COMPUTER SKILLS

Proficiency in Windows, Word, Excel, PowerPoint, Visio, Outlook, as well as other hospital-based applications.

OTHER ACTIVITIES

First Degree Black Belt in Taekwondo by the American Taekwondo Association	April 2022
Treasurer, Monterra Community Association (HOA for 1,000 homes)	2019, 2020
President, Monterra Community Association (HOA for 1,000 homes)	2021, 2022, 2023

REFERENCES

Available upon request