

# ERIN ELIZABETH ALLEN

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## GENERAL SKILLS

Effective leadership, organization, management, delegation, strategic planning and analytical skills. Articulate and expressive written and oral communication. Ability to learn, to cooperate, to build consensus, and to strengthen organization as a team player. Active and responsive listening. Enthusiastic, energetic, and creative attitude that contributes to a gracious and professional work environment.

## EXPERIENCE

SeattleCoach Certified: Coaching Leader and Coach (application for accreditation with International Coaching Federation pending)

### University of Washington | Department of Pediatrics

*Vice Chair, Finance and Administration April 2009 – Present*

#### Accomplishments:

- ♦ Oriented new hospital leadership to Department budget process including general overview of faculty deployment and productivity tied to hospital program support.
- ♦ Partnered with hospital executives to secure program support associated with clinical deployment and medical direction.
- ♦ Participated in workgroup and oversight committee to evaluate productivity-based professional services agreements between medical centers and school of medicine clinical departments.
- ♦ Restructured Research & Finance and Department IS teams (based at UW) to ensure service level goals are consistently met and performance issues addressed.
- ♦ Participated in executive planning committee to develop and launch Global WACH: Center for Integrated Health of Women, Adolescents, and Children within the Department of Global Health and supported by the Department of Pediatrics and Obstetrics/Gynecology to expand Pediatrics presence and impact in Global Health.
- ♦ Developed and implemented business plans for residency continuity and faculty practice clinics at Kent-Des Moines UW Neighborhood Clinic and Neighborcare (FQHC).
- ♦ Planned transition of private endocrinology practice into the Seattle Children's Hospital (SCH) endocrinology division.
- ♦ Negotiated SCH support for clinical programs as part of the annual clinical budget process.

#### Responsibilities:

- ♦ Report directly to the Department Chair (University of Washington School of Medicine) and Senior Vice President, Pediatrician-in-Chief (Seattle Children's Hospital).
- ♦ Manage and direct all department business functions including finance, staff human resources, academic human resources, payroll, information systems/technology, facilities related to the clinical, teaching, and research activities, encompassing 1,200+ staff, faculty, and trainee FTE.
- ♦ Develop and manage \$220M total annual operating budget (patient revenue, state funds, Seattle Children's Hospital and UW Medicine support, clinical service contracts, extramural/federal funding, philanthropic funds).
- ♦ Directly supervise 4 professional staff employees who lead the major administrative functional units; indirectly oversee work of 30 professional and hourly employees. Provide back-up coverage and management for unit leaders for vacancies and leaves.
- ♦ Directly oversee operations of 20+ divisions.

- ◆ Direct planning and program development for the Department in collaboration with the School of Medicine and Seattle Children's Hospital.
- ◆ Ensure administrative practices are consistent with University policy.
- ◆ Manage audit, investigation, and public records-related activities.

## University of California, Davis | Department of Pediatrics

**Chief Administrative Officer** December 2006 – March 2009

### Accomplishments:

- ◆ Improved administrative infrastructure and oversight.
- ◆ Strengthened internal financial controls.
- ◆ Renegotiated contracts with Sacramento County to minimize risk to the department and ensure adequate reimbursement for services.
- ◆ Restructured administrative functions and oversight within the CAARE (Child and Adolescent Abuse Resource and Evaluation) Center (reduced operating deficit by \$75K).
- ◆ Actively involved in development and negotiation of service contract with local hospital system for pediatric hospitalist and subspecialty services.
- ◆ Initiated department infrastructure for pediatric telemedicine to ensure ongoing administrative interaction with the UC Davis Center for Health and Technology.

### Responsibilities:

- ◆ Managed and directed all business functions related to the clinical, teaching, and research activities of the Department, encompassing 200+ staff, faculty, and trainee FTE.
- ◆ Developed and managed total annual operating budget (patient revenue, state funds, health system support, service contracts).
- ◆ Developed annual department compensation plan implementation guidelines in conjunction with Chair, incorporating faculty input.
- ◆ Directly oversaw operations of 13 divisions.
- ◆ Directly supervised exempt and non-exempt staff responsible for core administrative functions: finance, human resources, research administration.
- ◆ Directed planning and program development for the Department.
- ◆ Ensured administrative practices were consistent with University policy.
- ◆ Managed audit and investigation activities.

## University of California, Davis | Department of Neurology

**Chief Administrative Officer** December 2002 – December 2006

### Accomplishments:

- ◆ Independently managed department without permanent chair for 3 out of 4 years; 2 interim chairs; including both pediatric and adult sections and the MIND (Medical Investigation of Neurodevelopmental Disorders) Institute interface.
- ◆ Reduced operating deficit by \$625K in 2004-05.
- ◆ Improved administrative infrastructure and oversight.
- ◆ Implemented centralized clinical research regulatory unit as first step in developing a clinical trials unit.
- ◆ Improved faculty cost recovery against clinical trials consistent with compliance policy.

#### Responsibilities:

- ♦ Managed and directed all business functions related to the clinical, teaching, and research activities of the Department, encompassing approximately 150 staff, faculty, and trainee FTE and a total annual budget of operating budget of \$10M.
- ♦ Directly supervised administrative and research staff.
- ♦ Managed audit activities.

### University of California, San Francisco | Department of Medicine, San Francisco General Hospital

**Department Manager** January 2000 – November 2002

#### Accomplishments:

- ♦ Balanced budget for department; reduced deficit and negotiated support from partner organizations.
- ♦ Implemented hospitalists on the Medicine Inpatient service (joint project SFGH/DPH and UCSF).
- ♦ Negotiated sale of dialysis unit to privately held joint venture entity (bankruptcy derailed process); Unit eventually transferred to SFGH license.

#### Responsibilities:

- ♦ Oversaw Central Administration and fourteen division administrators. Managed and directed all business functions related to the clinical, teaching, and research activities of the Department, encompassing approximately 600 staff, faculty, and trainee FTE and a total annual budget of \$50million.
- ♦ Developed and monitored Department's annual budget.
- ♦ Ensured administrative practices across department (including 14 divisions) were consistent with University policy.
- ♦ Directly supervised central administrative staff responsible for units as well as division administrators.
- ♦ Managed audit activities.
- ♦ Oversaw capital projects management in conjunction with Facilities Management.
- ♦ Oversaw inpatient attending and consult services. Directed the associated professional fee billing.
- ♦ Oversaw the outpatient clinic operations (105,000 visits annually).
- ♦ Directed planning and program development for the Department.

### University of California, San Francisco | Department of Internal Medicine, San Francisco General Hospital Medical Center

**Clinical Operations Manager** February 1996 – March 2000

#### Accomplishments:

- ♦ Implemented billing and patient care documents; incorporated into medical record; saved department \$125K annually in dictation expense.
- ♦ Implemented clinical operations Committee with oversight from Department Chair to improve integration of inpatient services.

#### Responsibilities:

- ♦ Independently managed the administrative functions of the inpatient and outpatient clinical operations.
- ♦ Directed front end billing operations. Developed tools to increase charge capture.
- ♦ Developed and implemented training to increase physician compliance with federal and state regulations. Directed and implemented changes to inpatient medicine physician faculty practice.
- ♦ Managed the professional fee accounts receivable, including analyzing revenue, performing periodic reviews to determine efficacy of charge capture, and developing and conducting monthly training sessions for physician faculty practice.
- ♦ Supervised quality improvement, information systems development, implementation, and maintenance, as well as house staff affairs for the Department.

## Los Angeles County San Fernando Valley Cluster Health Centers | Olive View/UCLA Medical Center

**Assistant Administrator** March 1994 – October 1995

### Administrator, community-based health centers

- ◆ Ensured efficient and effective daily operation of three community-based health centers with a total of 120,000 patient visits annually. Served as liaison between Public Health Programs & Services and Personal Health Services within LA County Department of Health Services. Directed and controlled the operation of the health centers, including general management of human resources, fiscal, and functional activities. Partnered with medical and nursing directors. Supervised 15 person business office, non-medical and non-nursing functions.

### Project Manager

- ◆ Planned, furnished, and equipped 10,000 square foot interim facility; developed service program and plan for a 60,000 square foot facility to accommodate 150,000 patient visits annually; served as liaison with other county departments, contractors, and outside agencies.

### Facility Closure Team

- ◆ Planned and directed the closure of seven community-based health centers; developed patient resource list and communication mechanisms; gathered and analyzed workload data; conducted all-staff meetings for health center employees; notified employees of layoff.

### Administrative Liaison-Anesthesiology, Occupational Therapy, Physical Therapy, Social Work

- ◆ Met with service chiefs and division heads to identify problems, develop and implement solutions.

### Project Manager, Earthquake Recovery Temporary Buildings

- ◆ Designed and implemented a plan for replacing 150,000 square feet of clinical support and storage space; developed and maintained project schedule; coordinated hospital Facilities Division.

## Los Angeles County Department of Health Services

**Management Fellow** July 1992 – February 1994

Rotated through a variety of departmental agencies including: acute care teaching hospital, rehabilitation hospital, department's budget division, and central Health Services Administration.

### LA County & University of Southern California Medical Center Emergency Walk-In Clinic Patient Flow Analysis

- ◆ Designed and conducted study for emergency room with 63,000 patient visits annually; analyzed data; developed recommendations; presented methodology, results, and recommendations.

### Disaster Response Team (1994 Northridge Earthquake)

- ◆ Organized deployment of mobile medical clinic units; authored paper detailing response to external disaster.

## Peace Corps | Nepal

**Volunteer** September 1987 – December 1989

Taught science and English in remote government run school to native children (1988). Trained native Nepalese math and science teachers (1989).

## EDUCATION

### University of North Carolina, Chapel Hill; School of Public Health

**1992** Master of Healthcare Administration; Health Policy and Administration

### Purdue University, West Lafayette, Indiana

**1987** Bachelor of Science; Biology

## HONORS AND AFFILIATIONS

### Current

- ◆ Member, UW Department of Pediatrics Executive Committee
- ◆ Member, UW School of Medicine Salary and Promotion Equity Committee
- ◆ Member, UW School of Medicine Total Faculty Effort Work Group
- ◆ Member, UW School of Medicine Medical School Administrators Steering Committee (Chair 2013-2014)
- ◆ Member, Association of Academic Administrators in Pediatrics (ongoing since 2006)

### Prior

- ◆ Site Host, 2018 Annual Meeting of Association of Administrator in Academic Pediatrics (2017-2018)
- ◆ President, 2015-2016 Association of Administrators in Academic Pediatrics (AAAP)
- ◆ Participant, Oversight Committee AMSPDC-AAAP collaboration project (2014-2016)
- ◆ President-Elect, 2014-2015 Association of Administrators in Academic Pediatrics (AAAP)
- ◆ A.B.L.E. Team member (School of Medicine shared service pilot project planning & management oversight)
- ◆ Nominee for UW Distinguished Staff Award (2013)
- ◆ Program Director, 2013 Annual meeting of Association of Administrators in Academic Pediatrics
- ◆ Chair, UC Davis School of Medicine Council of Managers (July 1, 2008 to June 30, 2010)
- ◆ 2005-06 UCD Graduate School of Management Executive Leadership Consortium—selected participant
- ◆ 2005-06 UCD Health System Leadership Academy—selected participant
- ◆ UCD Clinical Incentive Award Payment Recipient (earned each year 2003 through 2008)
- ◆ UCSF School of Medicine Management Incentive Program Payment Recipient (2001, 2002)
- ◆ UCSF School of Medicine-wide Performance Award Recipient (1997 and 1999)
- ◆ UCSF Department of Medicine/SFGH-wide Performance Award Recipient (1997, 1998, 1999)
  
- ◆ DECA judge and mentor for Woodinville High School (parent volunteer)
- ◆ North Davis Elementary PTA (parent volunteer)
- ◆ St. Baldrick's Shavee 2007, 2008