

Liz Rice

Healthcare & Security Executive Leader | Senior Business Consultant

510.282.7820 | liz@zmultiplier.com | linkedin.com/in/riceelizabeth/



Executive leader and business consultant with a strong track record of transitioning vision into strategy, execution, and results. Naturally curious with a strategic and creative mind that quickly connects concepts, fine-tunes ideas, and cuts to the heart of business challenges. An authentic leader admired for her ability to connect and build trust with executive leaders and front-line workers. Decisive, with an approach that inspires team action, cross-functional alignment, and solid organizational cultures. Extensive experience leading multi-million-dollar healthcare and security operations, large union workforces, and business consulting teams.

CAREER HISTORY

ALLIED UNIVERSAL 2022–2023

SVP, Security Operations
@ Kaiser Permanente

BLACKSTONE CONSULTING INC 2018–2022

SVP, Healthcare Security
Business Ops & Strategy
@Kaiser Permanente

VP, Strategy and Field Initiatives
@Kaiser Permanente

CLIFF CONSULTING INC 2014–2017

Director Business Development

Senior Management Consultant

Notable Clients:
Kaiser Permanente
Wells Fargo

Z MULTIPLIER LLC 2011–2024

Freelance Security & Business
Consultant

Notable Clients:
Vistelar LLC
Meyers Briggs Company
UC Berkeley
Mills College

EDUCATION

Mills College

Masters - Education Leadership
MBA

UC Santa Barbara

BA Global & International
Studies

EXPERTISE

Defines vision, integration, and execution strategies:

- 9 years healthcare security program and shared service strategy development experience.
- Brings ideas to life and challenges assumptions of long-held business practices.
- Facilitates processes to bring ideas, opinions, and goals together for cohesive plans.
- Drills down into the end-user's need state to identify business strategy that unites cross-functional organizations.

Leads security & healthcare operating model, process, and governance advancement:

- Develops a detailed understanding of business operations and financials.
- Facilitates organizational design and redundancy identification having led multiple reorganizations including outsourcing, restructuring and merger programs.
- Assesses and designs improved operational processes having built, improved and implemented numerous enterprise security and healthcare programs.

Inspires teams and top performing cultures:

- Brings energy, passion, trust and transparent communication into teams.
- Facilitates teamwork, collaboration, and results focused cultures.
- Builds meaningful relationships with front line workers and executive teams.

KEY SUCCESSES

Consistently delivered strategies for business & financial performance:

- Grew Cliff Consulting portfolio from \$2M to \$8M in 16 months through customer service, service quality, and subject matter expertise with clinical technology, security, facilities, risk management, and technology healthcare customers.
- Supported BCI business growth from \$240M to \$350M - 46% increase from 2018-2023
- Achieved a 50% reduction in costs on \$270M Allied Universal contract in the first eight months through process improvement and leadership.

Led operations for customer satisfaction:

- Led 3,000-person security operation to turn a 22% staffing deficit into a 5% staffing deficit in 8 months during the global staffing crisis.
- Led people operations and corporate responsibility strategy leading to multiple Equity in Action and Supplier Performance Awards from Kaiser Permanente procurement team.
- Implemented leadership development programs to uplevel people performance across the Kaiser Permanente security program.

Led transitions, change, and new ways of work:

- Led the transformation of BCI's Kaiser Permanente security contract infrastructure resulting in a more personalized, relevant, and efficient customer experience.
- Led transition of 2700 security officers from one security provider to another, successfully stabilizing operations and performance.
- Built internal PMO and Business Consulting org to support Kaiser security transformation.

TARGET OPPORTUNITIES

Executive leadership or consulting role in healthcare or security centric business - leading vision and strategy development, driving operational improvements, and developing teams. Sacramento area or remote preferred, open to travel.

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Auburn CA

HEALTHCARE EXECUTIVE & BUSINESS CONSULTANT

Strategic Turnarounds | Strategy Design | Vision Execution | Operations Improvements | Leader Development

Executive leader and business consultant with a strong track record of transitioning vision into strategy, execution, and results. Naturally curious with a strategic and creative mind that quickly connects concepts, fine-tunes ideas, and cuts to the heart of business challenges. An authentic leader admired for her ability to connect and build trust with executive leaders and front-line workers. Decisive, with an approach that inspires team action, cross-functional alignment, and solid organizational cultures. Extensive experience leading multi-million-dollar healthcare and security operations, large union workforces, and business consulting teams.

PROFESSIONAL EXPERIENCE

Z MULTIPLIER LLC

2011–Current

Boutique freelance management consulting and leadership development organization with specialized focus in the healthcare and security industries.

Freelance Security Consultant (2023–Current)

Provide business consulting and leadership development services to security organizations.

- Provided interim leadership for Vistelar LLC during CEO leave of absence, supported interim chief of staff, implemented improved operating procedures to increase team cohesiveness, sales, and product delivery.
- Conducted business health assessment and delivered recommended business maturity roadmap.

Freelance Business Consultant (2011–Current)

Provide business consulting services to clients with a focus on organizational design, program management, project management, business development, and curriculum design.

- Developed and delivered educational curriculums (leadership development, career development, college admissions) for several organizations included UC Berkeley Lair of the Bear, EQ2 Leadership Program, Watermark for Women, Mills College, ASIS, Gym Accelerator and College Track
- Designed operating models, business development models, and product delivery models for businesses to include the Meyers Briggs Company, Royal Floors, and EQ2 Leadership

KAISER PERMANENTE

2018–2023

Corporate Security contractor through multiple agencies.

\$25 Billion healthcare organization providing comprehensive healthcare services to over 12 million members in eight states across the country.

Allied Universal Security @ Kaiser Permanente (2022-2023)

Senior Vice President Healthcare Security Operations

As extension of previous role at sister company BCI - brought on to stabilize operations, increase team performance and morale, and right size staffing deficit in the 2,700 officer, \$230 Million dollar security services contract post-merger/transition.

- Achieved a 50% reduction in costs in the first eight months through process improvement and leadership.
- Led team from 22% staffing deficit into a 5% staffing deficit in 8 months during the global staffing crisis.
- Redesigned operating model to drive sustainable contract performance, ultimately leading to the preservation of failing contract.
- Effectively increased team morale, performance, and retention through leadership practices, trust building, culture commitment, and engagement.

Blackstone Consulting Inc @ Kaiser Permanente (2020-2022)

Senior Vice President Healthcare Security Strategy & Business Operations -

Promoted to oversee learning and development, human resources, business consulting, and project management office for BCI's \$300 Million dollar Kaiser Permanente security contract.

- Designed operating model and built infrastructure to support contract, built team from 10 to 88 employees.
- Implemented corporate social responsibility and total health strategy focused on employee quality of work, mental health, diversity and inclusion – received Equity Partner Award from Kaiser Permanente in 2020 and 2021 – recognized as Kaiser Permanente's leading diverse supplier three years in a row.
- Led the planning and execution of organization Covid response strategies for 3000 healthcare security personnel during Covid-19 pandemic – including a recruiting and onboarding strategy to bring on 600 new employees in three months to help with hospital access control and hospital Covid protocols.
- Effectively drove engagement in a fully remote team through the pandemic with increased productivity, career growth, and customer recognition.
- Led Covid-19 vaccine mandate activities to ensure all 3000 healthcare security personnel working in KP hospitals were vaccinated or had a valid exemption by mandated deadlines.
- Designed and successfully ran a 3-day induction center event to effectively interview, hire, onboard and healthscreen over 170 healthcare security officers to meet growing hospital demand.

Blackstone Consulting Inc @Kaiser Permanente (2018-2020)

Vice President Healthcare Security Strategy & Field Initiatives

Hired to build out contract strategy and infrastructure to effectively support the newly acquired \$3 Billion, 10-year agreement with Kaiser Permanente - served as business consultant for the design and development of Kaiser Permanente Security Shared Services model.

- Led the development of Kaiser Permanente Security Shared Services operating model, service catalog, and investment roadmap leading to development of 100+ person organization.
- Built an internal consulting and project management office (PMO) that supported the advancement of Enterprise Security Strategies.
- Developed and launched a pilot enterprise security risk assessment that assessed risk in 49 hospitals leading to thousands of mitigation activities to reduce risk in KP hospitals.
- Designed, built, executed, and facilitated 4-day leadership offsite with 200 security managers; the summit received 5.0/5.0 ratings from 90% of attendees and resulted in increased engagement and performance.
- Founded a women in healthcare security employee resource group contributing to the development and advancement of both male and female leaders across the Kaiser Permanente security program.
- Spearheaded the advancement of trauma informed patient conflict response training across the Kaiser Permanente enterprise leading to an enterprise program and significant improvements to patient and staff safety.

CLIFF CONSULTING INC

2014–2017

San Francisco Bay Area management consulting firm specializing in organizational design, change management, and large program management engagements.

Director of Development (2015-2017)

Responsible for the oversight of the Kaiser Permanente contract, general business development for the business, and training of management consultants.

- Conducted industry market research, exceeded sales targets by 100%, and increased sales by over 300% in the first year.
- Trained consulting team on business development, meeting facilitation, contract management, master service agreement development, scope of work creation, and project budget management.

Senior Management Consultant (2014-2017)

Business consultant specializing in organizational design, program management, project management, change management and communications.

- *Wells Fargo Enterprise Data and Analytics* - As project management consultant, accelerated the implementation of new data and analytics shared services operating model and systems lifecycle design processes across 31 cross-functional global teams.

- *Kaiser Permanente Pharmacy Security* - As program management consultant, managed the design, budgeting, staffing, and execution of a critical program to implement new security controls across 340 pharmacies.
- *Kaiser Permanente Clinical Technology* - As a business strategy consultant, supported design of new shared service model – served as program manager to support the design and execution of several critical clinical technology programs, including maintenance plans, asset and inventory management, and cyber security risk reduction.
- *Kaiser Permanente Technology Risk* - As program management consultant, led the creation and implementation of a governance structure, change management strategy, communication plan, and execution plan for an enterprise cyber security program targeted at reducing vulnerabilities in 150,000 devices connected to the network in KP hospitals across the country.
- *Kaiser Permanente Enterprise Risk & Compliance* - As business strategy consultant, built business case, financial strategy, and executive communication materials to create an expanded enterprise business risk and compliance organization.
- *Kaiser Permanente Security Services* - As business strategy and program management consultant, led an enterprise-wide assessment of the security services program, synthesized data and findings, developed execution plans, financial plans to address gaps, and drafted updated version of enterprise security master plan.

CPP & PETERSONS PUBLISHING (ONC Holdings) Business Development Director 2013 - 2014

MILLS COLLEGE Graduate Assistant to the Dean and Peer Career Coach 2011-2013

KAPLAN TEST PREP Business Development Manager 2006 - 2011

EDUCATION

Mills College, Oakland Ca. MBA & Master of Education Leadership 2014
UC Santa Barbara, Goleta Ca. Bachelor of Arts Global & International Studies 2005

PROFESSIONAL ACHIEVEMENTS

- Kaiser Supplier Equity in Action Award 2020 & 2021
- SIA Women in Security Forum Top 100 2021
- Security Magazine Podcast – Building Empathy-Based Cultures 2021
- C200 Scholar Awardee 2013
- AAUW Grant Recipient 2013
- Kaplan Business Developer of the Year Award 2006
- Enterprise Rent-a-Car Top Gun Sales Award 2005

VOLUNTEER INTERESTS

Spurred Up Advisory Board, Oakland CA 2017-2019
 Horse riding and education program dedicated to increasing equine sport accessibility to inner city and low-income youth.

Urban Cowgirl Ranch –Volunteer, Castro Valley CA 2020
 Equestrian school focused on increasing awareness and accessibility for equestrians from diverse racial and economic backgrounds.

Saddle Up Academy Advisory Board, Hayward CA 2023-Current
 Equestrian school and summer camp dedicated to creating equity in equine sports.

Dude Ranch Wrangler, Sweet Grass Ranch, Melville MT Summer 2023
 Family ranching operation & guest ranch since 1921 providing riding and cattle driving experiences for guests.