DR. GINGER RAYA

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PERFORMANCE SUMMARY

An Executive Leader with experience in organizations ranging from $14M to $51.5B global businesses proven performance managing revenue goals of up to $67M, operational expense budgets of up to $68M, and capital expense budgets of up to $5M. A capable mentor with a passion for attracting, recruiting, and advising teams of up to 250, and fostering a culture of continuous improvement and operational excellence.

CORE COMPETENCIES

- **Acquisition Due Diligence**
- **Board Governance**
- **Business Development**
- **Fundraising**
- **Multisite Operational Improvement**
- **Restructuring**
- **Change Management**
- **Turnaround**
- **Team Coaching / Mentoring**
- **EBITDA Growth**
- **Team Leadership**
- **Divestitures**

EDUCATION

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER – LUBBOCK, TX
Master of Science – Healthcare Administration (2016)
ARGOSY UNIVERSITY – PHOENIX, AZ
Doctor of Education (EdD) – Organizational Leadership (2014)
UNIVERSITY OF TEXAS – EL PASO, TX
Master of Public Administration (2003)
Bachelor of Arts – Organizational Communication / Public Relations (1999)

EMPLOYMENT / PROFESSIONAL HISTORY & ACHIEVEMENTS

NOTE: HOVER CURSOR OVER UNDERLINED TEXT FOR ADDITIONAL INFORMATION AND CLICK OR CONTROL-CLICK TO FOLLOW LINKS TO WEBSITES & PRESS RELEASES

UTHEALTH, HOUSTON, TX **2022 – PRESENT**

A $2.2B university health science center with six campuses throughout the state of Texas, serving over 1,500 students with 44 graduate degree programs and graduated over 9,245 alumni and counting.

Center Director, George McMillan Fleming Center for Healthcare Management & Associate Professor (El Paso, TX, Houston, TX & Remote)

Reporting to Chair of the Department for Management, Policy and Community Health (MPACH) and the El Paso Campus Regional Dean to grow the executive style healthcare management cohort pursuing a Master of Public Health as well as designated to lead strategic activities in the George McMillan Fleming Center for Healthcare Management.

- **State Leadership & Curriculum Development:** Appointed by the Texas Health and Human Services Commission (HHSC) to serve on the Texas Rural Hospital Officers Academy Advisory Committee representing The University of Texas System. Collaborate with HHSC, the Texas Department of State Health Services, Texas Department of Insurance, the State Auditor's Office, and rural hospital leaders to develop the statewide curriculum and instructional framework for the HB18 Rural Hospital Officers Academy, a 100-hour executive leadership program focused on strengthening leadership capacity, financial sustainability, and operational performance across rural hospitals in Texas. **One of eight state-appointed leaders responsible for developing Texas' executive leadership academy to strengthen leadership capacity, financial sustainability, and the future of rural healthcare across the state.**
- **Business Development:** Launched clinician leadership programs, produced a healthcare focused podcast and built a foundation for a healthcare accelerator within 18 months. Leveraged key relationships with professional associations in various communities statewide to recruit guest lecturers, podcast guest, and executive mentors. **These partnerships and strategic placement of programs cultivate a robust network of industry leaders while driving innovation and expanding UTHealth's statewide impact.**
- **Team Coaching / Mentoring:** Mentor, coach and develop graduate students who have a variety of backgrounds: medical students, residents, dentist, physicians, healthcare management students and other executives to take on existing challenges within healthcare operations by sharing best practices and coaching leadership experiences. **Designed and led two annual executive leadership cohorts that provide coaching and mentorship while building a sustained leadership pipeline aligned with the Fleming Center's long-term strategic priorities.**

HCA HEALTHCARE, NASHVILLE, TN **2015 – 2022**

A $51.5B leading healthcare services provider with 280,000 employees, 185 hospitals, and 2,000+ sites of care throughout the US and the UK.

Director, Physician Services (El Paso, TX / Las Cruces, NM)

Reporting to the Assistant Vice President with a $68M OPEX, $5M CAPEX, $12M Revenue Goal and 130 employees with 10 direct. Responsible for operational excellence for 20+ clinics and 113 providers, which includes acquisition activities and onboarding new physicians to market.

- **Turnaround:** Wait times and patient satisfaction in Cardiology were dismal, and leadership had become complacent. Charged by the Division VP to restore order. Analyzed patient feedback, reviewed with physicians, and formed an actionable plan. Addressed physician arrival times, navigated change resistance, utilized an alarm system to heighten patient service quality, and monitored progress. These efforts elevated patient satisfaction from worst to best in the city (30% to 80%+). **This instilled a culture of patient satisfaction and accountability, which became a Best Practice.**
- **Restructure & Change Management:** Commissioned by the Assistant VP to stabilize operations during the initial surge of COVID-19. In the first 7 days, performed a scheduling capacity analysis, then over the next month met with all clinical leaders, reviewed schedules, and made necessary changes. Implemented the Healo telemedicine platform, heightened safety standards, took a 20% pay cut, and reallocated it to retain staff. **As a result, no layoffs were necessary, and physicians kept a profitable and productive volume despite restrictions on elective procedures.**

HCA HEALTHCARE continued

- **Multisite Operational Improvement:** Patient no-shows/cancellations frustrated leadership. Called upon by the Division VP to reverse trends. The first 30 days, researched appointment adherence and used this to develop a strategy, which included technology improvements, patient portals, redundancy eliminations, and performance improvements. This strategy decreased no-show/cancelations throughout 451 locations by 25% within 90 days and set the MTD average benchmark at 9.5%, which was exceeded by 0.4% in 2019 (for a net revenue increases of $6M). **All divisions adopted these standards as SOP and Best Practice.**
- **Team Leadership / Coaching / Mentoring:** Patient satisfaction in El Paso was the lowest in the division. Tasked to improve metrics after prior initiatives had failed. Within 90 days, met with all leadership and brainstormed actionable improvement ideas. Increased patient follow-up via cards, electronic surveys, food incentives, wearable buttons, and staff competitions, then used this feedback to create further clinical enhancements. **These efforts lifted scores to 80% within 40 days, which exceeded expectations of 75%, and the market now leads in patient satisfaction.**
- **Divestitures:** Charged by leadership to divest a practice that was causing patient care complications due to misaligned strategy and practices. Over 45 days, navigated terminations, managed transition out of practice, established a non-compete area, reallocated staff, and crafted a strategy to notify patients of the change. **These methodologies retained all patients, elevated morale amongst the remaining physicians, and increased patient satisfaction and quality of care.**
- **Acquisition Due Diligence:** Tasked by the Division VP to acquire nine trauma surgeons and four APP's within 60-90 days. The next 60 days, engaged the doctors and got them signed which was a combination of explaining the acquisition process, demonstrating best-in-class operations, and providing financial support (with an SME). Once persuaded, onboarded/transferred patients with no complications. **This acquisition elevated revenues and enabled the expansion of services that were no longer dependent on 3rd party vendors.**

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER, EL PASO, TX **2009 – 2015**

A $57M graduate and undergraduate clinical research, patient care, and training center for obstetrics and gynecology at Texas Tech University El Paso.

Clinical Administrator, Paul L. Foster School of Medicine

Reporting to the Department Chair with a $14M OPEX, $1M CAPEX, $2M Revenue Goal and 75 employees with 5 direct. Responsible for operations for the clinic's 25 providers.

- **EBITDA Growth:** The department's $1M deficit was unrelenting, and the prior department chair had failed to restore order. Promoted and tasked by the CFO to intervene. Analyzed the payor mix, then championed a change management strategy focused on increasing cash procedures, incentivizing OB patients, scripting the call center, and working with billing/coding teams to improve charge lag. **This cultural transformation stabilized EBITDA, overcame the deficit, and facilitated bonuses to physicians by increasing cash reserves.**

Student Advising & Mentorship MPH/Doctoral

- **Academic Advising:** Primary advisor for 14 Master of Public Health (MPH) students during the most recent review period, providing guidance on academic planning, practicum placement, capstone preparation, and career readiness. Doctoral Mentorship: Served as a dissertation committee member for 3 doctoral students, contributing expertise in healthcare management, leadership, and applied professional development. Career
- **Coaching & Professional Development**: Designed and led Career Coaching Cohorts supporting graduate students' transition into the healthcare workforce. Cohorts included 8-12 students once a year with programming focused on leadership identity, interview preparation, professional branding, and executive communication.
- **Practicum & Experiential Learning Mentorship:** Supervised and mentored 9 practicum students in the most recent academic year and 14 total MPH students and interns through Fleming Center initiatives. Practicum placements included applied roles in healthcare leadership training, podcast production, case competition management, program evaluation, and professional development, supporting both on-site and remote experiential learning opportunities.
- **Doctoral Studies Committee**: Member of the Doctoral Studies Committee (DSC), a faculty body responsible for evaluating doctoral student progress through Annual Progress Reports, providing developmental feedback, and shaping program policies and academic standards.

TEACHING EXPERIENCE

- Adjunct Faculty & Subject Matter Expert, General Studies– Capella University (SEI), Online, [2017-2022]
- Adjunct Faculty & Subject Matter Expert, Healthcare Administration– Park University, Online & Ft. Bliss, [2009-2021]
- Adjunct Faculty & Content Writer, Healthcare Administration– American Military University, Online, [2019-2021]
- Adjunct Faculty, General Studies– Dona Ana Community College-New Mexico State University, Sunland Park Campus, [2009-2014]

LEARNING SCHOLARSHIP

- Raya, G., Prieto-Montoya, P. (2026). The Bias Breaker: A New Model for Judging, AUPHA Annual Conference.
- Willis, A., Raya, G. (2025). Collaborative Excellence: Transforming Healthcare Education with Case Competitions. 2nd Place, Best Poster, AUPHA Annual Conference.
- Raya, G. (2023). Preparing graduate students for the reality of the job market. AUPHA Annual Conference.
- Teaching Innovation Award, PH 3747: Healthcare Operations Management, UTHealth Houston, Office of Instructional Design (AY 2024–2025)

PROFESSIONAL RECOGNITION & SERVICE

- Peer Reviewer, Journal of Healthcare Management (Journal of the American College of Healthcare Executives), 2026–Present
- Keynote Speaker, Texas Society of Public Health Education (TSOPHE), September 2025
- Faculty Advisor, 15th Annual George McMillan Fleming Center Healthcare Management Case Competition, UTHealth Houston, April 2025
- Faculty Advisor, 14th Annual George McMillan Fleming Center Healthcare Management Case Competition, UTHealth Houston, April 2024

TRAINING DELIVERY & CURRICULUM DEVELOPMENT EXPERIENCE

- Executive Certificate in Healthcare Management & Leadership, UTHealth Houston, January 2024-Ongoing
- Developing the Leader within Through Growth Mindset & EI, GECU Young Professionals, July 2025
- Professionalism: Building Communication, Initiative, and Self-Regulation Skills, El Paso Community College, February 2024
- El Paso Chamber Women in Business, Crafting Your Professional Growth Plan, October 2024
- Ethics CME 1 hour: Exploring Professionalism, Texas Tech Health El Paso, October 2024
- Practical Professionalism, Practicum Intern Training, The Office of Public Health Practice & Engagement, May 2024- August 2024
- Coaching High Performing Teams, (Corporate Development Training), National Client Undisclosed, May 2023-Ongoing
- Career Coaching Program (Professional Development Coaching), 2018-Ongoing
- LinkedIn Lab (Professional Development Coaching), 2010-Ongoing
- Updating Our Training Style, (Professional Development Training), United Way of El Paso, February 2023
- Knowing Your Worth, (Professional Development Training), Texas Epidemic Public Health Institute, February 2023
- Introduction to Resumes, (Professional Development Training), Texas Epidemic Public Health Institute, January 2023
- U.S. Healthcare Delivery System, (Curriculum Development), Park University, April 2021
- Sr. Seminar in Healthcare Management, (Curriculum Development), Park University, March 2020
- Leadership & Management in Healthcare Systems, (Curriculum Development), Park University, August 2018

LEADERSHIP APPOINTMENTS & EXECUTIVE DEVELOPMENT

- Appointed Member, Texas Rural Hospital Officers Academy Advisory Committee (Representing The University of Texas System), Texas Health and Human Services Commission, 2026–Present
- Woody & Gayle Hunt-Aspen Institute Fellow, Aspen Institute Socrates Program, 2026 Winter Program
- The Dance of Coaching: Unpacking the Implications, Institute of Coaching, September 2024; Credential ID: 116799513
- Defining the Competencies Specific to Coaching Physicians, Institute of Coaching, August 2024; Credential ID: 111240978
- Coaching for Mindfulness: Restore Autonomy and Cure Burnout, Institute of Coaching, June 2024; Credential ID: 105200011
- Coaching in Leadership and Healthcare, Harvard Medical School, May 2024; 14 AMA CEUs from the Institute of Coaching & Harvard University
- Real-Time Leadership: What to Do When You Get to the Top of the House!, Institute of Coaching, March 2023; Credential ID: 69778852
- Conscious Inclusion (Diversity Training), HCA Healthcare, November 2020
- Leadership America 2020: Nationally recognized, preeminent women's education organization.
- HCA Healthcare Leadership Excellence Program, Class of 2020 – Selected for HCA Leadership Institute's executive development program for high-potential service line and corporate leaders.
- Revenue Cycle Leadership Resources, HCA Healthcare, March 2020
- Harvard ManageMentor: Coaching, Harvard ManageMentor, April 2019 Emotional Intelligence Leadership Approach to Change Management, Southwest Healthcare Executives Association, June 2018; DISC: Influencer.
- Career Coach Certification, The International Association of Professions Career College, April 2018
- Leadership Texas, 2015: Strength Finder 2.0: Top 5 Strengths- 1) Maximizer 2) Achiever 3) Significance 4) Competition 5) Activator

CIVIC ENGAGEMENTS

- President, Executive Board of Directors – ACHE of the Southwest, El Paso, TX [2019 – Present]
- Chair, El Paso Chamber Healthcare Coalition, El Paso, TX [2023 – Present]
- Vice Chair, Budget Advisory Committee – Socorro Independent School District | 2026
- Board Member, Centro San Vicente (FQHC) El Paso, TX [2024 – Present]
- Member, Texas Organization of Rural & Community Hospitals, (TORCH) | 2026–Present
- Member, Executive Forum, El Paso, TX [2024 – Present]
- Immediate Past Chair, EVOLVE FEDERAL CREDIT UNION, El Paso, TX [2018– Present]
- Co-Founder, WOMEN'S EDUCATIONAL RESOURCE ENTITY, El Paso, TX [2021– 2023]
- Member, Clinical Trial Consortium, Medical Center of the Americas (MCA), El Paso, TX [2019 – 2023]
- Founder, RNcubator, El Paso, TX [2015 – 2017]
- Community Advisory Board & Board Member, PBS (KCOS TV), El Paso, TX [2014 – 2017]

HONORS & AWARDS

- Distinguished Alumni Award, Department of Healthcare Management & Leadership, School of Health Professions, Texas Tech University Health Sciences Center, 2026
- Woman of Distinction, Texas Association of Mexican American Chambers of Commerce (TAMACC), 2024
- ACHE Service Award, American College of Healthcare Executives, 2024
- Outstanding Contribution as Presenter, Ethics CME: Exploring Professionalism in Healthcare, Texas Tech Health El Paso, 2024
- President's Diamond Award Nominee, Central West Texas Physician Services Group, HCA Healthcare, 2019

SPEAKING ENGAGEMENTS

- Invited Testimony, Texas House Committee on Public Health, Texas Legislature, Austin, TX, June 2026: Testified on HB18 implementation and development of the Texas Rural Hospital Officers Academy (RHOA).
- Panelist, Becker's Rural Healthcare Leadership Summit, June 2026
- Opening Speaker, Health Professions Network, Annual Conference, May 2026
- Panelist, ACHE 2026 Congress on Healthcare Leadership, March 2026
- Panelist, United Way of El Paso County, Engage Summit, March 2025
- Podcast Host & Producer, The HealthSpark: Igniting Healthcare Management Change with Dr. Raya, August 2024-Present
- Talk Show Guest, Falling Forward: Embracing failure as a stepping stone to success, Leading with Intention, September 2023
- Podcast Guest, Thrive in Healthcare: A Talk with Dr. Ginger Raya on Prioritizing Self-Care, August 2023
- Presenter, Preparing graduate students for the reality of the job market, Association of University Programs in Health Administration, June 2023
- Speaker, Three reasons why Emotional Intelligence is essential in health care, Nursing & Healthcare 2021 Conference, February 2021
- Panelist, Leadership Excellence Program, HCA Healthcare, October 2020
- Podcast Guest, Healthcare During COVID-19 and Healthcare Experiences in the Hispanic Community (Diversity and Inclusion), American Military University, August 2020
- Panelist, Facilitating Difficult Conversations with Learners (Diversity and Inclusion), Capella University, June 2020