

Leslie Paulette Shaff, MD, JD, MBA, MAT

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HEALTHCARE LEADER

Senior healthcare professional who advances an organizations mission with a balance of operational leadership, patient focus, quality and safety excellence and fiscal stewardship. In-depth expertise in anesthesiology, clinical operations, accreditation, certification, medical student and resident education. Adept at coordinating staffing, surgical scheduling, improving efficiencies and adhering to budgetary constraints. Highly collaborative and results oriented physician leader with diverse talents in detailed analysis and operational problem solving. Seasoned expert in organizational development, turn-around initiatives, continuous improvement, staff development and financial management.

SELECTED ACCOMPLISHMENTS

- **Operational Leadership** – Successfully partnered with three hospital silos – Anesthesia, Surgery, Nursing – to improve safety, efficiency and fiscal responsibility in the operating rooms. Improved “First Case on Time Starts” from 38% to (consistently) between 95-100%. Reduced average “turnaround” between cases (wheels out to wheels in) from 51 minutes to 33-34 minutes.
- **Fiscal Stewardship** – Reduced overtime costs (RN plus tech) by 41.7% for first three quarters FY11 compared with FY09. Initiated cost saving measures worth \$2.2 million in savings in FY11 and \$1.0 million FY12.
- **Patient Focus** -- Provided pre-, peri- and post-operative anesthesia care to patients (ages - newborn to 100+) in orthopedic, general and outpatient areas.
- **Financial/Regulatory Compliance** -- Leveraged institutionalized yet fast-paced quality management operations, achieved full compliance for Sarbanes-Oxley regulations *with no incremental spend* for Information Systems. Regulatory compliance also achieved for FDA validation rules and 21CFR Part 11 under a tightly managed and lean budget. Substantially reduced development costs via balanced/strategic approach to outsourcing.

EDUCATION

Boston College Law School, Newton, MA
Juris Doctorate, May 2018

University of Pennsylvania Wharton School of Business, Philadelphia, PA
Master of Business Administration, 2006

University of Massachusetts Medical School, Worcester, MA
Medical Doctor, 1984

- *Internship in Internal Medicine*, Deaconess Hospital, Boston, MA, 1984-1985
- *Residency in Anesthesia*, Massachusetts General Hospital, Boston, MA, 1985-1987
- *Fellowship in Anesthesia and Clinical Research*, Massachusetts General Hospital, Boston, MA, 1987-1988
 - Studied neuromuscular blockade from, pharmacokinetics of and dose-response of Mivacurium and Doxacurium, novel neuromuscular blockers

Harvard Graduate School of Education, Cambridge, MA
Masters of Art in Teaching, 1967

Radcliffe College/ Brandeis University, Cambridge and Waltham, MA
Bachelor of Arts, cum laude (Brandeis University), 1966

EXPERIENCE

Adjunct Professor of Law – Boston College Law School; Fall Semesters 2019, 2020, 2021, 2022; taught seminar course in “Healthcare Law and Compliance”; scheduled to teach Fall Semester 2023

Court Master – Brookline Condominium Case; appointed by Norfolk Superior Court; was judicial mediator, March – November, 2017.

MCLE Teaching Program – assisted regarding expert witnesses May, 2018, 2019; June 2020; April 2021, 2022; July 2022

The Joint Commission

April 2012 – June 2015

An independent, nonprofit organization, The Joint Commission accredits and certifies more than 21,000 health care organizations and programs in the United States.

Physician Surveyor

- Involved with accreditation and certification of healthcare organizations in the mainland United States, Puerto Rico and worldwide.
- Surveyed hospitals across the country regarding patient safety issues and eligibility for hospital Medicare/Medicaid reimbursement.

The Lahey Clinic, Burlington, MA

2007 – 2012

Now known as the Beth Israel-Lahey Medical Center, the organization was a physician-led, nonprofit teaching hospital of Tufts University School of Medicine with locations throughout northeastern Massachusetts providing quality health care, primary care, cancer treatment, kidney and liver transplantation medical services; now also affiliated with University of Massachusetts Medical School

Chief Surgical Services Officer

- Successfully collaborated with the three silos – Anesthesia, Surgery, Nursing – to improve safety, efficiency and fiscal responsibility in the operating rooms.
- Managed Surgical Scheduling, Quality and Safety, Supply Chain, Cost Containment, and Operations.
 - Improved “First Case On Time Starts” from 38% to (consistently) between 95-100%
 - Reduced average “turnaround” between cases (wheels out to wheels in) from 51 minutes to 33-34 minutes
 - Reduced overtime costs (RN plus tech) by 41.7% for first three quarters FY11 compared with FY09
 - Initiated cost savings measures worth \$2.2 million in savings in FY11 and \$1.0 million FY12
 - Reduced expedited freight by 38% (FY10-FY11)
 - Reduced “Same Day Cancellations” by 16% (FY10-FY11)

Massachusetts General Hospital, Boston, MA

1985 – 2007

MGH is the largest teaching hospital of Harvard Medical School and is a 999-bed medical center offering sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery.

- *Senior Examiner*, American Board of Anesthesiology, 2005-2009

- Examined 15-20 anesthesiologists each year for Oral Board Certification
- Served on American Board of Anesthesiology Review Panel

- *Associate Anesthetist*, 2001-2007

- Provided pre-, peri- and post-operative anesthesia care to patients (ages - newborn to 100+) in orthopedic, general and outpatient areas.

- *Member, MGH OR Leadership Committee*, 1997-2007

- *Director, Division of Clinical Anesthesia*, 1996-2001

- Managed Surgical Scheduling and daily, monthly and yearly deployment of over 110 clinical staff and 14 CRNA’s
- Coordinated resident and fellow (~80) staffing with operating room needs.
- Managed operating room usage (50 anesthetizing locations).
- Prepared contingency plans for operating room emergency requirements after 911 terrorist attack.
- Managed staff certification and recertification.

- *Director, Resident Assistance Committee*, 1994-1997

- *Associate Examiner*, American Board of Anesthesiology, 1994-2005

- *Staff Administrator*, MGH Operating Rooms, 1993-2005

- Managed daily deployment of over 40 in-patient operating rooms and 10 out-patient operating rooms

- *Assistant Anesthetist*, 1992-2001

- *Director, HMS Anesthesia Rotation*, Massachusetts General Hospital, 1989-1997

- *Assistant in Anesthesia*, 1988-1992
- *Member MGH Committees*: Clinical Competency; Operations Improvement; Safety; SCIP; Lean Initiatives; HRO (High Reliability Organization) Achievement
- *Participant in State of Massachusetts Medical Tribunals*

Harvard Medical School, Cambridge, MA 1987-2007

HMS is the graduate medical school of Harvard University.

Assistant Professor in Anesthesia - 2001-2007

- Involved with medical student and anesthesia resident education.

Instructor in Anesthesia - 1988-2001

Clinical Fellow in Anesthesia, 1987-1988

University of Massachusetts Medical School, Worcester, MA 1984

Instructor, Introductory Physical Diagnosis

Home Business in Calligraphy, Newton, MA, 1972 – 1980

Self-Employed

Lasell College, General Biology, Chemistry Lab, Newton, MA 1971 – 1972

Instructor, Microbiology

University of Pennsylvania, Philadelphia, PA 1968 – 1970

Research Assistant

Milton High School, Milton, MA 1967 – 1968

Instructor, Biology, Algebra, Trigonometry

Harvard University Biological Laboratories, Cambridge, MA 1962 – 1967

Summer Lab Assistant

United Fruit Central Research Laboratory, Norwood, MA 1961 – 1962

Summer Lab Assistant

PROFESSIONAL LICENSURE

Massachusetts Bar (2019); Colorado Medical License (2007); American Board of Anesthesiology Recertification of primary certificate of ABA (1999); Diplomate, American Board of Anesthesiology (1989); Commonwealth of MA Medical License (1985); Diplomate, National Board of Medical Examiners (1984)

AWARDS AND HONORS

Richard S. Sullivan Award at Boston College Law School for Outstanding Contributions to the Law School; Boston Magazine: Best Doctors in Boston (2003-2012); Reappointment ABA Oral Board Senior Examiner (2008); Appointment ABA Oral Board Senior Examiner (2005); Reappointment ABA Oral Board Examiner (2004); Special Chairman's Award (2003); Reappointment ABA Oral Board Examiner (2000); Leadership Development for Physicians in Academic Health Centers (1999); American Board of Anesthesiology Recertification of Primary Certificate of ABA (1999); American Medical Association Physician's Recognition Award (1999); Reappointment ABA Oral Board Examiner (1998); American Society of Anesthesiology, Pierce Award for Patient Safety Exhibit (1987 – 1989)

INVITED LECTURES

HIPAA – NOVA Southeast University, Ft. Lauderdale, FL, 10/2020; Medicine, Law and Ethics, Museum of Science, Board of Overseers, Boston, MA, 11/2015; Anesthesia and Unconsciousness, Dedham Country Day School Fourth Grade Class, Dedham, MA, 11/2014; Operating Room Efficiency, Newton-Wellesley Hospital, Newton, MA, 10/2010; Efficiency in the Operating Room, Harvard Anesthesia Course, 9/2010; Grand Rounds: Operating Room Economics, Massachusetts General Hospital, Boston MA, 4/2009; Grand Rounds: Brigham and Women's Hospital, Boston, MA,

4/2009; Operating Room Symposium at Lahey Clinic, Burlington, MA, 1/2009; Academic Scheduling at MGH, Xin Hua Hospital, Shanghai Second Medical University, Shanghai, China, 9/2005; Orientation to Wharton Executive MBA Class XXXI, Wharton, University of Pennsylvania, Philadelphia, PA, 5/2005; Fiberoptic Intubation, New England Medical Society, St. Moritz, Switzerland, 3/1997; Fiberoptic Intubation, Grand Rounds, Kansas City Medical Center, Kansas City, MO, 2/1997; Fiberoptic Intubation, New Jersey Society of Anesthesia, Atlantic City, NJ, 2/1997; Fiberoptic Intubation, Fiberoptic Workshop, the Cooper Health System, Sugarbush Resort, Warren, VT, 2/1997

PUBLICATIONS AND PRESENTATIONS

- Curran MJ, Shaff LP, Savarese JJ, Ali HH, Risner M. Comparison of spontaneous recovery and neostigmine related recovery from mivacurium neuromuscular blockade. *Anesthesiology*. 1989; 69:A528.
- Basta SJ, Dresner DL, Shaff LP, Lai AA, Welch R. Neuromuscular and pharmacokinetics of mivacurium in elderly patients under isoflurane anesthesia. *Scientific Abstracts, International Anesthesia Research Society Annual Meeting, Orlando FL*. 1989; 68:S18
- Shaff LP, Curran MJ, Embree PB, Savarese JJ, Ali HH. A quantal analysis of the dose - response for tracheal intubation using mivacurium as the test relaxant. *Anesthesia and Analgesia* 1989; 68:S253
- Roberts JT, Ali H, Meyer M, Ryan JF, Shaff LP, Behringer E, Rubsamen R. Three new approaches to safer airway management. *Scientific Exhibit, American Society of Anesthesiologists Annual Meeting, New Orleans, L.A.* Awarded first prize in patient safety, 1989

COMMUNITY ACTIVITIES

Present Board Membership: BI-Deaconess Hospital Board of Overseers (2013-present); Leonard Bushnell IRB Committee (2019-present); Hebrew Senior Life (Boston) Board of Trustees (2013-present); Beth Israel Anesthesia Foundation (Boston) Board of Overseers (2016-present);

Past Community Activities: Newton Wellesley Hospital (Newton) Board of Advisors (2020-2021); past sisterhood president of Temple Aliyah, Needham, MA; Member of Radcliffe Mentor Program (1990 – 2014); Museum of Science Volunteer (1972 – 1976)

PROFESSIONAL DEVELOPMENT

Harvard School of Public Health, Boston, MA

Leadership Development Program for Physicians in Academic Health Centers, 1999

Court-Certified Conciliation Training, Boston, MA

Massachusetts Continuing Legal Education, Inc., November 2, 2018