

# RACHEL NICHOLAS

**VICE PRESIDENT OF OPERATIONS | HEALTHCARE EXECUTIVE | GROWTH &  
TRANSFORMATION LEADER**

Multi-Site Operations - P&L Accountability - Revenue Growth - Market Expansion - Operational Excellence

## EXECUTIVE CAREER PORTFOLIO

Healthcare Operations | Growth Strategy | Multi-Site Leadership | Financial Stewardship

Prepared for executive leadership, healthcare operations, regional leadership, and growth-focused opportunities.

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Dallas-Fort Worth, Texas | 251-510-5943 | rachel.deb.nicholas@gmail.com | LinkedIn URL

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### Executive Resume

#### EXECUTIVE PROFILE

Accomplished healthcare operations executive with 17+ years of progressive leadership experience driving operational performance, financial stewardship, organizational growth, market expansion, and business transformation across hospitals, specialty physician practices, rehabilitation services, fertility healthcare, post-acute care organizations, and multi-site healthcare enterprises.

Demonstrated success leading complex healthcare environments with accountability for workforce leadership, operational strategy, physician engagement, patient access, referral network expansion, revenue cycle optimization, and profitability improvement. Recognized for building high-performing teams, strengthening operating margins, improving financial performance, and implementing scalable systems that support sustainable growth.

#### CAREER PROGRESSION

Progressive advancement through increasingly senior leadership positions with expanding responsibility for operational performance, workforce leadership, physician engagement, financial stewardship, business development, and organizational growth: Operations Manager -> Multi-Practice Hospital Supervisor -> Practice Operations Leader -> Director of Business Development, culminating in executive-level oversight of multi-site operations, market expansion initiatives, and enterprise performance improvement.

#### EXECUTIVE LEADERSHIP SCOPE

- Led teams of 30+ direct reports and approximately 50 indirect reports; largest total team scope of approximately 80.
- Managed healthcare operations across 3 facilities simultaneously while maintaining compliance, service excellence, workforce productivity, and financial performance.
- Supported approximately 19,500 patient encounters annually through patient access, scheduling optimization, operational efficiency, and care delivery initiatives.
- Influenced a \$2.2M operating budget through strategic planning, resource allocation, expense management, operational improvements, and financial stewardship.
- Maintained responsibility for operating margin improvement, denial reduction, revenue cycle optimization, financial performance, and profitability enhancement.
- Managed relationships with 40+ referral partners, physician groups, hospitals, specialists, discharge planners, and community organizations.
- Supported 5-7 physicians and advanced practice providers while improving productivity, patient access, scheduling efficiency, and operational effectiveness.
- Directed operations across 3 specialty healthcare service lines within a hospital-based environment.
- Led business development, census growth, and market expansion initiatives throughout the entire Dallas-Fort Worth Metroplex.

#### CORE LEADERSHIP EXPERTISE

Healthcare Operations Leadership | Multi-Site Operations | Strategic Planning | P&L Accountability | Financial Stewardship | Revenue Growth Strategy | Revenue Cycle Optimization | Margin Improvement | Business Development | Market Expansion | Post-Acute Care Operations | Rehabilitation Services Leadership | Hospital Operations | Physician Relations | Census Development | Workforce Development | Organizational Transformation | Operational Turnarounds | Performance Improvement | Contract Negotiations | Executive Stakeholder Engagement | Healthcare Compliance | Strategic Partnerships | Change Management

#### SELECTED EXECUTIVE ACHIEVEMENTS

- Increased rehabilitation access by 30% within 60 days through physician engagement, referral development, and strategic market expansion.
- Generated more than \$300,000 in revenue growth while achieving operational profitability within the first year of operation.
- Reduced operating expenses by 35% through procurement optimization, contract negotiations, workflow redesign, and resource management.
- Increased workforce productivity by 45% through leadership development, staffing optimization, and performance accountability initiatives.
- Improved operational efficiency by 66% through process redesign, workflow standardization, and operational controls.
- Generated 42% revenue growth through development and implementation of an innovative specialty referral program.
- Led operational integration initiatives supporting healthcare practice merger activities and organizational transformation efforts.

#### PROFESSIONAL EXPERIENCE

##### ENSIGN SERVICES - Director of Business Development | 2025-Present

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Direct growth strategy, market expansion, and referral development initiatives across the Dallas-Fort Worth Metroplex, partnering with healthcare systems, hospitals, physicians, and community organizations to strengthen referral pipelines, increase census, and expand rehabilitation access.

- Increased rehabilitation access by 30% within the first 60 days through targeted physician engagement, referral development, and market expansion initiatives.
- Develop and maintain executive-level relationships with hospitals, health systems, physicians, discharge planners, accountable care organizations, case managers, and community stakeholders.
- Lead business development initiatives focused on census growth, occupancy optimization, market share expansion, and rehabilitation service utilization.

#### **KINDBODY - Operations Practice Manager (Practice Operations Leader) | 2022-2024**

Directed operational, financial, workforce, and patient experience functions for a high-growth healthcare organization while supporting scalability, profitability, and enterprise performance objectives.

- Generated more than \$300,000 in revenue growth while achieving operational profitability within the first year of operation.
- Reduced operating expenses by 35% through strategic vendor negotiations, procurement optimization, workflow redesign, and resource allocation improvements.
- Influenced financial performance through budget oversight, operating margin improvement, revenue cycle optimization, denial reduction, and expense management.

#### **BAYLOR SCOTT & WHITE HEALTH - Operations Practice Manager (Practice Operations Leader) | 2020-2021**

Provided leadership for operational performance, physician engagement, practice integration, and organizational transformation initiatives within a complex healthcare environment.

- Managed relationships with more than 40 referral partners, providers, physician groups, and community stakeholders to strengthen referral volume, patient access, and market engagement.
- Led operational integration initiatives supporting a healthcare practice merger while implementing accountability measures, performance metrics, and governance structures.
- Restored financial performance within five months through workflow redesign, leadership development, operational restructuring, and performance improvement.

#### **NORTH OAKS MEDICAL CENTER - Multi-Practice Hospital Supervisor | 2015-2019**

Directed operational performance across three specialty service lines with responsibility for workforce leadership, physician support, financial performance, patient experience, compliance, and organizational growth.

- Developed and launched Louisiana's cannabis referral program, generating 42% revenue growth within eight months.
- Increased workforce productivity by 45% through staffing optimization, leadership development, scheduling redesign, and performance accountability.
- Directed Joint Commission readiness efforts across three specialty clinics while maintaining operational continuity and regulatory compliance.

#### **VISION AMERICA - Operations Manager | 2012-2015**

Directed daily operations for a high-volume specialty healthcare practice with responsibility for workforce management, patient access, compliance, and operational performance.

- Improved operational efficiency by 66% through workflow redesign, process standardization, workforce development, and performance management.
- Reduced operating expenses by 20% through procurement improvements, inventory controls, and operational optimization strategies.

#### **EARLIER EXPERIENCE | EDUCATION | TECHNOLOGY**

Earlier Experience: Walker Automotive, Business Development Manager | Lincoln Military Housing, Housing Coordinator Manager

Education: Bachelor of Liberal Arts, Louisiana State University at Alexandria | Professional Studies Certification, Ashworth College | General Studies, Bishop State Community College

Technology: Epic | PointClickCare | CarePort | WellSky | Salesforce | HubSpot | Power BI | Microsoft 365 | Google Workspace | Smartsheet | Jira | Asana | Teams | Slack | Zoom

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### Executive Cover Letter

Dear Hiring Team,

Healthcare has changed dramatically over the last several years, and one lesson has remained constant: sustainable growth happens when people, processes, and purpose are aligned.

Over the past 17+ years, I have led healthcare operations across hospitals, specialty practices, rehabilitation services, fertility healthcare, and post-acute organizations. My experience includes leading teams of approximately 80 professionals, influencing a \$2.2M operating budget, optimizing revenue cycle performance, strengthening operating margins, improving patient access, and developing strategic partnerships that accelerate growth.

I enjoy building organizations where accountability, collaboration, and innovation work together. Whether improving workflows, expanding referral networks, mentoring leaders, reducing denials, or driving operational transformation, I focus on creating measurable, lasting results.

I am especially interested in leadership opportunities where I can contribute at a broader strategic level while continuing to support operational excellence, organizational growth, workforce development, and exceptional patient outcomes.

Thank you for your time and consideration. I would welcome the opportunity to discuss how my background can help your organization achieve its goals.

Warm regards,  
Rachel Nicholas

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### Executive Leadership Profile

#### EXECUTIVE SUMMARY

Healthcare operations leader with 17+ years of experience improving financial performance, strengthening operations, growing referral networks, supporting providers, and leading teams across multi-site healthcare environments.

#### LEADERSHIP SCOPE

- 30+ direct reports and approximately 50 indirect reports; total team scope of approximately 80.
- 3 facilities supervised simultaneously.
- \$2.2M operating budget influenced.
- Approximately 19,500 patient encounters supported annually.
- 5-7 physicians and advanced practice providers supported at any time.
- 40+ referral partners/providers managed.
- Entire DFW Metroplex growth territory.

#### SELECTED IMPACT

- 30% increase in rehabilitation access within 60 days.
- \$300K+ revenue growth with first-year profitability.
- 35% reduction in operating expenses.
- 45% increase in workforce productivity.
- 66% improvement in operational efficiency.
- 42% revenue growth through specialty referral program development.

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### Executive Biography

#### EXECUTIVE BIOGRAPHY

Rachel Nicholas is a healthcare operations executive and growth strategist with more than 17 years of progressive leadership experience across hospitals, specialty physician practices, rehabilitation services, fertility healthcare, post-acute care, and multi-site healthcare enterprises. Her career has centered on improving operational performance, strengthening financial outcomes, expanding referral networks, and building the systems teams need to perform consistently.

Rachel has led teams of 30+ direct reports and approximately 50 indirect reports, supported 5-7 physicians and advanced practice providers, managed operations across 3 facilities simultaneously, and influenced a \$2.2M operating budget. Her work has supported approximately 19,500 patient encounters annually and included responsibility for operating margin improvement, revenue cycle optimization, denial reduction, workforce productivity, and organizational growth.

Known for her practical, people-centered leadership style, Rachel brings a rare blend of operational discipline, business development strength, physician partnership experience, and change leadership. She is especially effective in organizations seeking scalable growth, better alignment, improved accountability, and stronger patient access.

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### Leadership Brand Statement

#### LEADERSHIP BRAND STATEMENT

I help healthcare organizations turn complexity into scalable, high-performing operations. My leadership sits at the intersection of operational discipline, financial stewardship, workforce development, physician engagement, and growth strategy. I am known for strengthening patient access, improving margins, building referral networks, developing leaders, and creating systems that make performance sustainable instead of reactive.

#### LEADERSHIP PILLARS

- Operational Excellence: Creating structure, accountability, and measurable performance in complex healthcare environments.
- Growth Strategy: Building market presence, referral partnerships, and service-line expansion opportunities.
- Financial Stewardship: Improving margins, reducing denials, optimizing revenue cycle performance, and managing resources responsibly.
- People-First Leadership: Developing strong teams, supporting providers, and building cultures where people can perform at their best.
- Healthcare Transformation: Translating big-picture strategy into practical, scalable systems.

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### Career Impact Summary

#### CAREER IMPACT SUMMARY

Selected business outcomes and leadership contributions across healthcare operations, business development, financial performance, workforce leadership, and organizational transformation.

##### **Growth & Market Expansion**

Increased rehabilitation access by 30% within 60 days by expanding referral relationships, improving market presence, and aligning outreach with service-line growth opportunities.

##### **Revenue & Profitability**

Generated more than \$300,000 in revenue growth while achieving operational profitability within the first year through workflow redesign, expense control, and stronger operational execution.

##### **Expense Reduction**

Reduced operating expenses by 35% through vendor negotiations, procurement optimization, workflow redesign, and stronger resource management.

##### **Workforce Productivity**

Improved productivity by 45% through staffing optimization, leadership development, scheduling redesign, and accountability systems.

##### **Operational Efficiency**

Improved operational efficiency by 66% through process standardization, workflow redesign, and performance controls.

##### **Referral Program Development**

Developed and launched a specialty referral program that increased revenue by 42% within eight months.

##### **Financial Stewardship**

Influenced a \$2.2M operating budget and supported margin improvement, denial reduction, revenue cycle optimization, and profitability initiatives.

##### **Leadership Scope**

Led teams of approximately 80 employees across direct and indirect reporting structures while supporting multi-site healthcare operations.

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### Strategic First 90 Days

#### STRATEGIC FIRST 90 DAYS

Purpose: Establish credibility, assess operational performance, align teams, identify growth opportunities, and begin executing targeted improvements that support financial, clinical, workforce, and patient experience objectives.

##### First 30 Days - Listen, Assess, Align

- Meet with executive leadership, physicians, operational leaders, frontline teams, referral partners, and key stakeholders.
- Review financial performance, operating margins, revenue cycle trends, denials, census patterns, staffing models, patient access, and productivity metrics.
- Assess current workflows, reporting structures, team engagement, service-line performance, and market positioning.
- Identify urgent operational risks, quick wins, and areas requiring deeper review.
- Establish communication cadence, leadership expectations, and performance review rhythm.

##### Days 31-60 - Prioritize, Stabilize, Build Momentum

- Develop a focused action plan tied to growth, efficiency, patient access, margin improvement, and workforce performance.
- Address immediate workflow barriers, referral leakage, scheduling gaps, denial trends, and productivity concerns.
- Strengthen accountability systems through KPIs, dashboards, leadership huddles, and clear ownership.
- Begin targeted referral partner and provider engagement strategy.
- Support leadership development and team alignment around shared operating priorities.

##### Days 61-90 - Execute, Measure, Scale

- Implement scalable systems for performance management, referral growth, patient access, denial reduction, and workforce optimization.
- Present early performance findings and recommendations to executive leadership.
- Launch priority growth initiatives and operational improvement projects.
- Evaluate early outcomes, adjust strategy, and build a longer-term 6-12 month roadmap.
- Create sustainable operating rhythm that supports measurable improvement and continued growth.

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### Leadership Philosophy

#### LEADERSHIP PHILOSOPHY

My leadership philosophy is built around one belief: strong healthcare organizations are created when people, performance, and purpose move in the same direction.

Operational excellence is not created by dashboards alone. It comes from clear expectations, strong communication, thoughtful accountability, and leaders who understand both the numbers and the people behind them. In healthcare, every operational decision eventually touches a patient, a family, a provider, or an employee. That responsibility requires discipline, empathy, and the ability to make sound decisions in complex environments.

I believe leaders are responsible for creating clarity. Teams should understand what matters, how success is measured, where the organization is going, and how their role contributes to that mission. When people feel informed, respected, and supported, performance improves in a way that is far more sustainable than pressure-driven management.

I also believe financial stewardship and patient-centered care are not competing priorities. Organizations can improve margins, reduce denials, optimize resources, and grow service lines while also improving access, experience, and outcomes. The best healthcare leaders know how to balance both.

My approach is collaborative, practical, and outcome-focused. I listen first, identify root causes, build trust, create structure, and execute with urgency. I value transparency, accountability, and strong partnerships across executives, physicians, clinical teams, operational leaders, and community stakeholders.