

# Joseph Tenner

*Project Manager*

*Northwell Health Project List*

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## NORTHWELL GREENWICH VILLAGE HOSPITAL

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### GREENWICH VILLAGE EXPANSION PROJECT:

#### Greenwich Village Expansion Project

- Led the transition of a free-standing ED into a full-service hospital, including the creation of an Inpatient Unit and Cath Lab, while managing staffing and resource allocation during the expansion.
- Managed the hiring process for 110+ FTEs, overseeing onboarding, training, and integration of staff across departments.
- Designed competency-based education plans, calendars, and checklists for every clinical role—nurses, techs, physicians, and ancillary staff—driving completion of all mandatory training 2 weeks ahead of the go-live date and ensuring compliance with DOH requirements.

#### Throughput Committee

- Supported the transition associated with the Mount Sinai Beth Israel (MSBI) closure by designing and rolling out new workflows (such as provider-in-triage and revised swing-shift staffing) resulting in faster door-to-provider times and smoother patient flow.
- Spearheaded the reconfiguration of the Emergency Department to absorb higher volumes and integrate newly added services (cardiac cath lab, inpatient unit, and Food & Nutrition Services), ensuring seamless throughput and regulatory compliance.

#### Epic Integration

- Served as site leader during Northwell Health's first-wave Epic implementation, coordinating hospital-wide system integration, disseminating updates to superusers, and ensuring seamless communication and operational alignment in preparation for go-live.

#### Budget Capital Tracking

- Managed budgeting processes to ensure department goals aligned with financial objectives, supporting operational growth and resource allocation.

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### EMERGENCY DEPARTMENT OPERATIONS:

#### Provider Compliance Tracking System

- Created a tracking system using Microsoft Lists and Power Automate to ensure all providers are appropriately up to date with certifications as well as automated reminder emails for any upcoming expirations.

#### ED Holds Analysis

- Performed an in-depth analysis of ED hold metrics with CTC, uncovering bottlenecks, reducing wait times, and optimizing the hold process to meet Short-Term Incentive Program (STIP) targets.

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### AMBULATORY SURGERY CENTER OPERATIONS:

#### OR Block Utilization

- Spearheaded the revamp of OR Block Utilization creating a new format that captures more detailed data to improve scheduling and efficiency in the surgery center.

#### Volume Dashboard

- Created a volume tracking system to outline the productivity of all Northwell Greenwich Village performing surgeons to determine financial impacts and growth of volume across the different specialties we operate

#### ASC Booking Tool

- Designed and implemented an analytics-driven booking tool that compares scheduled versus actual procedure times for each surgeon, enabling more accurate case scheduling and improved OR utilization.

## NORTHWELL HEALTH CANCER INSTITUTE

### CANCER CENTER OPTIMIZATION & PATIENT ACCESS:

#### iQueue – LeanTaaS

- Vendor Relations** – Cultivated strategic partnerships with LeanTaaS and acquired proficiency in iQueue to comprehend and calculate KPIs, facilitating the seamless integration of the technology across NHCI infusion centers
- Zuckerberg (RJZ) Nurse Staffing & Infusion Chair Utilization** – Leveraged data from iQueue to identify opportunities and partnered with nursing leadership to adjust staffing at NHCI’s 64 chair infusion center
- Weekly/Monthly Report Out** – Generated regular reports outlining trends in volume, utilization, add-ons/no-shows, and wait times. Presented findings weekly and monthly to senior leadership to identify areas for improvement
- No Show/Same Day Cancellations** – Detected recurring pattern of same-day cancellations and no-shows, collaborated with operations leadership to implement action plan including a waitlist and call ahead policy, resulting in a 50% reduction in unplanned cancellations at RJZ

#### Pull Method Initiative

- Nurse Allocation** – Collaborated with NHCI operations and clinical teams to designate throughput specific nursing roles to accommodate increasing patient volume without investing in additional space and staffing resources
- RJZ Triage Area** – Observed treatment room nurses and ACPs to identify bottlenecks within the existing workflow, ultimately shifting tasks that did not need to be done in an infusion chair to the newly developed triage area
- Expansion Across Cancer Institute** – Adapted the Pull Method to the scale of smaller infusion rooms, worked with MEETH infusion leadership to roll out and track success of the Pull Method in decreasing wait times and utilization

#### Zuckerberg Cancer Center Throughput

- Lean Project** – Led four Lean Meetings involving a multidisciplinary team of RJZ leaders and front line team members to identify workflow bottlenecks and prioritize areas of opportunity for improvement
- Patient Flow** – Collaborated with nurse managers, phlebotomists, and the lab team to identify and implement strategies for enhancing patient flow, including implementing a flag system and exploring the potential of software-supported check-in kiosks
- Revenue Cycle** – Partnered with revenue cycle team to integrate an insurance verification member into the front desk operations, expediting processes for patients requiring real-time changes to demographic information or lab orders
- Utilization of Outside Labs** – Collaborated with RJZ nurse managers and operations team to minimize walk-in appointments and redirect patients to external labs, thereby creating additional space within the cancer center’s lab

#### Lab Optimization

- Revamped the lab order process to eradicate missing orders and reduce unnecessary lab orders
- Standardized workflows for verifying scheduled patients and managing add-on patients efficiently
- Contributed to staff education initiatives, ensuring seamless adoption of the enhanced workflows

#### ACP Shadowing Initiative

- Shadowed ACPs across multiple cancer centers, identifying operational bottlenecks and gauging the allocation of their time between clinical and administrative duties

- Utilized findings to revamp workflows, optimizing the roles of ACPs, RNs, and Administrative Support Assistants (ASAs) within the oncology practices, to allow for each team member to function at the top of their license

#### ▼ **Malignant Hematology Initiatives**

- **Noon Conferences** – Initiated specialized hematology noon conferences to allow clinical review of new Lymphoma/Myeloma, Leukemia, Benign Hematology patients each week
- **Early Discharge Clinic** – Worked with clinical team to develop process to smoothly transition Leukemia patients from 7 Monti to outpatient care at RJZ, to allow for shorter LOS while maintaining the highest quality of care
- **Internal Referrals** – Coordinated site visits to 10 NHCI facilities for System Head of Hematologic Malignancies to facilitate internal referral relationships between general medical oncologists and RJZ hematologic malignancy specialists

#### ▼ **Breast Surgery Access**

- Collaborated with teams from CFAM, LIJ, NHCI, and the Department of Surgery to develop a comprehensive process map. This initiative aimed to detail the journey from biopsy to surgery, ensuring Northwell's compliance with the CoC standard of achieving biopsy-to-surgery timelines within 60 days

## **INAV: PATIENT IDENTIFICATION AND NAVIGATION SERVICE FOR CANCER RISK ASSESSMENT**

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#### ▼ **Operations**

- Spearheaded the operational development of iNav for identifying pancreatic masses
- Collaborated with navigation team to design an operational workflow, guiding patients identified with pancreatic masses by iNav, establishing a replicable model for other disease types
- Developed patient tracking systems to enable smooth navigation of patients throughout their cancer care journey
- Prepared for program's expansion into other disease types including high-risk cysts, thoracic, and colorectal

#### ▼ **NLP Output Vetting**

- Assumed the role of coordinator to review NLP outputs and identify cases for GI Oncologists' review
- Developed ability to stratify cases to exclude non-pancreatic abnormalities in order to identify eligible patients for navigation

#### ▼ **AI Tool Development**

- Leveraged artificial intelligence for precise identification and navigation of newly diagnosed and pre-diagnosed cancer patients, ensuring the delivery of high-quality, value-based care
- Evaluated natural language processing outputs to efficiently optimize AI parameters

#### ▼ **Clinical Trial Involvement**

- Utilized iNav to identify eligible patients for clinical trials, notably increasing the number of patients found for trials including p-1000 and Cold Spring Harbor Lab Organoid Study (1606) by nearly threefold

#### ▼ **Manuscript/Abstract**

- Contributed to composing the abstract submitted to the AACR pancreas symposium 2023
- Assisted in manuscript development, particularly focusing on the methods section and creating workflow diagrams

#### ▼ **Business Plan**

- Played a key role in developing business plan for the growth of the iNav program into providing these services for additional diseases
- Collaborated with both clinical and non-clinical leaders to determine volume assumptions and staffing requirements

## **DATA ANALYTICS & OTHER PROJECT MANAGEMENT:**

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#### ▼ **Infusion Utilization Projections**

- Utilized the infusion volume budget for 2023 to project the maximum number of chairs available to be reallocated to create capacity for net new programs including phase 1 clinical trials, oncology symptom management, and leukemia early discharge clinic

### ▼ **Physician Productivity Tool**

- Developed a comprehensive tool illustrating the correlation between the average time to appointment and MGMA percentile, utilized by senior leadership in strategizing physician recruitment and other operational efforts

### ▼ **Patient Experience**

- Developed a patient experience report for NHCI clinical and administrative leaders to review trends in Press Ganey scores by facility, specialty, and provider

### ▼ **Malignant New Patient Appointment Trends**

- Analyzed cancellation rates and time-to-appointments (TTA) for new medical and radiation oncology patients, categorized by site and provider to discern trends for volume projections, incorporated in 2024 budget

### ▼ **Practice Appointments: Template vs Utilized Tool**

- Developed a tool for comparing provider templates with actual attended visits to enable RJZ leadership to monitor peak practice hours and optimize provider templates for better scheduling efficiency

### ▼ **Inpatient Solid Tumor Oncology**

- Developed dashboard for newly hired solid tumor oncology hospitalist to monitor KPIs including length of stay and outcomes, to identify actionable areas of opportunity on a monthly basis

## **PUBLICATIONS:**

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### Manuscripts:

Kristen M. John, **Joseph Tenner**, Rolando Croocks, Melissa Perez, Tara McEvoy, Tiffany Zavadsky, Kristen Beyer, Rita Mercieca, Sandeep Nadella, Anthony Carvino, Matthew Barish, Daniel A. King

*Democratizing access to clinical care and research for pancreatic cancer through artificial intelligence-mediated early patient identification and navigation*

Submission in progress

### Abstracts:

Kristen M. John, **Joseph Tenner**, Rolando Croocks, Melissa Perez, Tara McEvoy, Tiffany Zavadsky, Kristen Beyer, Rita Mercieca, Sandeep Nadella, Anthony Carvino, Matthew Barish, Daniel A. King

*An AI-assisted navigation approach for patients with radiographic suspicion for new pancreas cancer*

Presented at AACR Pancreas 2023

Angela Palacios, Sabine Pamphile-Hercules, Larissa Pavlovic, Eileen Fitzgerald, Iris Fleming, Maggie Miller, **Joseph Tenner**

*Using predictive and prescriptive analytics in improving throughput and capacity at the Infusion Center*

To be presented at 49th Annual ONS Congress; Washington, DC; Friday, April 26, 2024

Daniel A. King, **Joseph Tenner**, Rolando Croocks, Tara McEvoy, Tiffany Zavadsky

*Navigation of patients with suspected pancreatic cancer to improve care quality and research enrollment*

To be presented at 49th Annual ONS Congress; Washington, DC; Thursday, April 25, 2024

### Oral Presentations

Kristen M John, **Joseph Tenner**, Rolando Croocks, Cristina Valente, Bernadette Bingham, Amber N Habowski, Tara McEvoy, Tiffany Zavadsky, Kristen Beyer, Rita Mercieca, Sandeep Nadella, Anthony Carvino, Matthew Barish, Daniel King

*An AI-assisted navigation approach for patients with radiographic suspicion of new pancreas cancer*

To be presented at ASCO 2024 Annual Meeting; McCormick Place Convention Center in Chicago, Illinois; May 31<sup>st</sup>, 2024

