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JUL 23 2018

NAPA COUNTY
EXECUTIVE OFFICE

Application for Appointment to Board, Commission, Committee, or Task Force

Applicants appointed by the Board of Supervisors will be required to take an oath of office. All applications will be kept on file for one year from the date of application.

Public Records Act

Applications are public records that are subject to disclosure under the California Public Records Act. Information provided by the applicant is not regarded as confidential except for the addresses and phone numbers of references and the applicant's personal information including home and work addresses, phone numbers and email address.

Form 700 Conflict of Interest Code [California Fair Political Practices Website](#)

Application for Appointment to: Board on Alcohol and Drug Programs

Category of Membership for Which You Are Applying Interested Citizen

Personal Information

The following information is provided in confidence, but may be used by the Board of Supervisors when making the appointment, or be used by the Committee/Commission/Board/Task Force following appointment for purposes of communicating with the appointee.

Full Name JUSTINE ZILLIKEN

Supervisory District in Which You Reside 2

Home Address 

City NAPA

State CA

Zip 94558
Phone [REDACTED]
Email Address [REDACTED]
Work Address [REDACTED]
City Fairfield
State CA
Zip 94534
Work Phone [REDACTED]
Current Occupation Assistant Vice President of Specialty & Surgical Services
Current License None
Education/Experience Bachelors in Healthcare Administration, graduating with MBA and MHA in 12/2018, Certified Medical Practice Executive, 22 years in healthcare. Personal experience with the impact of substance abuse on extended family members.
Resume [Resume Justine Zilliken 18-0701.pdf](#)
Community Participation Napa Fire Relief Efforts NorthBay Operation PROMise - Volunteer NorthBay Ride to End Diabetes - Volunteer Napa Human - Walk for Animals - Participant Looking for more opportunities in Napa surrounding homelessness, hunger and children's literacy.
Other County Board/Commission/Committee on Which You Serve/Have Served None

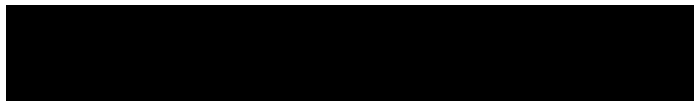
Provide names, addresses and phone numbers of 3 individuals who are familiar with your background.

Reference 1

Name Aimee Brewer

Phone [REDACTED]

Address



City

Fairfield

State

CA

Zip

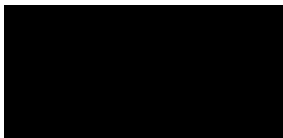
94533

Reference 2

Name

Shannon Core

Phone



Address

City

Vacaville

State

CA

Zip

95587

Reference 3

Name

Stephanie Tarter

Phone



Address

City

Vacaville

State

CA

Zip

95688

Name and occupation of spouse within the last 12 months, if married.

John M. Zilliken, Senior General Manager, General Growth Properties

Please explain your reasons for wishing to serve and, in your opinion, how you feel you could contribute.

I wish to invest my time and experience, both professional and personal, in continuing to make Napa a vibrant place to live, work and flourish. My ability to think strategically, communicate effectively and collaborate positively will help support this committee in meeting the needs of the

community. My engaging personality and strong team/consensus building skills will also be beneficial. Having settled in to the community just over three years ago myself, it would be a privilege to play a small part in continuing the legacy of compassion, innovation and diversity which makes each of us proud to call the Napa Valley home. Your thoughtful consideration of my application is truly appreciated, and I look forward to the privilege of serving.

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EXECUTIVE OFFICE

Justine Zilliken, BHA, CMPE

LEADERSHIP EXPERIENCE

Assistant Vice President of Specialty and Surgical Services

May 2015 – Present

NorthBay Healthcare – Fairfield, CA

Administrative champion of innovative, integrated and seamless care delivery through collaborative strategic development of specialty and surgical services within a two hospital, three primary care and six specialty care center system which is also a member of the Mayo Clinic Care Network (only one of only 44 organizations selected within the United States, and 1 of the only 2 systems chosen in California). Service lines include Cardiology, Cardiovascular and Thoracic Surgery, Diabetes and Endocrinology, Gastroenterology (general and interventional), General Surgery, Infectious Disease, Neurology, Neurosurgery and Spine Center, Occupational and Employee Health, Oncology (medical and radiation), Ophthalmology, Orthopedics (General, Joint Replacement, Podiatry, Sports Medicine and Trauma), Osteopathic Manipulative Medicine (OMM), Pain Management, Pulmonology (general and interventional), Rehabilitation Services (adult and pediatric occupational, physical and speech therapies), Rheumatology, Trauma Surgery and Urology. Foster strong dyad physician leader relationships for shared decision making and programmatic growth.

Responsibilities

- Financial accountability for over \$60 million operating and capital budgets.
- Financial and operational responsibility for Master Space Plan involving new facility construction and existing facility reconfiguration.
- Expand service lines beyond primary service area to Napa and other counties (pain management and urology) resulting in 6% market share increase.
- Senior leader liaison for Mayo Clinic Care Network e-Consultation program between Mayo Clinic and NorthBay Healthcare.
- Develop patient access strategy delivering a 20% improvement in access to care for general consultations and same day appointments within specialty care.
- Co-Champion with physician dyad exceptional patient experience culture resulting in a 91% "Likelihood to Recommend" and positive Provider Communication score. Established NorthBay's first Patient and Family Advocacy Committee.
- Active focus on referral outward migration resulting in \$1 million reduction in referred claim costs in first 7 months of focus.
- Establish integrated Heart Failure service with hospital readmission focus, bridging inpatient and ambulatory services and resulting in 4% readmission decrease in Year One.
- Continual partnership with Revenue Cycle team to improve revenue cycle, optimize physician coding and documentation education resulting in 38% reduction in claims denial and improved coding metrics.
- Negotiate payer contracts resulting in payment for fitness memberships for insured at our HealthSpring Wellness Center.
- Leverage cross-specialty collaboration for establishment of Perioperative Surgical Home and pre-surgical optimization resulting in reduced length of stay and improved patient reported medical outcomes.
- Ensure vibrancy of service lines and strategic market share acquisition through new programming, process improvement and community institution relationship development (i.e. payers, academic institutions and government facilities).
- Facilitate strategic community alliances to improve care to the underserved population resulting in innovative care delivery pathways for primary, specialty and post-acute care.
- Physician and Advance Practice Professional contract negotiation, productivity review and retention.
- Drive technology and care innovations within all service lines, to include tele-medicine delivery, virtual group visits for chronic disease management and artificial intelligence in the inpatient and ambulatory settings.
- Partner with hospital leadership to develop and implement growth strategies and creative solutions related to physician alignment and service line development.
- Develop and execute strategies for growth and structure of specialty care service line, including community practice acquisitions.
- Identify and evaluate trends in healthcare, local conditions, economic conditions and competitive institutions and develops strategies to respond to these trends and increase practices' market share.
- Co-Chair Specialty Care Providers Leadership Committee, Orthopedic Steering Committee, Specialty Practice Operations Councils with physician dyad partners.
- Deliver successful Joint Commission review of Total Joint Replacement, Stroke Center and Chest Pain Center programs with zero findings.

Vice President of Business Development

Nursenav Oncology - North Charleston, SC

April 2014 – April 2015

Responsibility for the overall financial and market share strategy and growth of oncology patient navigation Software as a Service (SaaS) application for oncology concentrated technology start-up.

Responsibilities

- Positioned Nursenav Oncology as a leader in oncology patient navigation software.
- Created future software enhancements in keeping with market necessity and Commission on Cancer requirements.
- Direct oversight of Director of Client Support, Director of Systems Integration and Chief Technology Officer.
- Served as Spokesperson for Nursenav Oncology with prospective clients, media and associations.
- Cultivated relationships with health system senior leaders for system-wide software implementation.
- Created strategic development plan and budget forecast.
- Updated protocol and software code to meet latest Commission on Cancer standards.
- Acted as liaison for legal counsel for all contract review.
- Developed new client training and retention program.
- Assisted client's executive leadership in establishing their patient navigation programs.
- Managed all client and retention concerns.

Accomplishments

- Authored a concise Service and License Agreement leading to a 60-day reduction in contract execution time.
- Secured first health system-wide Services and Licenses Agreement in company history.
- Delivered \$200k in incremental net sales revenue within first four months with enterprise.
- Developed branding campaign resulting in 186% improvement in market recognition and market share capture.
- Designed cost analysis for all oncology types validating the investment in oncology patient navigation software.
- Developed software expansion strategy to acute care environments with projected Year 1 incremental revenue potential of \$3.3 million.
- Surpassed 2014 budget by 18%.
- Increased number of new client software demonstrations by 34% with an 87% close rate.
- Created "Nursenav University" training concept for all new software Users resulting in 0% attrition in 2014.
- Expanded Health Level Seven International (HL7) interface platform to allow for interface with multiple Electronic Medical Records.
- Brokered conversation with leading EMR enterprise regarding partnership potential with Nursenav Oncology.

Area Practice Manager

HCA Physician Services, Far West Division - Las Vegas, NV

June 2011 – April 2014

Financial, strategic and operational responsibility for the clinical functions of inpatient and outpatient specialty (Neurology, Neuro Critical Care, Neurosurgery, and CVT Surgery) and diagnostic services, which included employed providers, contracted providers and employees in Nevada and California. Lead Far West Division to deliver top tier performance in patient satisfaction, employee engagement and physician satisfaction within the HCA Physician Services organization.

Responsibilities

- Responsible for development and administration of \$19 million operating budget.
- Physician and Advance Practice Professional recruitment, contract negotiation and retention.
- Recruited, developed and supervise site Practice Managers.
- Lead hospital-based neurodiagnostic program.
- Identified practice development and marketing opportunities to increase market share.
- Collaborated with hospital leadership to develop and implement growth strategies and creative solutions related to physician alignment and service line development.
- Championed implementation and optimization of eClinical Works and Meditech electronic medical records.
- Developed programs and strategies for growth and structure of neurology, neurosurgery and CVT service lines.

Area Practice Manager (continued)

Responsibilities (continued)

- Identified and evaluated trends in healthcare, local conditions, economic conditions and competitive institutions and developed strategies to respond to these trends and increase practices' market share.
- Maintained team focus on patient experience and patient satisfaction programs.
- Developed both long and short-term marketing strategies for physician and hospital-based practices.
- Developed physician orientation to assist in recruitment, alignment, satisfaction and retention of new physicians.
- Partnered with Revenue Cycle Manager to oversee revenue cycle and optimize physician coding and documentation and reduce claim denials.
- Partnered with HCA Division Vice President to negotiate payer agreements and expanded network inclusion.
- Oversaw research activities with Neuroradiology, Neurology, Neurosurgery and sleep medicine.
- Actively participated as a member of the HCA Physician Services Vice Presidents team.
- Responsible for delivering positive outcomes for HEDIS, HCAPS, Meaningful Use, PQRS and Patient Satisfaction initiatives.
- As Ethics and Compliance Office and Facility Privacy Officer, ensured compliance with and knowledge of the company's Code of Conduct, PHI and HIPPA requirements, as well as local, state and federal laws and regulations.

Accomplishments

- Expanded market footprint from a single specialty to a multi-specialty care delivery system.
- Played integral role in strategy development and execution leading to our being the first healthcare entity to employ physicians in the State of Nevada.
- Appointed by HCA Far West Division President to spearhead California market expansion strategy. Led exploration of employment opportunities for physicians in California within the Corporate Practice of Medicine prohibition.
- Cultivated relationships with two leading academic/not-for-profit health delivery systems in California for potential physician alignment in the areas of CVT and neurology.
- Delivered Joint Commission Reaccreditation of Stroke Center with zero findings.
- Secured Stroke Center positioning as a pilot site for The Joint Commission Comprehensive Stroke Center designation.
- Launched TIA clinic in outpatient setting culminating in reduced ED wait times and admissions, as well as increased patient compliance and improved outcomes.
- Developed Spine Clinic in collaboration with neurologists and neurosurgery team.
- Continually reduced operational expenses annually by 25%.
- Increased physician referrals to program by 18% per year through capacity expansion, immediate patient access and timely provider communication.
- Improved in-office cash collections by 138%.
- Created incidental findings lung clinic with Thoracic Surgeon resulting in substantial referral increase, procedure performance and improved patient outcomes.
- Spearheaded telemedicine/tele-stroke program vetting, cost analysis, community needs assessment and launch.
- Successfully employed Southern Nevada's most productive and regarded neurosurgery practice (7 providers).
- Implemented outpatient infusion program reducing patient wait time, improving outcomes and producing a 28% incremental lift in clinic revenue.
- Developed outpatient aphaeresis program delivering a significant savings to our hospital partners and 47% revenue pick up for outpatient practice.
- Created Botox program for neurology practice, including becoming designated as a Botox training site for physicians and advance practice professionals involved in the treatment of migraines and myasthenia gravis in adults and children.
- Established Nevada's first epilepsy foundation in collaboration with Epileptologist and Critical Care Nurse.
- Consistently delivered 100% positive patient satisfaction rating for Cardiovascular and Thoracic Surgery practice.
- Cultivated positive work culture resulting in all practices ranking in Top 5% in employee engagement 2012 and 2013.

Service Line Administrator

Nevada Cancer Institute - Las Vegas, NV

October 2006- June 2011

- Responsible for \$14 million operational and \$5 million capital budgets annually for Radiation Oncology, Urology and Women's Health. Exceeded budgeted EBDITA each year by an average of 18%.
- Created external physician practice network delivering a 48% increase in new patient and diagnostic referrals.
- Streamlined centralized scheduling and clinic patient flow realizing a 27% increase in patient capacity per physician.
- Redesigned gamma knife scheduling protocol for increase in community referrals.
- Developed, implemented and managed programs related to oncology services, including care coordination, patient support services, clinical research and community health education/promotion.
- Responsible for development of service line strategic plans and community needs assessments.
- Developed Plus One Radiation Therapist and Oncology Nurse internship program in partnership with local universities resulting in FTE cost reduction and recruitment of high performing new graduates.
- Supervised workflow and staffing of three divisions. Directly supervised 23 employees, including physicians, researchers and post-doctorate teams.
- Developed business case, pro forma and negotiated joint venture relationships with leading urology and gynecologic oncology practices in Nevada.
- Instituted first TrueBeam linear accelerator in the United States, including regulatory filings, facility redesign and vault construction project.
- Planned, directed, and monitored quality assurance, quality control and quality improvement programs to conform to federal, state, and local regulations and guidelines.
- Negotiated payer contracts for maximum panel inclusion and reimbursement.
- Established outpatient oncology clinic within local county hospital for improved access, compliance and quality of care for disenfranchised populations.
- Active member of Joint Commission Reaccreditation, Environment of Care, Revenue Cycle and Operations committees.

EDUCATION

- MASTER OF BUSINESS ADMINISTRATION (12/18) – Western Governors University – Salt Lake City, UT
- MASTER OF HEALTHCARE ADMINISTRATION (12/18) – Western Governors University – Salt Lake City, UT
- BACHELOR OF ARTS – HEALTHCARE ADMINISTRATION - Ashford University – Clinton, IA

PROFESSIONAL CERTIFICATION

- CERTIFIED MEDICAL PRACTICE EXECUTIVE - American College of Medical Practice Executives

PROFESSIONAL MEMBERSHIPS

- American College of Cardiology
- American College of Healthcare Executives
- Group Practice Improvement Network
- Leadership Today – Fairfield, Suisun/Vacaville Chambers of Commerce
- Medical Group Management Association

COMMUNITY CONTRIBUTION

- | | |
|--|--------------|
| • NorthBay PROMise Event Volunteer | 2016-Present |
| • University of Nevada Las Vegas – President's Circle Member | 2014-Present |
| • Dress for Success Southern Nevada – Volunteer | 2012-2015 |
| • Spread the Word Nevada: Kids to Kids - Reading Buddy and Event Volunteer | 2003-2015 |

REFERENCES

- Available upon request