

CHARLES A. LARSEN, RN, MSN-L, MBA

Clinical Consultant with a career marked by success in system-level oversight of hospitals and patient safety across the country. Astute and trusted advisor to executive leadership. Leverage multifaceted perspective, deep insights, and expertise to deliver a wide range of clinical consultative services related to hospital, emergency department admission, discharge timeliness, and acute to acute transfer throughput. Entrusted by executive leadership to address business, operational, and leadership development issues. Employ expertise to connect effective processes to operations, maximize revenue recovery, and increase revenue cycle accuracy and efficiency. Doctor of Nursing Practice, Executive Leadership from American Sentinel University pending December 2023.

- Recognized as an expert and sought out by the Arizona Department of Health Services to take a step back from Banner Health Transfer Services to lead the stand-up of the Arizona Surge Line in response to COVID-19 pandemic; built capacity to manage more than 100 patient transfers per day.
- Earned Banner Baywood Medical Center's Nurse Leader of the Year in 2017.
- Credited for role in transitioning a department into a division and adding upward of \$14 million to the overall operation in just one year.

LEADERSHIP STRENGTHS & EXPERTISE: Consultative Services; Clinical/Business/Operational Solutions; Staff Management; Staff Training; Clinical Operations Oversight; Relationship Management; System Oversight Initiatives; Strategic Partnerships/Alliances; Growth/Development Strategies; Executive Direction/Collaboration; Executive Nursing/Administration; Strategic Planning/Implementation; Multimillion-Dollar Budget Administration; Multidisciplinary Clinical Approach; Public Speaking/Presentations/Conferences; Process Improvement/Change Management; Team Building/Collaboration

PROFESSIONAL EXPERIENCE

BLACKBOX HEALTHCARE SOLUTIONS, Phoenix, Arizona

12/2021-Present

Co-Founder & Chief Nursing Officer

Identified a need in the marketplace and established Blackbox Healthcare Solutions to provide a wide range of clinical consultative services. Develop relationships with key clientele to build business across the US. Employ expertise to offer deep insights and critical advisement in the areas of clinical, business, and operational solutions. Leverage data quality, analytics, and reporting expertise to enable clients to manage data assets, eliminate operation and process barriers, sustain data quality, and produce accurate information.

- Deliver consultative services focused on hospital throughput, emergency department admission throughput, discharge timeliness throughput, and acute to acute transfer throughput.
- Address clinical, business, and operational issues to meet client needs; devise strategies to maximize revenue recovery and increase revenue cycle accuracy and efficiency.
- Partner with clients to connect effective processes to operations; focus on improving reporting.
- Work closely with clients to identify and address leadership needs; offer key insights and establish highly effective leadership development strategies.

CENTRAL LOGIC, Phoenix, Arizona | Minneapolis, MN

2020-2022

Clinical Operations Regional Lead

Brought on board to serve in a clinical consultant leadership role, with oversight for a team of consultants located across the US. Employ expertise as a frontline clinical consultant to partner with healthcare systems from across the country in significantly improving patient transfer systems. Develop and implement strategies to ensure success of outsourced services as Director of Outsource Services. Plan and execute the stand-up of outsourced services.

- Offer advisement to deliver consultative process improvement strategies and engage in complex tool development in support of diverse healthcare system clients.
- Work in partnership with clients' organizational leadership; define operational needs and deliver strategic insights focused on driving the organization and achieving defined targets.
- Serve as Central Logic's Clinical Solutions Architect; devise and implement sales strategies, serve as the solutions demo lead, and maximize sales with innovative marketing input.
- Establish budgets, set targets, and successfully engage in oversight and stand-up oversight.

ARIZONA DEPARTMENT OF HEALTH SERVICES, Phoenix, Arizona

2020 - Present (Contracted)

RN Program Director, Emergency Response Team

Recruited for expertise by the State of Arizona Department of Health Services in this temporary assignment to spearhead the stand-up of the Arizona Surge Line in response to COVID-19 outbreak. Dove in quickly to bring competing organizations together to formulate strategies that would build capacity to manage 100+ patient transfers per day.

- Led team of healthcare executives from around the state and together stood up the Arizona Surge Line in 10 days.
- Devised strategies that supported multiple competing organizations and addressed COVID-19 by creating an emergency operations command center capable of load leveling patients across the state.

Continued...

- Forged alliances and cultivated relationships with leaders from major health systems and hospitals across the state and advanced Arizona Department of Health Services' regional access center in response to COVID-19.
- Worked with competitors to innovate the first-of-its-kind regional access center, which gave any physician statewide the ability to transfer a patient with COVID-19 from their hospital to a health system admitting patients in need of critical care.

BANNER HEALTH TRANSFER SERVICES, Phoenix, Arizona

2017-2020

RN Senior Director, Banner Health

Promoted to RN Senior Director to establish operational goals and lead team in executing strategies that advanced the organization's core objectives at the system-level across 6 states. Guided staff while overseeing hospitals and patient safety in delivery of exceptional health services. Established culture of excellence and ensured staff was well trained, utilized strong clinical skills, and applied evidence-based practices to provide quality care aligned with organizational and regulatory requirements. Drove growth, maximized continuity of care, and met challenging objectives in oversight of the patient placement program and transfer services. Developed top-performers focused on achieving excellence in team-driven environments. Tracked performance and generated reports that drove decision-making. Created and administered departmental budgets. Cultivated and maintained key relationships with healthcare professionals, stakeholders, and strategic partners.

- Transformed department into a division of Banner Health; credited for work adding from \$14 to \$20 million to the overall operation annually.
- Built bench strength by identifying high-potential individuals, providing opportunities to learn, and engaging, coaching, and developing individuals into outstanding leaders.
- Recognized as the Banner Health Nurse Leader of the Year in 2017.

BANNER BAYWOOD MEDICAL CENTER & BANNER HEART HOSPITAL, Mesa, Arizona

2014-2017

Senior RN Manager, 2014-2017 | Director of Nursing, Clinical Care Operations, 2015-2017

Maintained high standards and ensured excellence in the delivery of patient-centered nursing care. Oversaw a high-performance team and directed clinical services and clinical staff activities. Developed and administered operational and capital budgets; maximized the organization's capabilities and resources. Attracted, selected, developed, and retained staff.

- Challenged to develop process improvements for implementation on campus, as well as system-wide after earning promotion to Director of Nursing, Clinical Care Operations.
- Championed change after earning trust across operation; conceived and facilitated innovative new processes that increased patient care, enhanced quality outcomes, and improved throughput.
- Facilitated change and offered deep insights as an active member and participant in strategic system oversight teams. Played an instrumental role in the development and achievement of system strategic initiatives while maintaining fiscal responsibility.

BANNER UNIVERSITY MEDICAL CENTER, Phoenix, Arizona

2010-2014

Staff Nurse, 2010-2012 | RN Clinical Manager – Cardiovascular ICU and Trauma ICU, 2012-2014

Led 30 direct reports in oversight of 120 registered nurses and certified nursing assistants in delivery of patient-centered, holistic care. Managed the daily workflow and ensured staff adhered to quality standards, employed strong clinical skills, and applied clinical judgment in delivering care to cardiovascular and trauma patients in the intensive care unit. Worked collaboratively with a high-performing interdisciplinary team of medical and healthcare professionals in providing safe and effective patient care. Set objectives, provided training, monitored performance, and provided feedback in regular interactions and annual performance reviews.

- Demonstrated exceptional clinical skills and leadership abilities, which resulted in promotion to RN Clinical Manager; entrusted to serve as relief house supervisor/hospital administrator during off hours.
- Served as a key resource to staff, shared robust clinical knowledge, and offered advisement as a clinical expert.
- Collaborated with the Senior RN Manager in the selection of new staff and execution of strategic initiatives.

BANNER THUNDERBIRD MEDICAL CENTER, Glendale, Arizona

2007-2010

Clinical Ancillary Support

Hired as a clinical float team member to serve as a transporter, charged with moving patients throughout the hospital and as an operating room assistant to support room turnovers between surgeries. Provided care as a certified nursing assistant.

EDUCATION

Doctor of Nursing Practice, Executive Leadership AMERICAN SENTINEL UNIVERSITY	2023 (Pending)
Master of Science, Nursing Leadership GRAND CANYON UNIVERSITY	2016
Master of Business Administration GRAND CANYON UNIVERSITY	2016
Bachelor of Science, Nursing ARIZONA STATE UNIVERSITY	2011
Associate of Nursing ESTRELLA MOUNTAIN COMMUNITY COLLEGE	2010

Continued...

PROFESSIONAL DESIGNATIONS & DEVELOPMENT

Nurse Executive Board Certified (NE-BC)
 Certified Nurse Manager and Leader (CNML)
 Critical Care Registered Nurse (CCRN)
 Advanced Cardiac Life Support Certified (ACLS)
 Pediatric Advanced Life Support Certified (PALS)
 Basic Life Support Certified (BLS)

Continuous Renal Replacement Therapy (CRRT) Care Certified, Past
 Extra-Corporeal Membrane Oxygenation (ECMO) Certified, Past
 Total Artificial Heart (TAH) Care Certified, Past
 Trauma Nurse Core Course (TNCC), Past
 Intra-Aortic Balloon Pump (IABP) Care Certified, Past
 Left Ventricular Assist Device (LVAD) Certified, Past

AWARDS & DISTINCTIONS

Board Member, American Organization for Nursing Leadership, Nationwide Board Election, 2022-2025
 Board Member & Vice Chair, American Organization for Nursing Leadership Foundation, 2022-2025
 Member, Regional Policy Board, Region 8, American Hospital Association, 2022-2025
 Advocacy Committee Chair, American Organization for Nursing Leadership, 2022
 Advocacy Academy Mentor, American Organization for Nursing Leadership, 2022
 Advocacy Committee Member, American Organization for Nursing Leadership, 2019-2021
 Public Policy Committee Member, Arizona Nurses Association, 2018-2020, 2024
 American College of Healthcare Executives – Member (ACHE), Pursuit of Fellowship (FACHE)
 Graduate, Nurse Director Fellowship, American Organization for Nursing Leadership, 2019
 Graduate, Banner Health Nurse Fellowship, Banner Health, 2008-2010

HEALTHCARE RESEARCH & WRITING

Lisa Villarroel, MD, MPH, Cara M. Christ, MD, MS, Luke Smith, DNP, RN, NE-BC, CCM, **Charles Larsen, RN, MSN, MBA, NE-BC, R.**
 Nicholas Staab, MD, MSPH, Michael D. White, MD, MBA, Keith A Frey, MD, MBA, Jason Brown, MD, FACP, Dena Wilson, MD,
 FACC, Alyssa Chapital, MD, PhD, et al. (2021, January 22). Collaboration on the Arizona Surge Line: How COVID-19 Became the
 Impetus for Public, Private, and Federal Hospitals to Function as One System. Retrieved from:
<https://catalyst.nejm.org/doi/full/10.1056/CAT.20.0595>

Larsen, C. (2020, June 17). Industry voices-how Arizona Health Systems went from competitors to collaborators to load-balance covid-
 19 resources. Fierce Healthcare. Retrieved from <https://www.fiercehealthcare.com/hospitals/industry-voices-how-arizona-health-systems-went-from-competitors-to-collaborators-to-load>

Smith, L. A., **Larsen, C. A.**, & Johnson, K. L. (2017). Are “quiet-at-night” initiatives impacting staff alertness? *Nursing*, 47(1), 61–62.
<https://doi.org/10.1097/01.nurse.0000504673.80980.b1>

NATIONAL CONFERENCE PRESENTATIONS

National Student Nurses Association, San Diego, CA, 2023
 New Mexico Partners in Preparedness Conference, Albuquerque, NM, 2023
 NAHAM Patient Access Symposium, San Diego, CA, 2022
 BRI Network Patient Flow Management Summit, Las Vegas, NV, 2020
 BRI Network Command Center Summit, Las Vegas, NV, 2020
 Central Logic Patient Flow Summit, Las Vegas, NV, 2020
 Southwest Healthcare Innovation Summit, Houston, TX, 2020
 Southwest Healthcare Innovation Summit, Scottsdale, AZ, 2020
 Central Logic Patient Flow Summit, Las Vegas, NV, 2019

FEATURED ARTICLES & SPEAKING EVENTS

WEBINAR. (2023, July 19). Health Services Advisory Group Emergency Preparedness Plan Webinars. Webinar 6: Care Coordination and
 Surge. Retrieved from <https://www.hsag.com/en/medicare-providers/emergency-preparedness-webinar-series/>

WEBINAR. (2022, April 27). Four key strategies to bridge the nursing staffing shortage today. National Association of Healthcare
 Access Management NAHAM. Retrieved from
https://smithbucklin.zoom.us/webinar/register/2716491860443/WN_BMW0qZi2TUOvIMPBnSMbog

EXECUTIVE ROUNDTABLE EVENT. (2020, August 5). Covid-19: Learning opportunity or setback? The Baldrige Institute. Retrieved from
<https://www.youtube.com/watch?v=8feR4kuH1wg>

PODCAST. (2020, May 22). PSQH: The podcast episode 3 - Arizona Surge Line. Jay Kumar: Patient Safety & Quality Healthcare.
 Retrieved from <https://www.psqh.com/news/psqh-the-podcast-episode-3-arizona-surge-line/>

Continued...

- PODCAST. (2020, May 28). Field report: Arizona Surge Line in service of public health. Bill Russell: This Week in Health IT. Retrieved from <https://www.thisweekhealth.com/field-report-arizona-surge-line-in-service-of-public-health/>
- WEBINAR. (2021, April 8). View marriage of Acute and Community Care Panel. American Organization for Nursing Leadership. Retrieved from <https://www.youtube.com/watch?v=h2xXCfKuxMk>
- Cohen, J. K. (2020, February 22). Banner uses automation to cut time for accepting patient transfers. Modern Healthcare. Retrieved from <https://www.modernhealthcare.com/operations/patient-transfer-times-cut-22-automation-banner-health>
- Curley, B. (2020, July 5). Covid-19: What it's like in hospitals in Texas and Arizona. Healthline. Retrieved from <https://www.healthline.com/health-news/covid-19-hospitals-in-texas-and-arizona-now#Fourth-of-July-weekend>
- Hagland, M. (2020, July 7). At Arizona's Banner Health, Intricate Preparations for Handling COVID-19 Patient Surges Pay Off. Healthcare Innovation Group. Retrieved from <https://www.hcinnovationgroup.com/covid-19/article/21145245/at-arizonas-banner-health-intricate-preparations-for-handling-covid19-patient-surges-pay-off>
- King, R. (2020, July 27). Hospitals employ lessons learned in load balancing, supply chain as COVID-19 cases surge. FierceHealthcare. Retrieved from <https://www.fiercehealthcare.com/hospitals/hospitals-apply-lessons-learned-supply-chains-load-balancing-to-combat-rising-covid-19>
- Leventhal, R. (2020, May 19). How Technology is Helping Arizona Healthcare Leaders Prepare for COVID-19 Surges. Healthcare Innovation. Retrieved from <https://www.hcinnovationgroup.com/covid-19/article/21138828/how-technology-is-helping-arizona-healthcare-leaders-prepare-for-covid19-surges>
- Siwicki, B. (2020, March 2). Transfer center tech boosts banner health's revenue by \$26.4 million. Healthcare IT News. Retrieved from <https://www.healthcareitnews.com/news/transfer-center-tech-boosts-banner-health-s-revenue-264-million>
- Siwicki, B. (2020, May 15). Arizona develops surge line for load-balancing COVID-19 cases. Healthcare IT News. Retrieved from <https://www.healthcareitnews.com/news/arizona-develops-surge-line-load-balancing-covid-19-cases>



"I can highly recommend Charley for a leadership position. His leadership style is thoroughly consistent with both the mission, vision, and values of the healthcare industry." – *Kathleen Werner PhD, RN-BC, Director, Professional Practice*

