

## PROFESSIONAL SUMMARY

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Master Black Belt-certified change agent with demonstrated ability to influence organizational development. 20 years of success in process improvement, quality and operations across manufacturing and service/transaction sectors. Proven leadership and coaching abilities, with track record of developing both direct reports and business stakeholders. Utilizes a combination of lean principles, six-sigma strategies and business acumen to successfully drive enterprise-level initiatives.

## BUSINESS EXPERIENCE

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American Equity Life, West Des Moines IA

March 2018 – Present

*Vice President of Process Improvement*

Establish strategic approach and lead development of a process improvement program from the ground up. Serve as primary advisor for of process improvement strategy. Create framework to be utilized across the organization to identify, drive and sustain productivity and quality improvement efforts.

Specific accomplishments include:

- Championed initiative to increase first-pass-resolution, strengthen internal security protocols and decrease effort required for customer-initiated transactions. Reduced processing backlog from 14.6 business days to under 24 hours.
- Established Customer Experience Platform, including development of detailed Customer Journey maps, compiling competitive benchmark data, creation of loyalty metrics and digital experience strategy.
- Created Continuous Improvement Ambassador program designed to grow process thinking and skillset across the organization.
- Delivered \$1.6 million of savings to date.

Wellmark Blue Cross Blue Shield, Des Moines IA

December 2010 – March 2018

*Senior Process Excellence Consultant*

Led strategic, enterprise-wide process improvement initiatives utilizing business process management, lean and six-sigma methods. Analyzed business needs and priorities, partnering with executive leadership to drive the planning, assignment and oversight of process improvement projects. Provided coaching to business peers and junior team members.

Specific accomplishments include:

- Oversaw business process transitions necessary to comply with the Affordable Care Act. Results included the ability to process enrollments on launch date with a positive minimal customer experience.
- Identified opportunity to improve network utilization by benchmarking other Blues plans. Developed process for identifying out-of-network referrals and educating members and providers to available in-network providers and benefit differences, reducing out of network utilization by \$45 million.
- Championed value stream analysis for Care Management Division. Established staffing models, standard work and technology integrations to enable strategic transition towards pre-service focus.
- Led overhaul of internal Green Belt certification program. Transitioned program emphasis towards completed projects and application of six-sigma tools. Assisted in course content development, project selection, training and mentoring of certification candidates.

WesleyLife, Johnston IA

October 2009 – December 2010

*Director of Process Improvement*

Responsible for the initiation and deployment of a six-sigma process improvement program. Identified and drove efforts for both company-wide and individual location initiatives, resulting in financial savings and improved resident experience.

Specific accomplishments include:

- Established enterprise-wide Key Performance Measures and reporting to monitor operational performance.
- Redesigned the resident admissions process to provide immediate responses for coordination of care requests. Piloted at new community and achieved 97% occupancy within 3 months.
- Established new processes for short-term stay care, check printing, dining services and wellness tracking, deploying across multiple communities and community services enterprise-wide.

Windsor Windows and Doors, West Des Moines IA

January 2008 – October 2009

*Divisional Continuous Improvement Manager*

Developed and deployed quality and process improvement program based on lean six-sigma principles. Identified and championed corporate process improvement initiatives. Led a team across Iowa, North Carolina, Alabama, and Texas locations.

Specific accomplishments include:

- Influenced executive leadership to support continuous improvement model after previous unsuccessful efforts. Drove deployment of continuous improvement program across division, resulting in a savings of \$7.2 million. Provided dotted-line support for further expansion across 27 additional corporate locations.
- Redesigned quality system, directing focus towards improving external customer satisfaction. Influenced executive leadership to support increased internal transparency and establishment of process control and vendor management practices.
- Developed internal six-sigma program, mentoring 31 green belts and 4 black belts through certification. Provided guidance on a variety of topics ranging from project specific to program level, with one-on-one coaching tailored to the needs of the individual.

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## EDUCATION

Iowa State University, Ames IA

Master of Engineering in Systems Engineering, May 2005

University of Wisconsin – Platteville, Platteville WI

Bachelor of Science in Industrial Engineering, May 2000

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## CERTIFICATIONS AND QUALIFICATIONS

- Six-Sigma Master Black Belt
- Iowa Lean Consortium Advisory Board (2013-present)
- Wellmark Inclusion Council Member (2012-2018)
- Wellmark Workforce Engagement – Committee Chair (2017-2018)
- American Society for Quality – Certified Quality Engineer
- Rapid Process Improvement (RPI) – Certified Facilitator