

Stacy Porter

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Healthcare Digital Operations & Transformation Executive

Accomplished healthcare executive with 20 years of experience in driving digital transformation and enhancing patient care across diverse roles. Proven expertise in developing and implementing strategic digital solutions, including the successful launch of UH MyChart and a comprehensive telehealth platform. Demonstrated ability to lead complex initiatives, such as optimizing Epic systems and managing virtual care programs, to improve patient experience and operational efficiency. Skilled in negotiating strategic partnerships, streamlining operations, and driving significant revenue growth. Adept at applying Lean Six Sigma principles to reduce costs and enhance performance.

Areas of Expertise

- Operational Efficiency
- Strategic Partnerships
- Revenue Growth
- Cross-Functional Teams
- Capability Mapping
- Newborn Network
- Provider Productivity
- Concierge Medicine
- Contract Negotiation
- Healthcare Operations
- Budgeting
- Practice Management

Key Achievements

- Led a thorough analysis of system configuration, patient preferences, and supply/demand dynamics to address the high failure rate in self-scheduling, resulting in a 25% increase in success rate within 30 days and achieving a top 10% ranking among academic health systems using the Epic platform.
- Consolidated disparate digital solutions by mapping existing technologies to the new system platform, eliminating redundant tools, and renegotiating terms for essential ones, leading to over \$3M in savings in the first year and projected savings of millions more over 5 years.
- Differentiated the virtual urgent care program from traditional options by launching the Virtual Primary Care on Demand program, which, staffed by primary care providers and aligned with organizational values, achieved over 1,000 visits per month within 9 months and received positive engagement from both caregivers and patients.
- Converted in-person appointments to virtual care within days during the COVID-19 pandemic by evaluating options, creating and documenting processes, and achieving increase from 0.05% to 80% virtual appointments within two weeks, culminating in a system-wide telehealth platform implementation within 9 months.
- Enhanced the financial performance of underperforming academic practice group by analyzing trends, identifying root causes, and implementing corrective measures, leading to a \$10M improvement in the first 12 months through span of control reconciliation, value improvement programs, and renewed accountability.
- Improved provider productivity by 50% and reduced time to first available appointment within 6 months by implementing a standard data set and monthly scorecards for KPIs, addressing variations in productivity and patient access, and enforcing improvement plans or termination for underperforming providers.

Career Experience

University Hospitals, Cleveland, Ohio
Vice President

2023 – 2024

Developed and implemented a digital strategy to enhance the patient and caregiver experience by removing barriers to accessing care. Collaborated with stakeholders to drive digital care transformation, establishing a "virtual first" approach to care delivery.

- Acted as the executive sponsor for the Epic patient-centric digital strategy, overseeing the optimization of UH Epic, managing Epic upgrades, and evaluating new Epic modules.
- Increased patient empowerment by enhancing self-service options for scheduling, registration, check-in, payment, and communication, thereby improving the overall experience and reducing costs.
- Led UH MyChart as the executive owner, designing and delivering a comprehensive feature set to maximize activation and ensure ongoing utilization.
- Implemented data-driven changes to expand patient self-scheduling options by collaborating with IT, resulting in a nearly twofold increase in the percentage of appointments available for self-scheduling within 90 days.

Vice President, Digital Health Solutions**2022 – 2023**

Identified and negotiated a contract for integrated patient communication platform to be used with UH Epic, introducing automated workflows for waitlist management, rescheduling, and referrals. Applied Lean Six Sigma principles to conduct capability mapping of the enterprise digital portfolio, streamlining the build and launch of UH Epic while reducing costs and minimizing reliance on third-party applications.

- Directed the design and implementation of the digital consumer experience for UH MyChart, achieving and surpassing all key performance indicators associated with its launch and adoption.
- Developed, launched, and managed on-demand virtual care program staffed by Primary Care providers, transitioning from transactional to continuous care for patients.
- Facilitated the transition from old patient portal to MyChart during the implementation of a new electronic health record system by leading a multi-dimensional leadership team and executing a strategic communication and launch plan.

Vice President, Pediatrics, Women's Health & Consumer Centric Strategy**2020 – 2022**

Led operational initiatives in collaboration with UH Ventures, driving enhancements in care delivery and patient experience through consumer-focused improvements. Negotiated and finalized a strategic partnership for UH Rainbow Babies and Children's Hospital to deliver Management Services for MetroHealth's Pediatric Service Line, directly competing with the organizational program.

- Led the Telehealth Hospital Incident Command System during the COVID-19 pandemic, rapidly establishing virtual care for scheduled outpatient appointments within days.
- Championed the development and rollout of a system-wide telehealth platform, transitioning from a purely in-person care model to a comprehensive virtual care portfolio, including urgent care, scheduled outpatient services, and virtual inpatient consultations.
- Negotiated and implemented a master services agreement with MetroHealth to ensure optimal pediatric specialty care for local children, resulting in UH providers rotating as MetroHealth providers under a purchased services agreement while collaborating on enhancing quality of care, program oversight, and management.

Senior Director, Women and Children's Services**2018 – 2020**

Guided pediatric division chiefs and cross-functional teams in finalizing business and implementation plans for 17 distinct cross-divisional programs.

- Developed and launched a Newborn Network across the health system to standardize care for both healthy and ill newborns and optimize NICU and OB services for improved support of mothers and babies.
- Directed a comprehensive talent enhancement initiative, ensuring that all leadership team members clearly understood expectations, had access to necessary tools and resources, and were held accountable for individual performance.

Senior Director, Operations**2017 – 2018**

Consolidated community and academic practices for Women and Children's Services into a unified organizational structure and strategy, optimizing alignment and reducing redundant costs.

- Established and implemented a provider productivity policy along with monthly scorecard reporting, fostering organizational transparency and holding providers accountable for patient access to care.
- Developed and executed operational performance improvement plans that increased net income significantly compared to the previous year, incorporating span of control reconciliation, value improvement programs, and enhanced leader accountability.

Director, Practice Operations**2015 – 2017**

Designed and launched the UH Select concierge medicine program, establishing outpatient office in Boca Raton, Florida, and securing affiliation with Boca Raton Regional Hospital.

- Streamlined operational leadership roles by updating job descriptions and making market adjustments to enhance efficiency and clarity.
- Directed the development and implementation of strategic plans for the inaugural academic department, overseeing the entire process to successful completion.

Additional Experience

Director, Operations and Administration, University Hospitals, Cleveland, Ohio
Manager, Institute and Department Operations, University Hospitals, Cleveland, Ohio
Manager, Department Administration, University Hospitals, Cleveland, Ohio
Director, Marketing and Development, Electronic Data Payment Systems, Cleveland, Ohio

Education

MBA in Strategic Marketing

University of Akron, Akron, Ohio

Bachelor's in International Business

University of Akron, Akron, Ohio Degree

Certifications

Epic Cadence Certification | Epic (2024 – Present)
Epic MyChart Certification | Epic (2022 – Present)
Fellow | American College of Healthcare Executives (2020 – Present)
Digital Transformation in Healthcare Certificate | Columbia University (2021)
ACHE Executive Program | American College of Healthcare Executives (2016)

Technical Proficiencies

Epic (certified in MyChart and Cadence) | Cerner Soarian | Allscripts | Luma Health | Emmi | Amwell | Babyscripts |
Microsoft Teams | Purple | Workfront | athenahealth | MDFit | ZocDoc | MDLIVE | Interactions | Microsoft Viva Goals | Zoom