

Terrina McKinnon

CST | CRCST | CPIS | CLSSBB | CHSP

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EXECUTIVE SUMMARY

Dynamic perioperative and healthcare operations leader with over 10 years of progressive leadership experience in surgical technology program administration, workforce development, accreditation management, operational compliance, and healthcare quality improvement. Proven success leading multidisciplinary teams, optimizing operational performance, achieving zero-citation accreditation outcomes, and driving measurable organizational results through strategic leadership and process improvement methodologies.

Recognized for expertise in perioperative collaboration, workforce pipeline development, operational workflow coordination, regulatory readiness, process standardization, and staff leadership. Certified Surgical Technologist and Lean Six Sigma Black Belt with strong knowledge of healthcare quality systems, operational efficiency, KPI improvement strategies, and continuous performance improvement initiatives.

CORE COMPETENCIES

Perioperative Operations Leadership	Lean Six Sigma Methodologies	Healthcare Quality Improvement
Operational Performance Optimization	Workforce Development & Training	Accreditation & Regulatory Compliance
Process Improvement & Standardization	KPI & Throughput Analysis	Staff Leadership & Performance Management
Cross-Functional Healthcare Collaboration	Program Administration & Strategic Planning	Patient Safety & Quality Standards
Policy & Procedure Development	Clinical Operations Coordination	Team Leadership & Mentorship

PROFESSIONAL EXPERIENCE

Keystone Health Education Consulting

Director — Accreditation, Operations & Workforce Development

- Consulted with perioperative health systems on First Case On-Time Start (FCOTS) performance improvement, lifting FCOTS rates from 62% to 86% within 90 days through structured DMAIC root-cause analysis, standardized surgeon arrival protocols, and real-time OR huddle dashboards.
- Designed and implemented a Preference Card Governance System for a multi-specialty surgical department, driving card accuracy from 75.8% to 94–96% and projecting \$880K in annual gross savings with a first-year ROI exceeding 1,100%.
- Developed and launched a 22-week Surgical Technology Apprenticeship Program for a large health system, eliminating \$1.9M in annual surgical technology traveler spend and returning over \$900K in net savings to the operating budget.
- Designed OR–SPD Integration protocols including case-signout defect capture forms, T-15 daily readiness huddles, and closed-loop tray defect tracking systems — reducing instrument-related OR delays across all service lines.
- Conducted comprehensive surgical case delay analyses using EPIC perioperative data, constructing Pareto charts and delay frequency matrices to identify the vital few causes driving 78% of total OR delay volume.
- Developed throughput improvement recommendations for 12-OR surgical departments, identifying parallel processing opportunities and block utilization governance gaps projected to increase daily case capacity by 8–12%.
- Designed enterprise Leadership Capability Frameworks from Supervisor to Director level, establishing observable behavioral standards for succession planning, performance management, and leadership selection calibration.

- Built visual management board systems for perioperative departments, including OR readiness dashboards, SPD tray defect trackers, and FCOTS trend boards — adopted into daily huddle routines across multiple service lines.
- Applied Lean Six Sigma Black Belt methodology (DMAIC) to perioperative quality improvement engagements, producing DPMO calculations, Sigma level assessments, and executive-ready financial models tied to specific operational cost drivers.
- Collaborated with healthcare executives, OR directors, service chiefs, and SPD leadership to assess operational gaps, design scalable improvement solutions, and ensure sustainability of results post-engagement.

Tacoma General Hospital

Certified Surgical Technologist – ILC (Instrument Logistics Coordinator)

March 2022 – Present

- Collaborate with perioperative leadership, surgeons, surgical teams, sterile processing departments, and external operational partners to support efficient operating room workflow, surgical readiness, and patient safety initiatives within a high-volume surgical environment.
- Support perioperative operations through interdisciplinary coordination and surgical workflow management.
- Troubleshoot instrumentation, equipment, and case-flow challenges to minimize operational disruption.
- Collaborate closely with Sterile Processing and Distribution departments to support surgical throughput and procedural efficiency.
- Maintain surgical readiness standards through advanced instrumentation management and sterile field support.
- Assist in operational continuity and workflow coordination across multiple surgical specialties.
- Support patient safety initiatives through adherence to regulatory, sterility, and procedural standards.
- Coordinate scheduling, procurement, and logistical management of specialty instrumentation, vendor-supported equipment, and procedural resources to maintain surgical readiness and minimize case delays.
- Facilitate interdepartmental collaboration across the MultiCare Health System network for the borrowing, loaning, tracking, and coordination of surgical instrumentation and specialty equipment.

University of Alaska

Program Director – Surgical Technology

July 2018 – March 2022

- Led overall program operations, budgeting, compliance oversight, and workforce development initiatives.
- Directed accreditation preparation, regulatory reporting, site review readiness, and compliance management.
- Managed faculty recruitment, onboarding, mentorship, supervision, and performance evaluations.
- Developed and implemented operational policies and procedures aligned with institutional and accreditation standards.
- Oversaw clinical partnerships and affiliation agreements to maintain workforce pipeline continuity.
- Facilitated program advisory committees and collaborated with healthcare leadership stakeholders.
- Led continuous quality improvement initiatives to strengthen student outcomes, compliance, and operational performance.
- Maintained strong relationships with healthcare organizations, leadership teams, and external partners to support recruitment, retention, and workforce development efforts.

Virginia College Columbus

Program Director – Surgical Technology

January 2012 – January 2018

- Directed program administration, compliance operations, accreditation management, and strategic planning.
- Led faculty supervision, operational coordination, mentorship, and team development initiatives.
- Developed and maintained curriculum and operational systems aligned with accreditation and industry standards.
- Managed program effectiveness initiatives, student achievement metrics, and operational performance outcomes.
- Collaborated with healthcare organizations and executive leadership to strengthen workforce pipeline development.

- Supported institutional growth initiatives through recruitment, operational planning, and community engagement.
- Led process improvement and operational standardization initiatives to strengthen program performance and compliance outcomes.
- Maintained ongoing regulatory readiness and accreditation compliance through strategic oversight and documentation management.

SELECTED LEADERSHIP ACHIEVEMENTS

- Designed, developed, and successfully implemented multiple surgical technology workforce development programs to strengthen staffing pipelines, improve workforce readiness, and support long-term perioperative operational stability.
- Achieved initial CAAHEP accreditation for two Surgical Technology programs with zero citations.
- Maintained accreditation compliance rates above 90% over a 10-year period.
- Sustained national certification pass rates above 92%, consistently exceeding required benchmarks.
- Successfully graduated more than 300 Surgical Technology professionals.
- Awarded Program Director of the Year on two occasions.
- Led workforce development and operational improvement initiatives focused on long-term organizational success.
- Developed high-performing faculty teams and strengthened clinical partnership engagement.
- Implemented continuous quality improvement strategies to support operational excellence and regulatory compliance.

EDUCATION

Capella University	Completion April 2027
Bachelor's, Management and Leadership	
Concorde Career Institute	2004–2005
Surgical Technology Program	

CERTIFICATIONS

- Certified Lean Six Sigma Black Belt (CLSSBB) – The Council for Six Sigma Certification
- Certified Lean Six Sigma Green Belt (CLSSGB) – The Council for Six Sigma Certification
- Certified Surgical Technologist (CST) – National Board of Surgical Technology and Surgical Assisting