

CHARLOTTE LEONARD

West Palm Beach, FL 33413 ▪ 561-704-6634 ▪ cpriceleo@gmail.com ▪ linkedin.com/in/charlotte-leonard

SENIOR DIRECTOR / VP, OPERATIONS

Oversight: 9 Facilities | 1600+ Workforce | \$2M Budgets | \$98.5M Revenue

VERSATILE OPERATIONS STRATEGIST governing multimillion-dollar, multi-location operations primarily within healthcare facilities. Known for spearheading strategic planning process for the implementation of strategic initiatives designed to improve internal workflows, maximize operational efficiency, minimize costs, boost productivity and enhance customer experience.

FORWARD-THINKING BUSINESS TACTICIAN adopting inventive systems and controls to propel revenues, cost efficiency and patient focus while running day-to-day operations. Partnering with facility leaders to proactively pinpoint and resolve financial and operational issues.

JOHN MAXWELL CERTIFIED COACH, TRAINER AND SPEAKER who consultatively engages with staff to illuminate and fill their skills gaps by coordinating training opportunities. Draw on affable, motivating and hands-on-management style to nurture top performers and bring out the best in teams.

**Operations Management ▪ Program Development ▪ Quality Systems Implementation ▪ Continuous Improvement
Regulatory Compliance ▪ Financial Data Analysis ▪ Performance Metrics ▪ Cost Management
Training ▪ Hands-On Team Leadership ▪ Mentoring & Coaching ▪ Operational Excellence**

CAREER HISTORY

HCR MANORCARE ▪ Toledo, OH, 2005 – Present

Regional Director of Operations (2014 – Present)

Appointed to steer operations and enhance day-to-day processes at 11 nursing facilities while ensuring alignment with company programs and performance targets. Oversee 11 facility leaders (each with 150 employees) and enforce compliance with company's vision, values and goals. Manage \$2M operating budget and enforce related controls. Analyze and address regional training requirements. Liaise with location managers to resolve financial and operating issues.

- Yielded \$141M in revenue; ranked 2nd best contribution margin percentage for SNF division.
- Sustained 85%+ occupancy rate in 2019 by nurturing collaboration among facility leaders to synchronize strategic occupancy plans.
 - ✓ Reached #3 in highest occupancy for SNF division.
- Saved \$4.5M in 2019 following overall process revamp; minimized expenses through changes in overtime policy, dietary plans and equipment rental policy.
- Bolstered staff interpersonal and leadership skills via rolling out state-sponsored Administrator in Training program.
- Achieved highest employee retention rating and top 3rd online reputation amongst all regions.
- Earned 4.0 Google star rating for 2019; best in division.

Senior Administrator (2005 – 2014)

Brought on board to govern operations of 2 facilities with 180 beds and 300+ employees. Trained, coached and directed 300+ staff members. Collaborated with management to assess business needs and formulate short- and long-range operational plans while controlling \$4.5M P&L budget.

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Senior Administrator (Cont'd)

- Delivered positive contribution margin for 12 consecutive months.
- Maintained occupancy rate at 95% or above through continuous process improvement and staff training.
- Achieved 85% staff retention through setting clear expectations, applying hands-on, mentoring leadership style and promoting collaboration among employees.

ENCORE SENIOR VILLAGE ▪ Greenacres, FL, 2001 – 2005

Administrator

Designated to lead operations of assisted living facility with 80 beds, providing Alzheimer's patients with compassionate care. Preserved extended care license and enforced stringent service quality standards. Interfaced with management to review business needs and shape strategic plans. Coached and oversaw team of 5 and administered budget.

EARLIER ROLES

<u>VIP CARE MANAGEMENT</u> ▪ Geriatric Care Manager	2000 – 2001
<u>GREENWOOD NURSING AND REHABILITATION</u> ▪ Administrator	1997 – 2000
<u>HOSPICE OF PALM BEACH COUNTY</u> ▪ Team Manager	1996 – 1997

EDUCATION

Master of Health Law (MHL)

Nova Southeastern University, Davie, FL

John Maxwell Certified Coach, Teacher, Trainer and Speaker, 2018

Healthcare Administration and Planning Coursework

Fisk University, Nashville, TN

Licensed FL Nursing Home Administrator

PROFESSIONAL ACCOLADES

South Florida's Most Powerful & Influential Black Leaders in Business, Designee, 2017

Women of Excellence, Business Executive Award Winner, 2015