
Andrea Clark, MSW, RPSGT

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Professional Summary

Collaborative and forward-thinking healthcare services management professional with thirty-seven years' progressive experience in the healthcare industry. Broad background in developing, supervising, directing, implementing, and operating quality patient focused services in a variety of inpatient and ancillary clinics in diverse settings. Proven record of cultivating positive community relations with healthcare providers and referral sources. Doctoral Candidate of Business Administration with Healthcare Management specialization.

Skill Highlights

- Innovator
 - Collaborator
 - Conflict resolution
 - Marketing experience
 - Billing and collections
 - Broad business background
 - Detail oriented
 - Team building
 - Financial aptitude
 - Customer service oriented
 - Critical thinking proficiency
 - Human Resource management
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Professional Experience

President/CEO 07/2007 to Current
Signature Sleep Services, LLC Fort Myers, FL

- Consult in the design, construction, and implementation of sleep centers and clinics.
- Source and maintain PSG acquisition and treatment equipment
- Design and develop marketing materials
- Carefully select, develop and retain qualified staff, as well as train new staff as required
- Prepare accreditation applications for Joint Commission and AASM accreditation and secure necessary documentation
- Collaborate with physicians and staff to revise clinic procedures to achieve compliance with changes in the Standards of Practice of the Joint Commission and the AASM
- Administer, direct, and coordinate the activities of the company
- Evaluate employee performance, provide feedback and assist, coach and discipline staff as needed
- Diligently monitor the QA (Quality Assurance) program to improve performance and maintain high standards of care
- Oversee the design and development of software applications designed to assist sleep centers in operating in a more efficient manner
- Procure and coordinate booth set up at regional and national conferences
- Observe strict confidentiality and safeguarded all patient-related information
- Maintain supply inventory levels consistent with procedure requirements

The Florida International Sleep School 7/07 to 9/14
President, Instructor Fort Myers, FL

- Develop and implement educational products and services in the field of sleep medicine.
- Establish online and distance learning modules for continuing education credits and programs that train future sleep technologist.
- Write applications for CSTEs and accreditation for A-STEP/STAR certification
- Oversee and develop new educational offerings to further the knowledge base of current Technologists.

President/CEO
Sleep Management Centers, LLC and
Apnea Management Services, LLC

10/2004 to 05/2012
Fort Myers, FL

- Prepare business plans and financial documents to procure SBA loan
- Develop and implement business start-up
- Design and oversee clinic build out
- Procure state and local business permits and licenses
- Negotiate and establish commercial and Federal payer contracts
- Selected, develop, and retained qualified staff
- Prepare accreditation applications for Joint Commission and AASM accreditation and secure necessary documentation
- Prepare all accounting documents and perform accounts payable activities
- Collaborate with physicians and staff to revise clinic procedures to achieve compliance with changes in the Standards of Practice of the Joint Commission and the AASM
- Interact with patients to resolve issues and improve patient satisfaction with care and services
- Administer, direct, and coordinate the activities of the company
- Source and procure all capital equipment, furnishings, materials, and supplies for the clinic and DME
- Maintain supply inventory levels consistent with procedure requirements for clinic and DME
- Design and develop marketing material
- Directly market both companies to physician practices through educational events
- Diligently monitor the QA (Quality Assurance) program to improve performance and maintain high standards of care
- Develop and revise policies and procedures in accordance with changes in local, state and federal laws and regulations
- Contribute to and participate in community education projects to foster widespread understanding of the prevention and treatment of sleep disorders
- Evaluate employee performance, provide feedback and assist, coach and discipline staff as needed
- Observe strict confidentiality and safeguarded all patient-related information
- Oversee all billing and collection operations
- Prepare all accounting documents and perform accounts payable activities

Independent Consultant

6/03 to 5/06

- Prepare applications for Joint Commission and AASM accreditation and secure necessary documentation
- Performed technical analysis of sleep studies
- Write preliminary reports

HMS Diagnostics, Inc.
Administrator, Sleep Disorders Center

8/99 to 6/03
Houston, TX

- Develop and implement business start-up
- Design and oversee clinic build out.
- Design and develop marketing material
- Carefully selected, developed and retained qualified staff
- Evaluate employee performance, provide feedback and assist, coach and discipline staff as needed
- Develop and revise policies and procedures in accordance with the Standards of Practice of the AASM
- Administer, direct and coordinate the activities of the company
- Maintain supply inventory levels consistent with procedure requirements for the clinic
- Oversee all billing and collection operations

Memorial Hermann Hospital
Administrative Director, Audiology, Neurophysiology,
Sleep Disorders Center, & Epilepsy Monitoring Unit

12/90 to 8/99
Houston, TX

- Administer, direct and coordinate the activities of the Audiology, Neurophysiology, Sleep Disorders Center & Epilepsy Monitoring Units (Technical and Nursing components)
- Formulate and ensure optimal patient outcomes and customer satisfaction through ongoing performance improvement initiatives with a multidisciplinary team in an academic setting
- Create annual goals and objectives for each department and direct the installation of improved work methods and procedures to achieve hospital objectives
- Develop and manage the budgets and revenue expectations of each department while actively seeking ways to eliminate or reduce expenses
- Prepare annual capital equipment budgets; forecast revenues or cost savings for requested equipment purchases
- Evaluate employee performance, provide feedback and assist, coach and discipline all nursing, technical, and office staff annually or as needed
- Diligently monitored the QA (Quality Assurance) program to improve performance and maintain high standards of care
- Establish facility's annual budget and conduct monthly reviews to ensure finances are being properly allocated
- Plan, organize, supervise and provide assignments for nursing, technical, office, and biomedical staff; Manage an average of 35 employees each shift
- Foster interdisciplinary relationships by negotiation and consensus building to attain goals for all disciplines
- Supervise and manage inventory procurement
- Establish departments' Mission Statement, Vision of the Future, strategic and tactical plans
- Work with architects, engineers, and designers to expand and update sleep disorders center
- Participate in various assigned and voluntary Committees and Task Forces within the organization

Memorial Hermann Hospital career recap: December 1990 began my employment as Manager of the Sleep Disorders Center. Promoted to Administrative Director, Sleep Disorders Center and Neurophysiology in October of 1992. In March 1993, the Audiology Department was added to my areas of responsibility and then in October of 1997 the technical side of the Epilepsy Monitoring Unit. Finally, in 1998 the Nursing component of the Epilepsy Monitoring Unit (8 beds) was placed under my direction.

Sam Houston Memorial Hospital
Director, Sleep Disorders Center/EEG

9/83 to 12/90
Houston, TX

- Manage human resources, patient flow and customer relations including fiscal operations, marketing, and program development
- Develop and implement first AWAKE group meeting in the Houston area
- Develop departmental protocols, policies, and procedures consistent with JCAHO (The Joint Commission), ASDA (now AASM), OSHA and other regulatory agencies
- Performed EEG and PSG recordings on inpatients and outpatients as required

Sam Houston Memorial Hospital career recap: September 1983 began as Polysomnographic/ EEG Technologist. Promoted to Clinical Coordinator, Sleep Disorders Center/EEG in June of 1984. In September 1987 promoted to Director.

Neurological Associates 5/79 to 7/82
Electroencephalographic Technologist Columbus, OH

- Performed EEG, EP and nerve conduction studies on inpatients, outpatients and ambulatory patients in both a hospital and large private neurological practice

The Ohio State University 5/79 to 7/82
Polysomnographic Technologist Columbus, OH

- Perform and score PSGs, MSLTs and pupillography studies. Initiated and performed data analysis of several research protocols

Education and Training

Walden University Expected 4/18
Doctoral Candidate- Business Administration, Healthcare Management
Golden Key International Honor Society
Current GPA 4.0/4.0

The University of Houston, Houston, TX 5/93
Master of Social Work (MSW)
Summa Cum Laude- Honors
GPA 3.82/4.0

The Ohio State University 6/81
Bachelor of Science, Social Work
Alpha Delta Mu – Honor Society of Social Work

RPSGT- Certificate 2005 (#162)

Clinical Sleep Educator – Certificate 2013

Committees and Taskforces

- Exam Development Committee, BRPT
- BRPT Item Writing Committee
- Independent Executive Office Committee - Chair, APT
- SAE Committee (Self-Administered Exam), BRPT
- Sleep/Neurodiagnostic Task Force, UHCSC
- JCAHO Inpatient Readiness Task Force, Hermann Hospital
- TIA Clinical Pathway Committee – Chair, Hermann Hospital
- Policy and Procedure Committee, Hermann Hospital
- Pay Practices Committee, Hermann Hospital

Professional and Elected Appointments

- Director at Large, Board of Registered Polysomnographic Technologists, 2008-2009
- Exam Development Committee, Board of Registered Polysomnographic Technologists, 1995-2009
- Past President, SE/SW Regional Association of Polysomnographic Technologists (2005)
- President, SE/SW Regional Association of Polysomnographic Technologists (2001 to 2004)
- Director at Large, APT Board of Directors (1994 to 1996; 1996 to 1998, 1998 to 2000), Association of Polysomnographic Technologists.
- Examiner, Board of Registered Polysomnographic Technologists, July 1991 to Feb 1997 (exam format changed)

Professional Achievements and Activities

- Developed, designed, and implemented HMS Diagnostics, Inc. both on physical and operational levels, achieved accreditation November 2003
- Achieved accreditation for the Sleep Disorders Center, December 1998 (Hermann Hospital)
- Unit Director of the inpatient Epilepsy Monitoring Unit (Hermann Hospital), first non-nurse to assume a nursing unit director role in the history of the hospital
- Co-Coordinator of the Southeast/Southwest Regional APT Meeting, Houston, TX, September, 1998
- Program co-coordinator Sleepless in Houston: Sleep Disorders Update. CME course
- Planned and implemented the symposium Co-sponsored by UT Health Science Center at Houston and Hermann Hospital's Sleep Disorders Center
- Social Work Certification - 6/93; TX License #24004 (inactive)
- Expanded Hermann Hospital's Sleep Center from 2 to 3 beds in 1992, with an additional expansion completed in January 1996 (to 6 beds)
- Examiner, Board of Registered Polysomnographic Technologists (1992 to 1997)
- Registered Polysomnographic Technologist (RPSGT.), Registry # 162
- Developed and implemented the Sleep Disorders Center program at Sam Houston Memorial Hospital (The Center became accredited under my direction in October 1988)
- Co-Coordinator of the Southeast/Southwest Regional APT meeting, Houston, TX, 1991

Conference Presentations

- Doing it Right; A Sleep Center from The Ground Up; Current Concepts in Sleep 2007, Tampa, FL, August 2007*
- Managing Quality; Annual Meeting of the SE/SW Region of Polysomnographic Technologists, Birmingham, AL, October 2003*
- Performance Improvement; Advanced Course – Association of Polysomnographic Technologist's Annual Meeting, Chicago, IL, June 2003*
- Human Resource Management in a Sleep Disorders Center; Advanced Course – Association of Polysomnographic Technologist's Annual Meeting, Chicago, IL, June 6, 2001*
- Update in Treatment of CHF and Post-Stroke Patients with CPAP. CMSA monthly meeting, Jan. 10, 2000, Houston, TX*
- Creating a Performance Improvement Program; Advanced Course – Association of Polysomnographic Technologists Annual Meeting, Las Vegas, NV, June 2000*
- Creating a Performance Improvement Program; APT Annual Review Course, Minneapolis, MN, October 1999*
- Marketing a Sleep Disorders Center; Advanced Course – Association of Polysomnographic Technologist's Annual Meeting, New Orleans, LA, June 19, 1998*
- Overview of Sleep Disorders; Basic Course – Association of Polysomnographic Technologists Annual Meeting, New Orleans, LA, June 19, 1998*
- Coping with Change: Strategies for Success; Advanced Course - Association of Polysomnographic Technologist 18th Annual Meeting, Washington, D.C., May 28-June 1, 1996*
- Polygraph Calibrations; Basic Course - Association of Polysomnographic Technologist 18th Annual Meeting, Washington D.C., May 28-June 1, 1996*

Presentations (continued)

Scoring Disrupted Sleep; Ohio Sleep Association, Akron, Ohio, April 1996. *Accuracy of CPAP Predicted from anthropometric and Polysomnographic Indices: A multi-center Trial*. 13th Annual Meeting of the SE/SW Region of Polysomnographic Technologists, Wrightsville Beach, NC, September 1995
Current Concepts in Respiratory Care III, Hermann Hospital, 1992
Sleep Disorders Overview; Invited Lecturer to North Harris County College, Introduction to Psychology
Overview of Sleep Disorders; St. Elizabeth Hospital Respiratory Therapy Educational Seminar, 1991

Publications

Zebrak, A. (1997). Medicare's REMbrandt: Taking sleep testing seriously. *Advance for Managers of Respiratory Care Practitioners*, (10)10.

Abstracts Published

Gokcebay, N., Hirshkowitz, M., Iqbal, S., **Zebrak, A.**, Abu-Elheiga, A., Yang, K. (1996). Accuracy of CPAP Predicted from anthropometric and polysomnographic indices: A multi-center trial. *Sleep* 19(7), 600-601.
Gokcebay, N., Yang, KL, **Zebrak, A.**, Iqbal, S. (1995). Validation of a predictive equation of optimal continuous positive airway pressure (CPAP) Requirement in Obstructive Sleep Apnea Patients. *Sleep Research*, 24.
Hirshkowitz, M., Gokcebay, N., Iqbal, S., **Zebrak, A.**, Abu-Elheiga, A., Yang, K. (1994). Epworth Sleepiness Scale and sleep-disordered breathing: Replication and extension. *Sleep Research*, 23.

Sleep Disorders Center Accreditation

Sleep Disorders Centers accreditation directly performed for the following facilities:

- Sam Houston Memorial Hospital; AASM
- Memorial Hermann Hospital; AASM
- HMS Diagnostics, Inc; AASM
- Sleep Management Centers, AASM, Joint Commission
- Apnea Management Services, Joint Commission
- Western Colorado Sleep Institute; Joint Commission
- Internal Medicine Associates (Fort Myers, FL); AASM
- Internal Medicine Associates (Cape Coral, FL); AASM
- Institute of Sleep Medicine, North; AASM
- Institute of Sleep Medicine, East; AASM
- Michigan Neurology; AASM
- Medical Associates of Brownsville; AASM

(Previously known as Andrea Zebrak or Andrea Knopp)