



Randy Loveless, MBA, BSM, BSN, RN, NE-BC,  
LSS-GB, CLNC

**Consultant**  
**Healthcare Transformation Services**  
**Philips**



**PHILIPS**

Mr. Loveless is a consultant for the Healthcare Transformation Services business within Philips, a consulting practice that helps providers enhance operational performance, provide interim leadership, and enhance the patient experience.

Randy has over 20 years of clinical and leadership experience in healthcare, bringing a wide range of skills and knowledge from hospitals around the nation. His experience ranges from rural community facilities to large, urban Level I trauma centers.

Using concepts adopted through Lean/Six Sigma methodology, proven patient experience philosophies, and established best practices, he has achieved many notable outcomes. Specifically, he has reduced door-to-provider times by up to 48%, decreased patients who leave without being seen by up to 59%, and increased patient experience rankings from the 1st percentile to the 86<sup>th</sup> percentile. He has also consistently exceeded budgetary goals, ranging from 7.1% to 28.7% favorable chargeable net revenue.

Prior to joining the Philips team, Randy was the Director of Emergency and Respiratory Services at a Level IV community teaching hospital. Previously, he was Director of Emergency and Continuing Care Services at an 80-bed community hospital with an emergency center census of 64,000 with 23 patient care spaces. During his time at this facility, he also served in the role of Interim Assistant Administrator, which included leadership of Pharmacy, Radiology, Laboratory, Physical and Occupational Therapy, and Respiratory Therapy. Previously, Randy was also Director of a Level I trauma center, where he achieved the highest patient experience for that department in over five years while simultaneously completing a multi-million dollar renovation to the emergency center.

Randy is a strong and experienced leader who has achieved exceptional outcomes and repeatable results. As a board certified nurse executive, his success has been accomplished by inspiring teams to work together toward higher goals and by implementing tactics learned through training in Lean/Six Sigma, Studer Group, and the Baldrige Framework. His approach includes problem identification, clear direction and expectations through data analysis, staff education, real time validation, mentorship, and leadership development.

## Education

### **Chamberlain University**

Saint Louis, Missouri  
Bachelor of Science in Nursing

### **University of Phoenix**

Phoenix, Arizona  
Master of Business Administration

### **University of Phoenix**

Phoenix, Arizona  
Bachelor of Science in Management

### **Florence/Darlington Technical College**

Florence, South Carolina  
Associate of Science in Nursing

## Professional Memberships

**Member, American Organization of Nurse Executives**

**Member, Emergency Nurses Association**

**Member, American Nurses Association**

**Member, American College of Healthcare Executives**

**Member, Sigma Theta Tau International Honor Society of Nursing**

**Member, National Alliance of Certified Legal Nurse Consultants**



# PHILIPS

## Experience

### **Philips Consulting, LLC**

Orlando, FL  
Consultant

### **Northern Arizona Healthcare – Verde Valley Medical Center**

Cottonwood, Arizona  
Director of Emergency and Respiratory Services

### **Northern Arizona Healthcare – Verde Valley Medical Center**

Cottonwood, Arizona  
Director of Emergency and Respiratory Services

### **The Queens Medical Center – West Oahu**

Ewa Beach, Hawaii  
Director of Emergency and Continuing Care Services  
Interim Assistant Administrator of Ancillary Services

### **Northern Arizona Healthcare – Flagstaff Medical Center**

Flagstaff, Arizona  
Director of Emergency and Pre-Hospital Services

- † Improved LOS for all discharged patients by 18%, or 51 minutes
- † Decreased LWBS by 57%
- † Decreased door-to-provider by 43%
- † Educated all staff on evidence-based patient experience tactics
- † Patient experience rank improved by 48%
- † Mentored and developed ED Leaders
- † Achieved \$4.2 million in potential additional annual revenue

### **Not-for-profit Level II Trauma Center with 83,000 visits**

- † Implemented rapid triage and direct bedding process
- † Improved arrival to initial RN rapid triage by 98%
- † Improved arrival to bed during direct bedding hours by 58%
- † Overall arrival to room decreased by 16%
- † Arrival to full triage decreased by 40%
- † Implemented split flow, including use of Internal Waiting Area
- † Improved LOS for all discharged patients by 11.5%
- † Decreased LWBS by 29%
- † Overall rating for patient experience increased by 14.3 percentage points
- † Created a face-to-face handoff report from ED to Inpatient Units
- † Mentored and developed ED Leaders
- † Achieved \$6 million in potential additional annual revenue

### **Not-for-profit Level IV Trauma Center and Free Standing ED with combined 34,000 visits**

- † Implemented direct bedding, rapid triage process, and split flow for lower acuity patients
- † Reduced door-to-provider times by 40%
- † Reduced left without being seen rates by 52%
- † Developed routine huddles, evidence-based patient care tactics, and patient rounding by leaders
- † Improved patient experience ranking by 73%
- † Implemented employee rounding and use of stoplight report
- † Mentored and developed ED leaders
- † Achieved positive budget variance of 7.1%

### **Not-for-profit Emergency Center with 64,000 visits**

- † Implemented daily huddles and employee rounding, with stoplight report
- † Achieved employee engagement of 92<sup>nd</sup> percentile
- † Culture of Safety of 92<sup>nd</sup> percentile
- † Implemented patient rounding by leaders, waiting room rounding, and bedside shift report with use of care boards
- † Improved patient experience ranking from 1<sup>st</sup> percentile to 87<sup>th</sup> percentile
- † Created a split flow process
- † 90% low acuity patients LOS under 90 minutes
- † Reduced left without being seen rates by 55%
- † Mentored and developed ED leaders
- † Positive budget variance of 28.7%

## Accomplishments

### **Not-for-profit Level II Trauma Center with 78,000 visits**

- † Implemented rapid triage and direct bedding process and conducted ESI Triage Education
- † Improved arrival to initial RN rapid triage by 97%
- † ESI inter-rater reliability improved from 70% to over 90%
- † Implemented split flow, including use of Internal Waiting Area



# PHILIPS