

VICE PRESIDENT • EXECUTIVE CHIEF OF STAFF • VISIONARY
Leading Transformational Change Enterprise-Wide

Value Proposition

25 years of Directing Fully Integrated Programs, Construction, Design & Project Management from Concept to Close
Managing Projects of Diverse Complexity, Scope and Duration including National & Global Rollouts
Expertise in Pediatric Health, Hospital Relocation, Education, Construction & Expansion Projects

Executive Partner / Advisor—Partner with and Guide Leadership to Execute on Priority Decisions—creating the roadmap, remaining focused, navigating through the ever-changing challenges and complexities, and taking calculated risks to boldly fulfill the organizational mission—seeing enterprise-wide projects through to fruition.

Transformational Change Agent—I have an astute understanding of my role in implementing decisions and the relationship between goals, priorities, and communications with a talent for evaluating and articulating overall system goals, maximizing resources, and managing the capacity and timing of changes to yield optimal results.

Project Program Director—Working in collaboration with clients / owners and management staff to design and develop clinical and support space that created a safe, welcoming environment for clients while dealing with challenges of rapid growth that was outpacing actual space availability and increasingly limited resources.

Leadership Traits & Project Management SME

- Clearly Define Expectations, Mission / Vision, Project Scope, Goals and the Way Forward to Achieve Them
- Engage the Strengths, Diversity and Talents of Others—Empower and Inspire Trust and Personal Investment
- Create a Sense of Pride, Accountability and Joint Ownership of the Outcome by all Project Contributors
- Subject Matter Expert (SME) in Crafting Compelling Communications and Audience-Specific Messaging Strategy
- Foster Collaboration, Manage Conflicts and Facilitate the Unification of Disparate Views into a Singular Focus
- Exemplify Core Values of Courage, Loyalty, Perseverance, Compassion, Respect, Integrity and Fairness
- Project Management Strategy, Scope & Review
- Detailed Plans & Documentation
- Coordinating Meetings / Dashboard / Presentations
- Spend Plans & Cash Flow Management
- Deliverables, Timelines and Milestone Acceptance
- Environmental, Health & Safety Compliance
- Quality Standards, Regulatory & Program Compliance
- Project Governance, Stakeholder & Risk Management
- Capital / Operating & Expense Budgets
- Technology / Staff Planning & Allocation

CAREER HIGHLIGHTS AND ACHIEVEMENTS

FKP ARCHITECTURE - Houston, Texas

Arkansas Children’s Hospital (ACH) - Springdale, Arkansas

Project Advocate (2015 to 2016)

Worked with design Project Managers on early phases of the overall program management and completed program. Received sign off from Board of Directors on project scope, schedule and budget of \$156 Million.

Worked with designers to provide project leadership on developing clinical and support spaces—and finished building design. Collaborated with ACH staff and providers, to review lessons learned to ensure timely input and successful decision-making.

- Created working structure for 20 Operations Work Teams and Steering Committees—including a process to track changes and adapt as necessary. Created charters for each team and set up transparent project protocols.
- Established project milestones, work tasks, project check list to meet schedule, budget, and integrate ACH Springdale Facilities and Operations needs with construction project schedule.
- Supported ACH Sr. Vice President and Senior Project Director for Northwest Arkansas Project to put in place a management program to ensure a successful project delivery, and ensure regulatory compliance.

CHILDREN'S HOSPITAL COLORADO (CHCO) - Aurora, Colorado**Director of Planning, Design and Construction / Real Estate and Property Management (1998 to 2015)**

Directed project management and project teams through all phases from concept to on-time completion and close-out of over \$500,000,000 Capital Construction Projects for CHCO. Oversaw growth and expansion of 3.8 million sq.ft. of hospital campus with a 1.4 million square foot hospital, to include first-in-class innovative design builds, renovation projects and multiple off campus location expansions to meet the unprecedented rapid growth of CHCO.

Directed non-profit hospital resources, budgets and personnel. Hired, trained, mentored and managed a staff of up to 50 direct reports, cultivating a highly diverse team with significant individual talents and team strengths.

Managed CHCO Real Estate property acquisition and Network of Care facilities management, representing 20 properties totaling 400,000+ sq.ft. with a \$15 Million budget for maintenance, facility upgrades, and renovation. Scouted properties with local real estate agents to meet strategic goals of Network of Care location, growth and expansion planning. Implemented the ongoing facilities management process at completion of construction for each new campus:

- Multiple Network of Care Locations
- East Tower Project
- Multidisciplinary Clinic (24,000 s.f.)
- Physician Office Buildings
- South Campus Build-Out
- North Campus Expansion

Negotiated and managed all off-site leases and collaborated with CHCO legal team as needed. Oversaw operating budgets for each location including vendor contracts, rent payables and receivables, and external groundskeeping—landscaping, snow removal, parking lot maintenance and related services.

Introduced Enterprise-wide Project Management Organization (EPMO) premise and partnered with COO to invent a CHCO EPMO to take into consideration the competing demands of operations, IT, construction and process improvement projects across the organization—including prioritization, focus, capacity management, collaboration, communication and process improvement. The EPMO allows for an expert level of project management skills, and the establishment of an implementation team. With 300+ project requests continually in queue this was a key initiative for saving money and preserving workforce engagement.

Selected and implemented department specific software—one for project management and one for the permitting process. Project management software increased transparency, created uniform processes and improved efficiency 12%. Permitting software increased collaboration and communication between construction, facilities and infection control departments leading to a decrease in reportable findings and a Joint Commission survey with a perfect Environment of Care score.

- Elevated team scores to a Level I on Employee Satisfaction and maintained that score at a time when CHCO was struggling with employee engagement.
- Participated in the evaluation and interpretation of Life Safety Code resulting in reconciliation between design intent and built environment to achieve code compliance.
- Created the current exterior and interior finish standardization for uniformity throughout the CHCO system—including life space / patient flow, finishes, artwork / color palettes, furnishings, toys, signage and safety plans.
- Advisor on regulations resulting from House Bill 12-1268, effecting change at the State level for the Colorado Department of Public Health and Environment.
- Executed a real estate audit strategy which added a savings of over \$375,000 in 2014.
- Created customer service surveys and increased positive results by 80% in less than 6 months during 2014.
- Nominated for the ASHE Region 8 Emerging Leader Award - April 2015.

TTS EVENT PRODUCTIONS - Denver, Colorado

Festival, Concert and Event Production Company

Operations Manager (1997 & 1998)

Coordinated a wide variety of national events ranging in attendance from 100 to 300,000—including the prestigious and globally recognized, *Cherry Creek Arts Festival*. In fact, I was the only Event Manager to come in under budget for the 3-day Cherry Creek Arts Festival. Ensured that all permitting was completed and in compliance with city and state government agencies nationwide—including local fire, building inspection and occupancy, and health department regulations.

EDUCATION

REGIS UNIVERSITY - Denver, Colorado

Master of Science in Project Management 2001

Thesis: Respiratory Protection Program, Implementing a New Process, published 2001

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY - Blacksburg, Virginia

Bachelor of Science in Family and Child Development 1991

Emphasis: Administration

CERTIFICATIONS

- TED (The Empowerment Dynamic) - Certified Practitioner - 2015
- AIA / IDCEC / EDAC - "Enhancing Safety Through Design" - 2014
- Children's Hospital Colorado - Coaching Certificate - 2012

PROFESSIONAL AFFILIATIONS

American Society of Healthcare Engineers (ASHE)

- Member and Conference Speaker

Colorado Association of Healthcare Engineers & Directors (CAHED)

- Board Member (2 years); Women in Construction Committee Member

PRESENTATIONS AND PUBLICATIONS

ASHE - Planning Design and Construction National Conference Speaker - 2015

The Center for Health Design - Healthcare Design National Conference Speaker - 2014

e-Builder – National Conference Speaker – 2013 and 2014

Healthcare Facilities - National Symposium Speaker - 2013

CAHED - Panel Speaker

SMPS - Sales and Marketing Professionals Society - Panel Speaker

NACHRI / CHA - Children's Hospital Association - Panel Speaker

Have given numerous presentations to Boards of Directors, owners and other stakeholders.

"Collaborating with Care" American Builders Quarterly. <http://www.americanbuildersquarterly.com> - 2016

ENTREPRENEURSHIP

RHONDA SKALLAN, LLC - Denver, Colorado

Founder / CEO

Consultant / Project Advocate

Work with program / project leadership in early critical phases to gather information, provide guidance and lessons learned from owner's perspective, and develop trusted relationships with all stakeholders and teams to effectively manage challenges, exceed expectations in all quality and KPIs, and take ownership of the final outcome.

President - Construction with a Touch of Grace - Professional Women in Construction (2015 to Present)

Creator of the "Techniques of Self Care Empowerment" Program (2016)

Life Coach – Partner with clients to maximize personal and professional potential

INTERESTS AND ACTIVITIES

- Business Consulting — Strategic and Creative Solutions
- Empowering and Supporting Women in Construction Management
- Motivational Speaking — Performance Leadership, Taking Risks to Get Results, Client-Centered Design
- Stage Crew for "Fiddler on the Roof" with Phamily Theater Company
- Play Writer, Director, Stage Manager & Scriptwriter
- Drama Program at Trinity Methodist Church - Denver, Colorado
- Avid Movie-Goer, Reader and Gardener