

CHRISTINE TEZAK

www.linkedin.com/in/christinetezak

EXPERIENCE

UNIVERSITY OF WASHINGTON DEPARTMENT OF DERMATOLOGY

JUNE 2024 – PRESENT

Vice Chair, Finance & Administration

Appointed to lead financial & administrative operations for the Department of Dermatology, which recently transitioned from Division to Departmental status within the UW School of Medicine.

As VCFA, I am responsible for the annual budget of \$15 million, and developing plans to operationalize mission-aligned academic, research, and clinical growth to triple clinical capacity by FY 32.

PATH WITH ART

JUNE 2023 – JUNE 2024

Chief Operating Officer

Oversight of and responsibility for organizational strategic development, human resource management, financials, and operations. I act as second-in-command to the CEO to transform their and the Board's mission and vision for the organization into actionable plans to measure progress and achieve goals within the organization.

Accomplishments:

- Transitioned organization to updated payroll software to reduce manual entry and processing
- Initiated financial transformation and modernization to reduce fiscal manual entry, move from cash to accrual accounting, improve accuracy in recordkeeping, and reduce opportunity for human error across systems. This included:
 - ◇ Transitioning the organization to updated payroll software to reduce manual entry and processing
 - ◇ Moving accounts to banking institutions that allowed for integration with time-saving fiscal tracking software (i.e. expensify)
 - ◇ Transitioning from Quickbooks Desktop 2020 to Quickbooks Online to allow for live collaboration, cloud access, automations, and more structure and space for growth as the organization continues to expand
 - ◇ Developed new General Ledger organizational codes to support continued growth, clean-up past duplications and inefficiencies, and drive ease of understanding for stakeholders in reporting
- Developed organization-wide task force to improve internal communications and processes by assessing effectiveness of current document and asset storage, communication channels, and project management system with planned updates for 2024
- Enrolled company in 401k with Carbon Collective to provide an employee-centered approach to retirement savings and investment

- Developed and deployed new organizational structure after a period of 250% growth in program reach, budget, and staffing to ensure sustainability and consistency in operating practices

CHUNKS

JUNE 2022 – JUNE 2023

Director of Operations

Acting partner to founder and CEO, in this position I oversee and run all operations and finance within the business. This includes production & manufacturing, HR and employee engagement, finance and sales/revenue strategy, and management of our 14 staff.

Accomplishments:

- Developed first operating budget and revenue/sales forecasting and strategy for 150% growth in revenue
- Developed job descriptions and recurring review process for all employees to ensure understanding of scope of work and job satisfaction
- Implemented project management system to organize and track employee assignments and multi-faceted collaborations and campaigns
- Developed Impact Strategy, writing first Impact Report for the organization, and orchestrating Climate Neutral Certification
- Enrolled company in 401K with Carbon Collective to continue centering impact at the core of all business practices
- Diversified manufacturing sources to ensure smooth supply chain operations, while developing and maintain excellent relationships with all production partners
- Prepared business for seed funding rounds and VC presentations with financial background and revenue projections

UNIVERSITY OF WASHINGTON DEPARTMENT OF ANESTHESIOLOGY & PAIN MEDICINE

DECEMBER 2021 – MAY 2022

Associate Director, Operations

I was promoted to this role to oversee the clinical operations of Anesthesiology & Pain Medicine, including deployment and revenue cycle for 120+ faculty physicians across five sites, and faculty affairs, including appointments, promotions, and compensation for all faculty.

Accomplishments:

- In partnership with Interim Chair, developed and presented brand new staffing and financial model to bring the Department out of the red (\$16M debt) and achieve financial sustainability in 10-year model to School of Medicine Executive Leadership which resulted in new Hospital Agreements and the Interim Chair being appointed permanently.
- Developed, in partnership with faculty physicians, new Physician Incentive Plan (~\$8M annually) that streamlined existing practices to ensure straightforward and easy to understand compensation and unity for human error across systems. Rhi

SEPTEMBER 2020 – NOVEMBER 2021

Assistant Director, Clinical Finance & Operations

I was promoted to Assistant Director of Clinical Operations & Finance after seven months in the Department of Anesthesiology & Pain Medicine to continue management of clinical revenue and budgeting, all components totaling \$85M, and to oversee staff managing our eight clinical divisions.

Accomplishments:

- Pioneered financial strategy that cleared \$3.15M debt in practice plan reserves, bringing them into the black for the first time in three years, resulting in reserve investment for future market growth.
- Developed analysis and demonstrated system-wide benefits that resulted in \$2.5M in hospital-funding for essential patient safety services.
- Assumed management of three staff who did not interface and primarily managed clinical deployment scheduling. Within a year, this team has increased to a team of five cross-trained, independent financial, operational, and deployment administrators who have each implemented streamlined budgeting tools and analytical staffing models.

Core Responsibilities:

- Managed clinical budgeting and forecasting functions for the Department, including leading preparation and implementation of two practice plan clinical budgets and annual hospital support budget;
- Served as advisor to the Director and Chair on financial support negotiations, faculty compensation strategies, financial and faculty affairs policies, and division-related strategic plans;
- Oversight of hiring, training, and coaching of the Clinical Division Managers, including new training on hospital support, business unit agreements and budget, financial tools and reports, and fostering a culture of collaboration and shared learning.

FEBRUARY 2020 – AUGUST 2020

Clinical Finance Analyst

Managed annual physician incentive totaling ~\$8M in payments across two practice plans. Supported development of financial agreements, clinical budgets, and staffing models.

Accomplishments:

- Provided the budget organization structure for departmental financial restructure which broke down \$100M annual budget into mission-oriented areas to provide financial narrative for executive leadership and transparency for internal and external stakeholders.
- Managed departmental data collection and analysis for consulting engagement that resulted in long-term partnership with School and Hospital leadership to develop new financial model for Anesthesiology.

Core Responsibilities:

- Develop and implement process improvements for budgeting, financial analysis, and reporting.
- Continuous analysis of clinical financial data to assist department and hospital leaders in understanding and appropriately responding to clinical financial issues; recommended and implemented solutions to financial problems that arose.
- Designed/refined reporting tools to present financial information in a meaningful format for Director and Chair decision-making; provided oversight of use of reporting tools, ensuring data integrity.

UNIVERSITY OF WASHINGTON DEPARTMENT OF EMERGENCY MEDICINE

MAY 2018 – JANUARY 2020

Finance & HR Manager

Accomplishments:

- Developed and implemented departmental budgetary tracking, reporting, and compliance processes for \$22M in clinical salary support, \$3M in professional fee revenue, \$1.5M in contracted revenue, and \$2M in operating costs for the Department of Emergency Medicine (DEM) as a new clinical department (previously a Division of the Department of Medicine) in the School of Medicine.
- Rebuilt financial team after the DEM transition to department. Established financial service guidelines with input from key stakeholders to develop trusting partnerships with departmental faculty, trainees, and staff, and to ensure efficient and effective approach to accounting and fiscal procedures as mandated by the University, and the state of Washington.
- Managed day-to-day operations, staff training and guidance, and financial priorities and projects during tenure of shared, part-time Director (2017-2018). Assisted in hiring process and training for new Director, effective as of December 2018.
- Managed the integration of a community Emergency Department (Northwest Hospital) with 20 new physician providers into the academic, UW system. Included credentialing, academic appointments, compensation structure, billing enrollment, and new provider benefits consultations to ensure seamless incorporation in a charged, sensitive environment.

SEPTEMBER 2017 – MAY 2018

Manager, Academic Affairs & Compensation

Promoted to develop and implement multi-faceted tracking and reconciliation tool for clinical faculty Emergency Department shift work. Development included input from multiple faculty, hospital administrators, and department leadership, and improved clinical FTE tracking, clinical budget analysis, and long-range financial and clinical planning.

OCTOBER 2016 – NOVEMBER 2017

Academic Human Resources Specialist

Successfully planned the first transition of a division to departmental status in over 20 years at the University of Washington by developing and managing strategic planning initiatives for academic affairs, finance operations, clinical practice, internal and external communications, and medical staff credentialing.

EDUCATION

MAY 2014

BACHELOR OF ARTS IN HISTORY, MINOR IN LATIN

UNIVERSITY OF WYOMING

Summa Cum Laude, Phi Beta Kappa, Outstanding Female Graduate Nominee