

Ricardo Villarreal
ricardo@vetsherpaconsulting.com
(210)672-8077

Employment History

Consultant - Guide

Vet Sherpa Consulting

- Independent multidisciplinary consultant and trainer in realms of leadership, process improvement, healthcare quality, and political strategy.
- Conducts leadership development, strategic planning, performs needs assessments, coaches complex organizational changes, mentors adaptive decision making, and implements diversity, equity, and inclusion (DEI) programs.
- Utilizes and trains for process improvement with gap identification, project management, lean six sigma, failure mode effects analysis, leads root cause analysis, and PDCA/PDSA.
- Advises on healthcare quality with emphasis on data analysis, key performance indicators, proactive risk assessments, prevention of adverse outcomes, management of sentinel events, and assists in regulatory compliance.
- Provides political strategy counseling with campaign planning, campaign operation, develops public policy platforms, executes opposition and self-research, analyzes voter demographics with target identification.

US Congressional Candidate

Texas Congressional District 21, Democrat

- Developed primary campaign plan with strategy that resulted in advancement to runoff election.
- Created and communicated policy platform pertinent to the district and its constituents through direct contact events, social media messaging, digital advertising, and direct mail.
- Executed fundraising plan spanning different media forms, call time, and events to reach donors.
- Led data analysis team to discern the groups of voters the campaign targeted during the persuasion and get-out-the-vote phases of the campaign, using data analytics.
- Ensured the campaign abided by financial and reporting regulations, stayed within budget, processed contributions and expenditures, and completed the required financial reporting (FEC).

Project Manager

Veterans Health Administration, Procurement and Logistics Office

- Developed metrics to measure the quality and effectiveness of the VHA supply chain.
- Evaluated management data, analyzed trends, identified problem areas, and formulated proposals to ensure effective and efficient logistics support.
- Executed policies, regulations, and procedures for projects and all its associated activities.
- Contributed to Logistics Operations and the Program Manager's mission by planning, directing, implementing, evaluating, and coordinating all functions and objectives in support of initiatives.

Chief, Performance Improvement

Brooke Army Medical Center

- Responsible for implementing, coordinating, and administering the hospital Performance Improvement program in a 498-inpatient bed, 28 ambulatory care bed, and 25 outpatient clinic regional Medical Center with Level I Trauma designation.
- Served as consultant and advisor to the executive management of the Medical Center.
- Generated and executed recommendations for improving efficiency and quality for Departments, Committees, and Process Action Teams.
- Facilitated performance improvement activities among departments throughout the organization.

Senior Health Services Consultant-Comprehensive Primary Care - Contract

TMF Health Quality Institute

- Consultant on Comprehensive Primary Care (CPC), a CMMI Learning and Diffusion Contract.
- Performed National Curriculum Planning across 500 primary care sites for seven states as part of a large-scale CPC project; completed all project deliverables according to schedule.

- Planned, coordinated, developed, and facilitated multiple national webinars and implementation guides, along with creating and executing innovative learning strategies.
- Measured and tracked achievement towards the CPC goals of achieving better care, smarter spending, and healthier people.

Patient Safety Data Analyst - Contract

Booz Allen Hamilton at Wilford Hall Ambulatory Surgical Center

- Interpreted and analyzed data in support of patient safety for military health clients.
- Processed requests and advanced queries to compile appropriate data insights and decision briefs.
- Implemented principles and procedures appropriately in the context of DoD requirements, regulations, and policies related to functional analysis.
- Organized and maintained information management systems and provided technical support to users. Assured availability, integrity, and confidentiality of data managed and secure data following privacy, confidentiality, and quality assurance policies and regulations.

Quality Director

Hill Country Memorial Hospital

- Led Quality Department at 2014 Malcolm Baldrige National Quality Award winner and top ten scoring hospitals for safety and respect as rated by Consumer Reports (February 2015).
- Conducted and managed activities in patient safety, regulatory compliance, infection control, quality initiatives, quality data, outcomes analysis, and other PI activities.
- Assessed entity compliance with accreditation standards, regulations (CMS, Joint Commission, NHSN, State of Texas, etc.) and worked with the leadership to maintain intra-cycle monitoring.
- Facilitated the deployment of a new patient safety reporting system (RL Solutions Software) and developed training for all hospital staff for active roll out.

Patient Safety, Quality, Medical Program Manager - Contract

Booz Allen Hamilton/GDIT at Air Force Medical Operations Agency (AFMOA)

- Planned, organized, directed, and implemented all facets of medical support for patient safety, performance improvement, and risk management in pursuit of organizational excellence.
- Trained, mentored and served as a consultant for Patient Safety Managers at Medical Treatment Facilities (75 MTFs) and formulated policies in the promotion of safer care.
- Communicated with governing boards, medical staff, and department heads by attending board meetings and coordinated interdepartmental functions.
- Selected as service lead and subject matter expert for Partnership for Patients (PfP) initiative affecting the care of 9.7M Military Health System beneficiaries. The project yielded an 11% reduction in preventable hospital readmissions and a 16.8% reduction in preventable harm with \$14M in cost avoidance.
- Researcher and contributor on the Patient Safety workgroup that conducted the 90 Day Review of the MHS, ordered by Secretary of Defense Hagel.
- Facilitated the deployment of the Patient Safety Reporting System (Datix Software) to all 75 MTFs and associated training to PSMs for active roll out.
- Responsible for coordinating and executing Air Force Medical Service Patient Safety Culture Survey (~17,000 respondents), root cause analyses, failure mode and effect analyses, implementation of evidence-based practices (EBP), and Lean/Six Sigma projects.

Patient Safety - Quality Improvement Consultant - Contract

TMF Health Quality Institute

- Consultant and collaborator on the strategic development of quality improvement initiatives across multiple functional areas within hospitals and nursing homes (~10 hospitals, ~20 nursing homes).
- Conducted site visits and patient safety surveys to ascertain problem-prone areas and processes.
- Provided customized educational sessions to healthcare staff geared towards improving metrics.
- Teamed up with health care leadership and staff to ensure successful implementation of recommended process improvements or procedures and the evaluation of these interventions.

Interim Director of Quality Management

Metropolitan Methodist Hospital

- Led programs/initiatives in Quality, Infection Control, Risk Management, and Core Measures.

- Decentralized the Quality Department from the system and established it at the hospital level.
- Trained medical staff and departments in their roles for complying with regulatory requirements, standards, and survey preparation.

Process Improvement Coordinator

CHRISTUS Santa Rosa

- Developed and coordinated organizational-wide performance improvement initiatives.
- Organized medical peer review and provided chart reviews for Ongoing Professional Practice Evaluation (OPPE) and Focused Professional Practice Evaluation (FPPE).
- Performed concurrent and retrospective chart abstraction and data analysis.

Quality Assurance Specialist

QTC Medical Services

- Coordinated medical exams and evaluations for Veterans Affairs and the Department of Defense.
- Accountable for reviewing the quality of medical reports per VA requirements.
- Provided case-specific physician training, orientation and feedback on medical evaluations.
- Implemented process improvements that led to exceeding time-sensitive goals by >15%.

Primary Care Physician

Mexico

- Primary care physician treating simple diseases and minor emergencies.
- Conducted rounds and directed care for hospitalized patients.
- Implemented and managed government health and welfare programs.
- Gathered and produced multiple statistical analysis of the area of operation.
- Provided classes on health, nutrition, and awareness of the population.

Military Career

Health Services Administrator: Operations & Training Officer (S3), Equal Opportunity Officer

United States Army Reserves

April 2008- July 2016

- At the operational level, planned, coordinated, monitored, evaluated, and executed mission-oriented programs and projects.
- Advised Unit Commanders and staff in both medical and non-medical areas of organizational administration, supply, training, operations, transportation, and maintenance.
- Conducted educational training on patient treatment, medical readiness, diversity, equity, inclusion, and Army initiatives/requirements for personnel in both medical and non-medical areas.
- Mentored and developed high performing teams and members to provide value to the military.

Executive Officer (Chief Operating Officer) - Mobilized to Active Duty

United States Army at Fort Hood, TX

November 2012- November 2013

- Led the daily operation and coordination of all aspects of the medical staff and services at the Soldier Readiness Processing Center (SRPC), the largest Army Power Projection Platform.
- Provided operational oversight, decision authority, and program leadership in strategic capabilities, planning, and resource utilization for mission consisting of 51 soldiers and 64 civilian personnel.
- Managed the medical readiness of units set to mobilize, deploy, and redeploy through Ft. Hood, ensuring accountability and absolute readiness of over 30K soldiers.
- Improved throughput and capacity at SRPC through lean business practices and initiatives.

Officer Basic Leadership Course

US Army-Fort Sam Houston

January 2009- March 2009

Education

Universidad Autónoma de Guadalajara (UAG)

M.D., Primary Care Physician, June 2003

Multispecialty Rotational Medical Internship at Hospital de Especialidades “Miguel Hidalgo” in Aguascalientes, Aguascalientes, México from January 2001 - January 2002

Physician in Social Service at Secretaria de Salud de Colima in Cofradía de Hidalgo-Tecomán, Colima, México from February 2002 - February 2003

Our Lady of the Lake University

M.B.A., Healthcare Management, December 2007

Golden Gate University

M.S. Leadership, Business Analytics, April 2020

I learned leadership skills that are critical to harnessing and directing the talents of a diverse workforce. I gained critical and soft skills that help influence decisions, build emotional intelligence, and bring out the best performance in employees. Capstone Project, Leadership Self-Assessment: I was able to understand my strengths, opportunities, and limitations through the use and analysis of more than 40 assessments. The specialization in Business Analytics allowed me to take these electives:

- Business Analytics: practiced the application of principles, terminology, organizational roles, and use of data analytics in business, along with the principles and challenges of data strategy and management. Implemented the CRISP-DM methodology for developing usable analytics, and the implications of the Internet of Things.
- Enterprise Performance Management and Metrics: learned to utilize all data (historical, descriptive, and predictive) and convert data into metrics that have meaning for management. Linked strategy to planning, budgeting, customers, stakeholders, processes, costing, people, and performance measures. Conducted strategy mapping, balanced scorecards, and dashboards as tools to holistically drive the firm towards the successful completion of strategic goals.
- Managing Relational Structures: developed knowledge of a broad range of data types, the database management system (DBMS), and data modeling using entity-relationship diagrams. Learned and practiced the Structured Query Language (SQL) and the use of built-in functions in Business Analytics and Business Reports.
- Data Visual Communication: the terminal outcome was delivering presentations that report data analytics findings in a clear, actionable format using Tableau software. Was able to learn techniques of storytelling through the development of storyboards and how to implement dashboards in a business environment, based on sound data visualization principles and techniques.

University of California, Berkeley: Goldman School of Public Policy

M. Public Affairs, May 2021

I focused on policy analysis combined with organizational leadership, innovation, economic analysis, ethical leadership, strategy, and adaptation. My Capstone Project was Marked By COVID Community Needs Assessment: Surveyed 250 community members making recommendations to reflect the expressed needs and values. These electives rounded out my GSPP experience:

- Political Economy of Inequality: gained a deeper understanding of the organization of the political economy of the United States and why earnings and wealth have been diverging over the last forty years. The course is also intended to provide insights into the political and public policy debates that have arisen in light of this divergence, as well as possible means of reversing it.
- Poverty and Communities of Faith: Learned about the politics of poverty and how U.S. faith communities are involved. Analyzed policy changes that would reduce poverty and means to strengthen political support for these.
- US-Mexico Public Policy Relations: analyzed areas where public policies affect both sides of the border and how the countries strive to cooperate and on opportunities for improvement.
- The Business of Politics - Washington Campus: learned how leaders of organizations can most strategically, effectively, and ethically communicate their objectives to shape the policy-making process and to advance their interests through advocacy.
- Policy Communications in the Modern Campaign: explored the extent of a campaign's impact on the public's policy knowledge, as well as a campaign's structure, inner-workings, and priorities; polling, targeting and analytics; advertising and communications; options during a scandal; the ground game; and campaign spending.
- Critical Race Theory and Public Policy Making: Used a lens to explore how policymaking can be a tool for the creation and perpetuation of structural inequalities and how policymaking can be used to remake institutions for greater social justice and equity.

University of San Francisco

M.A. Public Leadership, December 2022

Capstone: From Qualified to Viable: Setting yourself up to succeed as a candidate, an After-Action Review of a run for Congress. Recording: <https://youtu.be/kj4xqBVpBZg>
Second Service Podcast. Recording: <https://youtu.be/9rRUO71S3nU>

Professional Development

Lean Six Sigma- Black Belt, US Army MEDCOM, January 2017
Lean Six Sigma- Green Belt, US Army MEDCOM, November 2016
Lean Six Sigma – Yellow Belt Certification, Brooke Army Medical Center, September 2016
Six Sigma – Yellow Belt Certification, University of Texas at San Antonio, June 2014
Lean-Air Force 8 Step Process (AFSO21), Air Force Medical Operations Agency, March 2014
Patient Safety Practitioner Certificate, Johns Hopkins Medicine-Armstrong Institute, October 2011
Sentinel Event Investigation and Root Cause Analysis - Systems Improvement, September 2011
Equal Opportunity Leadership Course: Diversity, Equity, Inclusion – US Army, February 2010

Volunteer Affiliations

American College of Healthcare Executives (ACHE), July 2006 – Present
Vice President Texas Alumni Chapter, UAG, September 2022- Present

Philanthropy and Community Relations Director
South Texas Chapter, American College of Healthcare Executives · Part-time
Dec 2021 - Present

San Antonio, Texas Metropolitan Area

- Develop relationships with the community and charitable organizations to promote the STC-ACHE.
- Identify and partner with core charitable organizations the Chapter will sponsor, with philanthropic activity and one Chapter donation annually designated for that/those organization(s).
- Schedule volunteer opportunities for Chapter members.
- Create and coordinate a budget for Philanthropic activities with the Treasurer.