

Recast  
2021

**Lisa Ramos**

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**From:** Diane Puhl  
**Sent:** Tuesday, November 19, 2019 8:42 AM  
**To:** Lisa Ramos  
**Subject:** FW: Distinguished Wayne State University Medical award

Not sure if you received this. I'll forward the CV in another email. I told him the deadline had passed for this year so she will be included next year.



**WAYNE STATE**  
School of Medicine

**Diane Puhl**  
*Director, Alumni Affairs*  
*Executive Director, Medical Alumni Association*  
540 E. Canfield | 1369 Scott Hall | Detroit | MI | 48201  
(p): 313-577-6322/ dpuhl@med.wayne.edu

**From:** Steven Butler <heat.sb@gmail.com>  
**Sent:** Monday, November 18, 2019 4:32 PM  
**To:** Diane Puhl <dpuhl@med.wayne.edu>  
**Subject:** Distinguished Wayne State University Medical award

Dear Mrs Puhl

I want to nominate Monique ButlerMD for this award. I will send her cv and info in the next email. Thank you.

Steven Butler



# MONIQUE BUTLER, MD MBA

**Office Address:**

501 E. Hampden Ave  
Englewood, CO 80113  
[Monique.butler@healthonecares.com](mailto:Monique.butler@healthonecares.com)  
303-788-8354

**Home Address:**

7943 S Duquesne Way  
Aurora, CO 80016  
[Monique.butlermd@gmail.com](mailto:Monique.butlermd@gmail.com)  
313-903-4100 cell

**CAREER SUMMARY:**

Energetic performance outcome-driven change agent with a passion for providing excellent, high quality, safe health care in the hospital and ambulatory settings. Experience working in a large, highly-matrixed, integrated delivery medical systems in executive level positions. Ten years of proven clinical operations experience while managing fiscally sound, profitable, and efficient, lean management operations and processes. Detailed accomplishments of integrating hospital services and facilities to decrease duplication and contain costs. Experience managing problems and situations where uncertainty is inherent.

**EDUCATION:**

2016 University of Tennessee  
**Degree: Master Business Administration**

2001 - 2006 Wayne State University School of Medicine, Detroit, Michigan  
**Degree: Doctor of Medicine**

1992 - 1996 University of Michigan, Ann Arbor  
**Degree: Bachelor of Science - Kinesiology- Movement Science**

**LICENSURES:** American Board of Internal Medicine (ABIM)  
Expiration: 10/2020

**CERTIFICATIONS:** Lean Six Sigma- Health Care Focus  
August 2016

**TRAINING:** Detroit Medical Center  
Internal Medicine- Sinai-Grace Hospital  
Detroit, MI  
Completed: June 2010

Administrative Internship  
Detroit Medical Center  
Harper University Hospital  
Hutzel Women's Hospital  
Completed: June 2020

## **PROFESSIONAL EXPERIENCE:**

8/2018-Present      **HCA Healthcare- Swedish Medical Center**  
**Chief Medical Officer**

7/2010- 7/2018      **Detroit Medical Center- Tenet Health**

**Chief Operating Officer**  
Children's Hospital of Michigan  
May 2016-present

Report to Chief Executive Officer of Children's Hospital of Michigan, a 250 bed for-profit, academic hospital affiliated with Wayne State University School of Medicine.

Responsible for day-to-day hospital operations, strategic planning, managing \$30M monthly operating budget with 14 direct reports and over 1800 employees, and achieving performance excellence metrics.

Additional responsibilities and accomplishments:

- Development of pediatric CHM Sterile Processing Department
- Improvement of patient satisfaction scores from 68 to 75 Q4 2017
- Implementation of efficient ED surge, hospital throughput plan- decreasing left without being seen rate by 3% and decreasing wait times
- Significant improvement in operating room throughput- decreasing room turn-around-time from 33 minutes to 28 minutes- sustained
- Enhancement of Lean Daily Management hospital-wide with operational excellence and executive team daily cadence
- Improved LOS and excess days to target
- Improved employee engagement scores on employee survey, with development of Safety Star acknowledgement award
- Increased ambulatory visits by 13% year-over-year
- Creation of two new Ear, Nose, & Throat ambulatory offices in suburban areas
- Integration of ambulatory center and satellite offices with main campus processes
- Launch of care coordination program to improve access to ambulatory setting of emergency department and urgent care patients
- Improved hospital operation efficiency with improved productivity, decreased operating expenses, down 5M to budget
- Managed construction of six-story, \$155 M critical care tower, which includes new pediatric ER, NICU, and PICU
- Improved utilization of resources- particularly in radiology- decreased wait time for MRI, decreased cancellation rate, and improved completion rates
- Developed strategic plan for neonatal intensive care unit integration within sister hospitals
- Negotiated global contract with academic partner and physician faculty group

- Responsible for fundraising efforts with Children's Hospital of Michigan Foundation, with over \$100M in assets, successfully raising over \$700k with multiple fundraising events
- Great relationship with unionized labor stewards. involved in negotiation of annual joint operating agreement

**Chief Medical Officer /Vice President Medical Affairs**

Detroit Receiving Hospital

January 2016- May 2017

Report to CEO of Detroit Receiving Hospital, Michigan's first Level 1 Trauma Center with 273 beds, over 90K emergency room visits, Michigan's largest burn center, highly complex academic hospital with over 1300 medical students, residents and fellows

**Additional Responsibilities and Accomplishments:**

- Creation of a Highly Reliable Organization and promotion of Just Culture
- Clinical Operations lead over Emergency Department and Operating Room
- Operating budget of \$10M with 9 direct reports
- Lead executive for central sterile procession process improvement plans
- Readmission Rate Reduction by 14% via implementation of readmissions task force
- Significant Reduction in Hospital-acquired Infection rate (31%)
- Excess Day / Length of stay reduction to target 25%
- Improved use of sepsis bundle in ED- 13% reduction in sepsis excess days
- Market Primary Care Service Line Administrator- successful launch of primary care co-management agreement
- Antibiotic Stewardship costs/ adjusted patient day- 40% reduction through partnership with infectious disease medical leadership
- Improved operating room throughput with increase in First Case On-time starts to goal 80%
- Implementation of ED surge, hospital throughput plan- decreased left without being seen rate by 2% and decreased ED wait times and ED length of stay
- Successful recruitment of key physician leaders and medical staff- orthopedic surgery, neurosurgery, general surgery, plastic surgery, internal medicine
- Partnership of Gateway Project to decrease emergency room visits for primary care services, increased primary care access, improved utilization of resources
- Improved ambulatory care services with year-over year growth and improved patient access
- Establishment of employed-physician hospitalist program
- Improvement of CMS Star Ratings

**Chief Medical Officer / Vice President Medical Affairs**

Sinai-Grace Hospital

April 2013-December 2015

Report to CEO of Sinai-Grace Hospital, Level 2 trauma center with over 100,00K emergency visits per year, 404 hospital beds- highly complex Medical staff with mostly private community physicians

Other responsibilities and accomplishments:

- Creation of a Highly Reliable Organization and promotion of Just Culture
- Lead Clinical Operations over Women's Health Services, Cardiovascular Services, Emergency Department throughput, and Comprehensive Cancer Center, with \$7M monthly operating budget, 6 direct reports
- Tenet Top Hospital- Most Improved Physician Satisfaction Net Promoter Scores April 2016
- Recognized for Significant Excess Days and Length of Stay Reduction- in Tenet Academic Institution -April 2016
- LeapFrog Grade A- Quality scores 3 times in a row- 2013, 2014, 2015
- Joint Commission Top Performing Hospital 2014, 2015
- Readmissions Reduction by 10% via implementation of multi-disciplinary readmissions task force
- Implementation of Lean Daily Management Program to improve operational efficiency
- Successful recruitment of key physician leaders in oncology, obstetrics/gynecology, otolaryngology, urology, internal medicine and family medicine
- Implemented Patient Rights and Responsibility EMR-based Restraint Protocol resulting in 100% provider compliance
- Population Health Leader partnering with Accountable Care Organization to improve appropriate utilization of emergency department and improve primary care access in community with high chronic disease burden- resulting in decreased costs/ case for Medicare patients- most improved in nation

**Medical Director, Corporate Health and Wellness Promotions  
Internal Medicine Physicians**

Harper University and Hutzel Women's Hospital  
July 2010- April 2013

- Provided primary care for Detroit community
  - Expanded (doubled) primary care clinic in Downtown Detroit
  - Created Patient Centered Medical Home (PCMH)
  - Collaborated with business organizations to recruit patient base and establish DMC as a leader in corporate wellness
  - Developed risk assessment program for employees of DMC
- Organized wellness programs for DMC and other professional organizations

**Chief Medical Information Officer**

Harper University Hospital and Hutzel Women's Hospital  
January 2011- April 2013

- Created synergy and engagement of medical staff receptiveness to Electronic Medical Record
- Developed and implemented strategic alerts to optimize efficient utilization of resources
- Communicated and educated physicians on documentation to assist with appropriate patient status and maximize reimbursement
- Developed and implemented template for Computer Information Systems for Healthcare
- Implemented Healthcare Effectiveness Data and Information Sets (HEDIS) compliance
- Creation and enforcement of EMR policy: Copy and Paste Guidelines

**Physician Advisor, Medical Affairs / Administration**

January 2011- April 2013

Harper University Hospital and Hutzel Women's Hospital

- Complex clinical resource management
- Medical necessity reviews
- Consultant for medical staff- resource utilization
- Restructuring of mid-level provider coverage model
- Length of Stay reduction
- Discharge planning: Creation of transitions of care (TOC) program- post acute care plans
- Development of nursing home task force
- Successful alignment with third-party payors
- Participation in claims denial and appeals process
- Enforcement of medical record compliance

6/1996-6/2001

**Detroit Diesel Corporation**

Wellness Specialist

Report to Director of Wellness Center, a world-class, state of the art, 500k square foot facility located in the training center of automotive industrial operation

Responsibilities:

Ensure safe working environment for automotive industry employees  
Partnership with United Auto Workers

Teach healthy lifestyle behaviors- nutrition, exercise training and behavior modification courses

## MEDICAL EDUCATION RESEARCH

- 6/2006- 2010      HIV and Dyslipidemia associated with Anti-Retroviral Therapy  
Detroit Medical Center / Wayne State University  
Faculty Advisor: Dr. Opada Alzohalli, Dr. Wasif Hafeez
- 9/2005 – 3/2006      Center for Urban Health, Wayne State University  
Clinical Research Assistant  
Faculty Advisor: Dr. John Flack, MD, Chair of Internal Medicine
- 6/2001 – 9/2001      Living Healthy Project- Control Your Blood Pressure  
Wayne State University School of Nursing  
Clinical Research Assistant  
Faculty Advisor: Nancy T. Artinian, PhD, RN
- 9/1994 – 5/1996      Promoting Effective Recovery from Labor Project  
University of Michigan School of Nursing  
Clinical Research Assistant  
Faculty Advisor: Carolyn Sampelle, PHD

## BOARD MEMBERSHIP AND HONORARY/PROFESSIONAL SOCIETIES

Wayne State University School of Medicine Alumni Board of Governors  
Wayne State University School of Medicine Aesculapians Community  
Service Honor Society  
Detroit Medical Society Board of Governors  
American Heart Association Board of Governors- Southeast Michigan  
American College of Physicians Member  
American College of Healthcare Executives Member  
American Medical Association  
Vice President Benjamin Carson High School Advisory Board  
University of Michigan Alumni Board of Governors  
Neighborhood Services Organization Board of Governors  
Associate Faculty Professor, Michigan State University  
Harvard Medical School Visiting Clerkship Program Participant  
National Medical Fellowships Scholar

## VOLUNTEER OPPORTUNITIES

- 4/2010- present      **Community Public Speaker on Health Education**  
“Ask Dr. Butler” radio segment  
Women and Children’s Health



Affordable Care Act- Expert Panel Discussion Member  
Multiple Faith-Based and Community Organizations  
American Heart Association "CPR in schools" campaign

07/2002 - present **Co-Founder/Program Developer/Mentor**  
The Young Doctors of Detroit Program

03/2012- 2014 **Executive Chair**  
Greater Detroit Area Health Council  
Cardiac Prevention Exercise Program

08/2011 - present **Founder & President**  
The Women Physicians Network

**ACCOMPLISHMENTS / MILESTONES:**

50 Great African Americans in Healthcare to Know, March 2018, 2019  
City of Detroit Spirit Award, Physician- Community Service, February  
2018

Woman of Excellence Award in STEM Careers, June 2017

Tenet Leadership Academy Graduate, Class of 2015

First Woman Chief Medical Officer 2 hospitals- Sinai-Grace Hospital,  
2013 & Detroit Receiving Hospital, 2015

40 Under 40 Business Leader in Healthcare, Detroit 2012

**HOBBIES & INTERESTS:**

Political Action Committees, Public Speaking, Instructing Fitness Classes, Jogging, Medical  
Journalism, Special Event Planning, Traveling

