

**Natalia Nadal Cruz, MSN, APRN, CMPE**  
**Founding Partner and Principal Consultant**

Envision Better Health, LLC

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## CURRICULUM VITAE

### **Positions Held**

- 1/2020 – present     **Founding Partner and Principal Consultant, Envision Better Health LLC**
- Focused on providing strategic insight, new growth ideas, and professional business advice to large and small providers, including those in transition and needing to reposition pediatric service lines. Dedicated to cost-effectively working with health systems and practices to translate visions and goals into sustainable initiatives related to collaborations, physician compensation, patient acquisition, organizational structures, international medicine, and physician/APP recruitment services.
- 7/2015-12/2019     **Senior Director, Johns Hopkins All Children's Hospital Strategic Business Services and All Children's Specialty Physicians**
- Worked with the Vice President of Strategic Business Services and Medical Director for Strategic Services on strategic planning and business development initiatives for Johns Hopkins All Children's Hospital, All Children's Specialty Physicians, All Children's Health System entities, and academic affiliations. Responsible for all proforma development, contract negotiations and relationship maintenance with the Johns Hopkins All Children's Hospital Affiliates.
- In addition, oversee the operations for over 275 providers, physicians practice plan, compensation plan, self-governance structure, recruitment, hiring, physician contract negotiations, onboarding of all physicians, psychologists and advanced practice providers to Johns Hopkins All Children's Hospital. Handling the business affairs of two non-profit corporations that encompass All Children's Specialty Physicians. Accountable for developing systems, networks, policies, procedures, and infrastructure to support administration and practice management.
- 07/2009-07/2015     **Executive Director – Johns Hopkins All Children's Hospital, All Children's Specialty Physicians**
- Responsible for the medical services management and ambulatory services operations for a pediatric multi-specialty physicians group, including obstetrics/gynecology and maternal fetal medicine. The medical group consists of 190+

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physicians, 125 advanced practice providers, and 285 non-physician FTEs at Johns Hopkins All Children's Hospital, St. Petersburg, Florida. Responsible for managing the day-to-day operations of the physician enterprise for the Health System including planning, directing, coordination of strategic development, and evaluating the administrative and business affairs of two non-profit corporations that encompass All Children's Specialty Physicians. Accountable for developing systems, networks, policies, procedures, and infrastructure to support administration and practice management. Responsible of a 56+ million-dollar annual budget.

**05/2008 - 05/2009 Director of Clinical Operations - Laser Spine Institute, LLC**

Responsible for overseeing the ambulatory clinical operations and radiological/MRI department of the Institute. Clinical operations consisted of coordination of services for a group of surgeons, physiatrists, Mid-Level providers, MRI technicians, X-Ray technicians, and other healthcare professionals. Responsible for the personnel and budgets, as well as the coordination of all operations relating to clinical operations for clients undergoing minimally invasive spinal surgery. Also responsible for assuring that the ambulatory care area and radiological/MRI areas were ready for Accreditation Association for Ambulatory Health Care (AAAHC) certification. As part of preparation for AAAHC developed departmental/organizational policies and procedures, best practices guidelines for minimally invasive spinal surgery, implemented a Quality Improvement Program, including peer review program, quality improvement studies, and many other required and necessary programs to assure certification. Responsible for the installation and implementation of Electronic Medical Records for the ambulatory care area.

**9/2002 – 02/2008 Senior Vice President of Operations – TeamHealth, West Florida Region.**

Responsible for overseeing strategic operations for multiple corporate contractual commitments for provision of Emergency Physician, Hospitalists, Urgent Care and Mid-Level (MLP) provider staffing services to nine hospitals and five clinics in the West Florida Region. Responsibility included assurance of compliance with Emergency Medicine and Hospital Medicine contractual obligations, best practices, physician / MLP staffing requirements, and fiscal affairs related to contractual commitment. Also responsible for the operations of two Occupational Health Practices, two Urgent Care Centers and a University Health Center. Presided over a fifty-five million dollar budget with an EBITA of 7 million. Accountable for overseeing the operations of over two hundred physicians, fifty Mid-Level providers and other professionals in the region.

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- 6/1984 – 08/2002     **Chief Operating Officer, Acting Chief Financial Officer and Senior Vice President** - The Emergency Associates for Medicine (TEAM) a Team Health Affiliate. TEAM was an emergency management and staffing Services Company in the West Coast of Florida which merged with TeamHealth in 1996. Responsible for operations and fiscal matters of multiple corporations: Responsibility included assurance of compliance with Emergency Medicine and Hospital Medicine contractual obligations, best practices, physician / MLP staffing requirements, management of a 28 employee billing company owned/operated by TEAM and fiscal affairs related to contractual commitment and billing operation.
- 4/81 - 02/2008     **Nurse Practitioner Consultant** to Medical Toxicology Consultants, Comprehensive Occupational Medicine for Business and Industry, and University of Tampa Student Health Center.

**EDUCATION**

- 1981                     Master of Science in Nursing, Major-Clinical Nurse Specialist / Advanced Registered Nurse Practitioner, Minor-Health Administration- University of Florida College of Nursing, Gainesville, Florida – Family and Community Health Nurse Practitioner Program
- 1978                     Bachelor of Science in Nursing - University of South Florida College of Nursing, Tampa, Florida
- 1974                     Associate of Science - Hillsborough Community College School of Nursing, Tampa, Florida

**CERTIFICATION**

Certified Medical Practice Executive (CMPE) designation through the American College of Medical Practice Executives (ACMPE).  
State of Florida Division of Workers' Compensation Health Care Provider

**PUBLIC AND COMMUNITY EXPERIENCE/APPOINTMENTS**

- 2013-2019             Member of the Physician Advisory Committee at Johns Hopkins All Children's Hospital
- 2014-2019             All Children's Specialty Physicians Compensation Committee
- 2009-2019             All Children's Specialty Physicians Board
- 2009- 2019             Member of the Quality Council, at Johns Hopkins All Children's Hospital

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- 2006- 2008            Member of Clients for Life Taskforce, TeamHealth Corporate
- 2005- 2006            Member of the Task Force in the development of Nurse 411
- 2001 - 2002            Hispanic Services Council, Executive Committee Member, Treasurer
- 9/2000- 2006            Hispanic Services Council Board Member
- 9/1/96 - 12/97            Appointed by Legislature to serve on the Prescribing of Controlled Substance by Nurse Practitioners Task Force
- 11/94 -1995            Member, Advisory Committee to the Dual Degree (MPH/MS) Training Program in Occupational Health Nursing, University of South Florida College of Nursing
- 7/92 – 7/93            Member of the Florida Nurses Association, Florida Medical Association, and Florida Hospital Association, Committee on Nursing
- 9/92 - 3/93            Member of the Board of Nursing Committee to study educational requirements for Advanced Nursing Certification
- 9/92 - 2004            Member of the Advanced Registered Nurse Practitioner Legislative Task Force, Florida Nurses Association.
- 8/93 - 8/94            Appointed by Governor Chiles and Mr. Douglas Cook to serve as a member of the Practice Parameters Advisory Committee, Agency for Health Care Administration
- 4/90 - 8/91            Chair, Florida State Board of Nursing
- 8/87 - 4/90            Vice Chairperson, Florida State Board of Nursing
- 3/86 - 8/91            Member of the Florida State Board of Nursing
- 2/80 - 4/88            Clinical Assistant - University of South Florida College of Nursing, Tampa, Florida
- 1/88 - 4/88            Clinical Preceptor, James Hawvermale - Independent study-Selected Aspects of the Care of Acute Patients; Graduate student, University of South Florida College of Nursing
- 1/86 - 4/86            Clinical Preceptor, Susan Milas, R.N. University of South Florida College of Nursing, Graduate Program - Adult Health Nursing

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## Curriculum Vitae

- 9/84 - 12/84            Clinical Preceptor, Janet Ashford, R.N.  
University of South Florida College of Nursing,  
Graduate Program - Adult Health Nursing
- 1/83 - 3/83            Clinical Preceptor, Joann Beaudet, R.N.  
University of South Florida College of Nursing,  
Graduate Program - Adult Health Nursing
- 9/81 - 12/81            Clinical Preceptor,  
University of Florida, College of Nursing,  
Graduate Program - Family and Community Health Nursing
- 9/80 - 12/81            Clinical Preceptor,  
University of South Florida, College of Nursing,  
Tampa, Florida

**HONORS**

Tampa Business Journal's Recognition of All Children's Specialty Physicians on the list of top Physician Groups in the State of Florida.  
Appointment to the Florida Board of Nursing by Governor Bob Graham and Governor Martinez  
Sigma Theta Tau, Nursing National Honor Society  
American Heart Association - Bronze Medal Award  
American Heart Association - ACLS Committee Member Award  
Florida Nurses Association Barbara Lumpkin Political Action Recognition Award  
Who's Who Worldwide - Registry of Business Leaders  
Pearl Award - Florida Nurses Association Council on Advanced Nursing Practice  
Who's Who Among Students in American Junior Colleges  
2010 Hillsborough Community College's Outstanding Alumni

**PROFESSIONAL MEMBERSHIPS**

ACHE  
MGMA  
Association of Hispanic Healthcare Executives  
American Nurses Association  
Sigma Theta Tau  
The American Academy of Nurse Practitioners

**OFFICES HELD**

Hispanic Services Council-Treasurer, (2001 - 2002)

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## Curriculum Vitae

Florida Board of Nursing - Chairperson, (4/90 - 8/91)

Florida Board of Nursing - Board of Medicine, Chairperson, Joint Committee (12/88)

Florida Board of Nursing - Vice Chairperson, (8/87 - 2/90)

Advanced Registered Nurse Practitioner Committee (3/86 -3/88)

Florida Board of Nursing - Chairperson, Probable Cause Panel (3/86 - 3/88)

Florida Nurses Association, ARNP Section - Member-at-Large, State Level (1983 - 1985)

American Heart Association - ACLS Committee Member (1983 - 1989)

West Coast ARNP Conference Group - Chairperson (1982 - 1983)

West Coast ARNP Conference Group - Member-at-Large (1981-1982)

ANA, District IV - Recruitment Committee Chairperson (1980 - 1983)

**RESEARCH, PUBLICATIONS, CLINICAL PAPERS**

Cruz, N: "Educational Alternatives Available in the Intravenous Therapy Rule 210.21." Florida Board of Nursing: DPR Newsletter, June 1992.

Cruz, N: "National Council of State Boards of Nursing Delegate Assembly, 1991 Nursing--Charging Ahead." Florida Board of Nursing: DPR Newsletter, November 1991.

Cruz, N: "Administration of Life Saving Drugs with Fatal Outcomes." Florida Board of Nursing: DPR Newsletter, August 1991.

Cruz, N: Board of Nursing Communiqué, "Dispensing and Prescribing Controlled Substances." Nurse Practitioner News, January/February 1991.

Cruz, N: "Florida Department of Law Enforcement Check." Florida Board of Nursing: DPR Newsletter, November 1990.

Cruz, N: "Declaratory Statements and the Scope of Nursing Practice." Florida Board of Nursing: DPR Newsletter, August 1990.

Cruz, N: Board of Nursing Communiqué, "Clarification of Nurse Practitioner Categories." Nurse Practitioner News, July/August 1990.

Cruz, N: "Board Withdraws Proposed Rule, Intravenous Therapy Committee Reestablished." Florida Board of Nursing: DPR Newsletter, May 1990.

Cruz, N: Board of Nursing Communiqué, "Advanced Nursing Practice in Florida." Nurse Practitioner News, February/March, 1990.

Hillman, JV; Nelson, RP; Reinhardt, CK; Cruz, N: "Pulmonary Hemorrhage in Systemic Lupus Erythematosus." Case study submitted to Pediatric Emergency Care, 1986.

Cruz, N: "Needs and Perceptions of Families of Emergency Department Patients." Journal of

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Curriculum Vitae

Emergency Nursing, 2: 1982.

Cruz, N: "Job Satisfaction and the Quality of Patient Care." University of South Florida, 1978  
(Unpublished).

**PREVIOUS WORK EXPERIENCE**

9/78 - 6/79            Clinical Instructor, Hillsborough Community College of Nursing, Tampa, Florida

7/76 - 9/78            Supervisor, Emergency Department, Centro Asturiano Hospital, Tampa, Florida

7/75 - 7/76            Staff Nurse, Emergency Department, Centro Asturiano Hospital, Tampa, Florida

1/75 - 7/75            Staff Nurse, Tampa General Hospital, Tampa, Florida