

Jennifer Bruining Doner

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Healthcare Operations & Change Management Leader

Advance Operations to Elevate Performance | Meet Complex Business Needs | Build High-Performance Teams

Strategic leader with a proven track record to drive innovation, change and growth within diverse organizations. Dedicated career to healthcare to improve business operations to enable advance healthcare delivery, access & patient experience. Consistent ability to outperform targets, across continuum of healthcare organizations and business functions. Professional strengths include cultivating high performing teams, executive leadership, and execution of critical projects in fast-paced, ever-changing environments while driving innovative solutions.

Strategic Operations | Financial & Growth Execution | Automation Strategy | Implementation & Change Management | Cultural Transformation | Lean Process Improvement | High Performing Team Leadership

Professional Experience

Optum, Denver, CO

2021 to Current

Associate Vice President - Global Strategic Operations Model

Lead Optum Insight's global operational strategy, driving scalability and consistency across the operational footprint of \$3B revenue cycle management services. Responsible to implement process reengineering and innovation to enable best in class patient experience and financial performance, enabling partners to advance clinical mission & delivery and ultimately maximize Optum's strengths & competitive advantages.

- Enable automation strategy to transform the workforce to reduce manual and low skill functions across the organization to transform performance and enable employees to work at highest skill level.
- Strategically align vendor partnerships (\$300M annually) to enable strong return on investment and best in class performance
- Development of Center of Excellence business functions to enable scalability across large staff functions and drive process excellence as well performance outcomes.
- Implement culture transformation through leadership strategic alignment and development of organizational communication channels to drive adoption.

DAVITA, Denver, CO

2014 to 2020

Director of Care Model Innovation – Home Dialysis

2018 to 2020

Drove care model innovation for home dialysis modalities, a \$1.5B business line, servicing 28K patients. Developed innovations to achieve market differentiation as well as strategy to expand virtual care delivery.

- Managed DaVita Home Covid-19 response for home dialysis for clinical and operational enhancements
- Enabled expansion of in-home care by piloting clinical services (lab draws, home dialysis training, staff-assisted dialysis) in-home versus at an in-center clinic to drive increase patient access & outcomes ROI
- Developed strategy for integrating into EMR and RN workflow to advance clinical care.

Director of Compliance

2014 to 2018

Served as Compliance Officer for various business strategic initiatives. Led compliance with business to drive \$13M business growth while mitigating potential healthcare federal law risks. Fostered proactive partnership with business executives, including innovative programs and new business lines. Facilitated development of fair market value for various business entities.

UNIVERSITY OF COLORADO, SCHOOL OF MEDICINE, Denver, CO

2008 to 2014

Director & Vice Chair of Finance and Administration, Orthopedics

Directed all business operations for clinical, research and educational services across 100+ faculty members, 7 differing service lines and 5 hospitals. Owned financial responsibility for \$30M in clinical revenue and \$5M in research grants or clinical trial revenue. Managed clinical professional practices, research development, educational operations, departmental marketing, fundraising, human resources, fiscal operations and contract negotiations.

- Strategic transformation of the organization to enable funding of research & educational programs through margin of the department, resulting in allocation of \$4M annually to clinical serving underrepresented communities and funding research & educational mission.
- Generated 60% increase in clinical revenue through strategic advancement of practice operations and revenue cycle.
- Strategic financial management of \$26M operating budget, including strategy, development and management of physician compensation and incentive plans.
 - Developed physician compensation model, aligning physicians' incentives with business operations, mission and achieving competitive salaries to promote recruitment of top physicians.

HURON CONSULTING GROUP (a Stockamp Practice), Denver, CO

2002 to 2008

Healthcare Financial Consultant – Manager

Led business process re-engineering to increase cash flow and patient satisfaction in hospitals nationwide. Managed projects with average cash flow improvement of \$15-\$30M dollars per engagement. Restructured organizational-wide processes and improved staff and leadership productivity across organizational structures. Drove cash flow and operational strategy, ensuring maximized revenue cycle processes. Enabling increased cash flow by \$50M-\$100M over 5 years and achieved income statement improvement of 2%-5% in first year, dependent upon organizational size, decreased administrative, bad-debt and charity write-offs., Reducing accounts receivable by 5%-30%.

Leadership & Recognition

- **30% Club**, November 2015 to June 2016
 - Selected as 1 of 5 woman mentees within DaVita; chosen for high potential to encourage growth of women leaders to executive and board positions
- **Excellence in Leadership – University of Colorado**, August 2013 to April 2014
 - Selected to participate in University's Excellence in Leadership Program in recognition of past performance and high potential for future leadership success at the university
- **CU School of Medicine, Financial Strategic Development**, Spring 2013 to Fall 2013
 - Selected for the one seat available for administrators to serve on committee to set strategic vision for the financial structure of the School of Medicine
- **Association of American Surgical Administrators**, January 2010 to January 2011
 - Served as Western Representative on board

Education

- **Master of Business Administration (MBA)**, University of Colorado, Denver
- **Bachelor of Science (BS), Finance and Marketing**, with emphasis in International Business, University of Colorado, Boulder, Leads School of Business and Administration
 - Graduated with Distinction
 - Semester at Sea: Studied in 10 different countries while traveling around the world

Volunteer Experience

- **Warren Village**, Denver Colorado
 - Lead education and support classes for single parents and children living at Warren Village, to enable empower families facing homeless and low-income challenges
- **Bridge of Life**, Ghana (various cities)
 - Participated in medical mission to provide clinical screenings and education for chronic kidney disease
- **Habitat for Humanity**, Santa Ana, El Salvador
 - Assisted in leading company volunteer trip to construct homes for low-income families in El Salvador
- **Cristo para la Ciudad**, San José, Costa Rica
 - Volunteered daily with homeless children in San José, addressing issues of drug abuse, prostitution and education