

SOFIA MORENO

Project Manager, PMP | Healthcare Operations and Clinical Systems Projects

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SUMMARY

PMP-certified project manager with 10 years of experience in healthcare operations: clinic openings, equipment and system rollouts, and process improvement. Manage 6–9 projects at a time, from \$500K to \$6M each, for a 5-hospital health system. Delivered the last 14 projects on or ahead of schedule; the 2025 portfolio of 8 projects finished 3% under its \$18M budget. Coordinate clinical leaders, IT, finance, and vendors across 5 hospitals and 38 clinics.

EXPERIENCE

Project Manager, Operations Project Management Office — *Tallowmere Health System* Aug 2021–Present

5-hospital health system with 1,900 beds, 38 outpatient clinics, and a 6-person operations project management office (PMO).

- Manage 6–9 operations projects at a time, from \$500K to \$6M each, including clinic openings, equipment and system rollouts, and patient flow redesigns.
- Delivered a \$6M, 18-month rollout of 1,400 smart infusion pumps with EHR integration at 5 hospitals; finished 2 weeks early and 2.4% under budget.
- Opened 3 primary care clinics in 14 months; each clinic saw its first patients on the planned date, and the \$8.4M total finished 1.8% under budget.
- Cut the wait from referral to first specialty appointment from 34 to 19 days with a Lean scheduling redesign in 6 specialty clinics.
- Manage 11 vendor contracts worth \$9M; cut approved change requests from 9 to 4 per project with clinical sign-off on requirements before each contract.

Project Manager, Operations Improvement — *Copperline Medical Center* Mar 2018–Jul 2021

420-bed acute care hospital; operations improvement team of 7.

- Managed 12 projects from \$150K to \$2M, including 3 clinic relocations, a patient transport tracking system, and an emergency department patient flow redesign.
- Moved 3 outpatient clinics with 140 staff over 3 weekends with no canceled patient appointments.
- Led an emergency department patient flow project that cut the median door-to-provider time from 42 to 24 minutes.
- Tracked budgets, vendor invoices, and change requests for \$3M in annual project spend in Smartsheet and Excel.
- Ran weekly status meetings with clinical, IT, and vendor leads; the average time to close an open issue fell from 12 to 5 days.

Project Coordinator, Practice Operations — *Alder Crest Physician Partners* Jun 2016–Feb 2018

Multi-specialty physician group with 85 providers and 14 clinic sites.

- Kept the schedules, action logs, and status reports for 5 operations projects from \$80K to \$600K.
- Coordinated the patient portal rollout at 14 clinic sites; 31% of active patients signed up in the first 6 months.
- Tracked 260 vendor invoices against budget and found \$38K in duplicate charges.
- Trained 120 front desk staff on a new check-in process in 3 weeks.

EDUCATION

SKILLS

Project management:	Scope, schedule, and budget control, Critical path scheduling, Change control, Risk registers, Vendor selection and contracts, Go-live planning and training, Project closeout
Healthcare operations:	Clinic openings and relocations, Medical equipment rollouts, Clinical workflow redesign, Lean and Six Sigma (DMAIC), Clinical user groups
Tools:	Microsoft Project, Smartsheet, Excel, Power BI, Microsoft Visio, ServiceNow

CERTIFICATES

Project Management Professional (PMP) <i>Project Management Institute (PMI)</i>	Jun 2021
Certified Six Sigma Green Belt (CSSGB) <i>American Society for Quality (ASQ)</i>	Oct 2019

LANGUAGES

English (Native) · Spanish (Professional working proficiency)