

CenCal Health

DATE RECEIVED

DEC 10 2020

Administration

 Copy to Supervisor

**APPLICATION FOR  
COUNTY OF SANTA BARBARA  
BOARD, COMMISSION OR COMMITTEE**

Return to: Clerk of the Board of Supervisors  
105 E. Anapamu Street, Room 407  
Santa Barbara, CA 93101

**Instructions:** Please complete each section below. Be sure to enter the title of the Board, Commission or Committee (only one per application) for which you desire consideration in Box 1. For more complete information or assistance, contact the Clerk of the Board of Supervisors. Please print in ink or type. Please note that ALL information provided is a matter of public record, and is subject to disclosure.

**1. APPLYING FOR:** (Use Specific Title of Board, Commission or Committee)

CenCal Health Board of Directors

**2. TODAY'S DATE:**

December 10, 2020

**3. NAME:**

Tanner Lynda S.

Last

First

Middle

**4. E-MAIL ADDRESS:**

**6. ADDRESS:**

Number

Street

City

Zip Code

**5. TELEPHONE:**

Home:

Business:

**7. REFERENCES:** Give names and addresses of three (3) individuals (not relatives) who have knowledge of your character, experience, community involvement, and abilities.

NAME	ADDRESS	TELEPHONE	OCCUPATION
Pauline Jones			Nurse
Karen Wallace			CFO
Andrea Garzon			Chief Human Resources Officer

**8. Are you, or have you ever been, employed by the County of**

No  Yes - if yes, list below

Department: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**9. PLEASE CHECK APPROPRIATE BOXES (OPTIONAL):**

Ethnic or Racial Identity:

White

African American

Hispanic

Asian/Pacific Islander

Native American/Alaskan Native

Other (please specify): \_\_\_\_\_

Sex:

Male

Female

**10. EDUCATION COMPLETED:**

Masters Degree

**11. INDICATE SUPERVISOR WHO WILL RECEIVE A COPY OF APPLICATION:**

Supervisor Joan Hartmann

**12. EXPERIENCE:** Please explain why you are interested in serving, and what experience you bring to the Committee. Attach additional documentation as necessary.

Incumbent Board Member

**13. ADDITIONAL INFORMATION:** Give any information explaining qualifications, experience, training, education, volunteer activities, community organization memberships, or personal interests that bear on your application for the above Board, Commission or Committee. Attach additional sheets as necessary.

**14. SIGNATURE OF APPLICANT:**

*L. Tanner*

## Lynda S. Tanner, RN, BSN, MSN

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### PROFILE

President and Chief Executive Officer of an one hundred year old health care organization that provides services to over 5,000 patients annually. Innovative thinker with broad-based expertise in operations, finance, and business development. Proven ability to quickly analyze key business drivers and develop strategies for positive change. Effective at building high-performance teams and leading change. Highly successful in relationship-building to enhance coordinated and harmonious working relationships among diverse service lines, departments and communities. Extensive experience working with complex organizations across the United States. Key qualifications include:

- Strategic and Operational Planning
  - Quality and Outcome Management Expertise
  - Planning and Budgeting
  - Project Management
  - Information System Design and Implementation
  - Accreditation and Regulatory Expertise
  - Staff Development
  - Change Management
  - Team Building and Motivation
  - Process Re-Engineering
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### PROFESSIONAL EXPERIENCE

#### VISITING NURSE AND HOSPICE, Santa Barbara, CA

April 2008 – Present

Leader in community based health care in Santa Barbara County

#### President and Chief Executive Officer (January 2010 - Present)

#### Chief Operating Officer (April 2008- December 2009)

Responsible for the fiduciary, operational and legal concerns of three, 501(c)(3) non-profit organizations that specialized in hospice, home healthcare and personal care services for Santa Barbara County. Total assets exceed \$64 million with an annual, operating budget of \$28 million and investment assets in excess of \$30 million. Report directly to the Board of Trustees; served on or headed all Board Committees. Leads the organization in the development and implementation of strategic planning and reflective budgets for all programs, monitoring all business operations to ensure financial stability. Establishes and maintains an ongoing public relations program and marketing plan to increase community understanding and support of stakeholders. Promotes mission of the organization to develop and maintain programs that support identified community needs. Achievements included the budget, construction and opening of a new 18 bed, \$20 million hospice house, the purchase and renovation of a \$14 million 35,000 sq ft campus, acquisition of a home health agency, and opening of a branch in Santa Ynez. Achieved 57% or \$9 million growth in operations since 2011.

#### SUTTER VNA AND HOSPICE, Emeryville, CA

Feb 2004– Dec 2007

Leading provider of integrated home care services in Northern California

#### Chief Clinical Executive

Senior Clinical Executive with primary responsibility of assuring the delivery of high quality, cost-effective clinical care across all services and programs provided by the organization. Indirectly responsible for budget of \$135 million and directly responsible for operating budget of over \$60 million. Responsible for home health operations, in nine locations across 13 counties. Plans, organizes, leads and controls the quality and operations necessary to accomplish the delivery of quality patient care throughout the organization. Provides clinical expertise and assistance to the CEO and participates in executive level strategic planning and program evaluations. Responsible for regulatory compliance and accreditation activities across the organization.

**Selected Accomplishments:**

- In collaboration with Executive Team, increased 2004 bottom line by 5.5 million dollars and on target to increase 2007 bottom line by 1.5 million.
- Improved home health outcome scores from a composite score in 2004 of 1.31 to 2007 score of 1.82.
- Expanded Advanced Illness Management Program to all locations utilizing new care delivery model.
- Centralized the Quality, Compliance, and Education Department functions resulting in an increase in staff satisfaction, improved quality outcomes utilizing best practices for key quality initiatives, and enhanced teamwork across the organization.
- Project manager for eHR clinical documentation content development and implementation including workflow redesign.
- Managed the organization-wide effort to achieve successful JCAHO accreditation.
- Developed and maintained databases to identify and trend quality improvement opportunities.
- Created service-specific report cards to improve communication of key stakeholders across the organization.
- Presenter at national seminars regarding the integration of clinical and financial information.
- Trained in Six Sigma Green Belt and Rapid Cycle Improvement concepts.
- Planned and organized application and receiving of OCS Quality Award for improvement in pain management.
- Facilitated acceptance of all home health and hospice locations in California's Quality Improvement Organizations 2006 Scope of Work project.
- Transitioned to two new vendor-based systems for hospice patient satisfaction and outcome data.
- In collaboration with the Executive Team, significantly expanded services provided by the organization.
- Responsible for develop of End Stage Cardiac Care Disease Management program and Palliative Care program.

**THE CORRIDOR GROUP, Kansas City, MO**

1998-2004

International health care consultant company providing a wide spectrum of consulting services.

**Associate**

Worked as an independent contractor for The Corridor Group providing consulting services to the home care industry. Traveled extensively across the United States and consulted for all sizes and complexities of organizations including hospital-based, free-standing, multi-service, and multi-branch agencies. Provided consultation to complex organizations such as Johns Hopkins, Bon Secours, VNA of New York, VNA of Brooklyn, Beverly, Kaiser, Capital Hospice, and Sutter VNA and Hospice. Areas of specialization and consultation included:

- Operational Management
- Financial Management
- Strategic Planning
- Due Diligence
- Project Redesign and Management
- State and Federal Compliance
- Information System Implementation and Management

**JCAHO**

1997-2003

Joint Commission on Accreditation of Healthcare Organization

**Surveyor**

As a homecare surveyor, was trained to evaluate home health, hospice, DME, and pharmacy services. Additionally, was cross-trained to survey hospitals, long-term care and behavioral health organizations. Received extensive training related to the JCAHO survey process and standards for health care organizations.

**MERCY MEDICAL CENTER, Nampa, ID**

1988-1997

Division Director, Home Care Services (1994-1997)

Patient Care Coordinator, Home Health Department (1991-1994)

Home Health Case Manager (1988-1991)

**EARLY CAREER:**

Staff Nurse, Southeastern District Health Department, Pocatello, ID (1982-1987)  
Office Manager, General Practice Physician, Dr. Mark Thomas, Arco, ID (1982-1987)  
Staff/Charge Nurse, Lost Rivers Hospital, Arco, ID (1980-1982)

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**EDUCATION**

MSN Nursing – Administration Emphasis, Idaho State University, Pocatello, ID  
BSN, Idaho State University, Pocatello, ID

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**PROFESSIONAL AFFILIATIONS AND BOARD OF DIRECTOR APPOINTMENTS**

California Hospice and Palliative Care Association Board of Directors • California Association for Health Services at Home Board of Directors • National Association for Homecare and Hospice • Visiting Nurse Association  
• National Hospice and Palliative Care Organization • Cencal Advisory Board  
• Santa Barbara City College ADN/CNA/VN Advisory Board • Casa Dorinda Board of Directors

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**REFERENCES**

Available upon request