



# Millie Morris

## Chief Pharmacy Officer, Enterprise Medication Management

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### STRENGTHS

- 🏢 **Enterprise leadership**  
Connected pharmacy strategy with safe operations, finance, technology, and patient care across multiple settings.
- ♥ **Medication safety**  
Turned event reviews into practical safeguards, and teams gained clearer direction after difficult cases.
- ✓ **Regulatory readiness**  
Built inspection routines across major pharmacy standards, giving leaders confidence before survey activity.
- ⚙️ **Technology transformation**  
Guided EHR, automation, IV compounding, and decision support work through careful clinical validation.
- 👥 **Team development**  
Created training and succession pathways, and emerging leaders gained room to take ownership.

### SKILLS

- Pharmacy leadership
- Multi site operations
- Formulary strategy
- Medication safety
- Root cause analysis
- Accreditation readiness
- 340B management
- Complex budgeting
- Specialty pharmacy   Revenue cycle
- Charge capture   Drug shortages
- Emergency preparedness
- EHR workflows
- Clinical decision support

### SUMMARY

Chief pharmacy executive and California licensed pharmacist with 18 years of progressive health system pharmacy experience, including more than a decade leading multi site operations across inpatient, ambulatory, specialty, compounding, and investigational drug services. Directs **enterprise medication management** strategy, **Pharmacy and Therapeutics** governance, formulary policy, medication safety, stewardship, regulatory readiness, 340B integrity, pharmacy finance, supply continuity, and technology modernization. Combines clinical expertise with executive leadership across EHR medication workflows, dispensing automation, **IV compounding technology**, **clinical decision support**, data governance, cybersecurity coordination, revenue cycle partnership, and specialty pharmacy growth. Builds accountable leadership teams, succession pipelines, training pathways, and operating standards while partnering with medical staff, Quality, Informatics, Finance, Revenue Cycle, and external agencies. Prepared to help a complex health system improve safe, equitable, efficient medication use.

### EXPERIENCE

#### Vice President, Pharmacy Services

Pacific Crest Medical Alliance 📅 January 2022 - Present 📍 Sacramento, CA

Directs enterprise pharmacy strategy, governance, operations, finance, technology, and workforce development across hospitals, ambulatory sites, specialty pharmacy, sterile compounding, and investigational drug services.

- Directed enterprise pharmacy strategy across hospitals, clinics, **specialty pharmacy**, compounding, and investigational services.
- Chaired **Pharmacy and Therapeutics** governance using utilization evidence, safety findings, and stewardship principles.
- Maintained readiness for California Board, CMS, **Joint Commission**, DEA, FDA, and CDPH requirements.
- Led specialty reimbursement, **charge capture**, **medical necessity documentation**, and revenue cycle improvement initiatives.
- Sponsored EHR workflows, dispensing automation, IV technology, decision support, **data governance**, and cybersecurity.
- Developed assistant directors, managers, clinical leaders, and pharmacists through succession and training pathways

#### Executive Director of Pharmacy

Golden State Academic Health 📅 July 2018 - December 2021 📍 Fresno, CA

Led **multi site pharmacy operations**, financial planning, 340B integrity, medication safety, supply continuity, emergency preparedness, and executive reporting for an academic health network.

- Led inpatient, ambulatory, specialty, purchasing, and **medication safety** operations across an academic network.
- Managed operating and capital budgets while aligning **cost containment** with evidence and patient safety.
- Strengthened 340B integrity through eligibility documentation, purchasing controls, audits, and compliance reviews.
- Established surveillance, **root cause analysis**, action tracking, and dashboards for **quality improvement**.
- Directed shortage mitigation and **emergency preparedness** through alternatives, inventory controls, and clinical communication.
- Presented regulatory risk, technology investments, pharmacy performance, and recommendations to senior executives

#### Director of Pharmacy

Sierra Valley Health Partners 📅 June 2014 - June 2018 📍 Modesto, CA

## LANGUAGES

English Native

Spanish Intermediate

## MY CAREER



● Vice President, Pharmacy Services at Pacific Crest Medical Alliance (4.8 Years)

● Executive Director of Pharmacy at Golden State Academic Health (3.4 Years)

● Director of Pharmacy at Sierra Valley Health Partners (4 Years)

● Pharmacy Operations Manager at Central Basin Medical Center (2.8 Years)

● Clinical Pharmacist at Northgate Regional Hospital (2.9 Years)

Managed hospital and **ambulatory pharmacy** services across multiple locations, guiding clinical operations, EHR transformation, **accreditation readiness**, analytics, purchasing, and leadership development.

- Managed pharmacy services across multiple locations with pharmacists, technicians, and clinical specialists.
- Redesigned medication workflows during EHR implementation, validating orders, interfaces, and decision support.
- Built accreditation routines for storage, controlled substances, **compounding**, documentation, and policies.
- Expanded operational, safety, and utilization **dashboards** supporting staffing and formulary decisions.
- Negotiated **purchasing** arrangements while monitoring shortages, vendors, contracts, and continuity of care.
- Developed manager training and succession practices that strengthened leadership coverage and advancement

### Pharmacy Operations Manager

Central Basin Medical Center 📅 July 2011 - May 2014 📍 Bakersfield, CA

Managed inpatient **pharmacy operations**, staffing, distribution, controlled substances, sterile compounding, medication safety, budgeting, inspection readiness, and staff development.

- Managed inpatient distribution, staffing, controlled substances, and clinical service coverage.
- Led medication event reviews and root cause analyses that informed policy safeguards.
- Supported budget development and variance reviews using expense, staffing, contract, and utilization data.
- Improved sterile **compounding** through standardized procedures, competency checks, and technology supported verification.
- Prepared teams for inspections through audits of records, storage, licenses, and corrective actions.
- Mentored pharmacists and technicians through competency development, feedback, and operational training

### Clinical Pharmacist

Northgate Regional Hospital 📅 July 2008 - June 2011 📍 Stockton, CA

Provided adult inpatient clinical pharmacy services while supporting stewardship, formulary evaluation, medication event analysis, electronic workflow testing, and education for residents, interns, and technicians.

- Provided inpatient review of indication, dosing, interactions, organ function, and monitoring.
- Partnered with physicians and nurses on medication selection and **stewardship** for complex patients.
- Supported formulary evaluations with efficacy, safety, utilization, and cost evidence.
- Investigated medication events and near misses, contributing analysis to safety recommendations.
- Trained residents, interns, and technicians on medication standards, documentation, and safe distribution.
- Tested electronic medication orders and **clinical decision support** functions during workflow updates

## PROJECTS

### Enterprise Medication Management Modernization 📅 2024

Sponsored connected medication workflows spanning EHR functionality, dispensing automation, IV compounding technology, clinical decision support, data governance, and cybersecurity coordination.

### 340B Integrity and Revenue Performance Program 📅 2021

Strengthened eligibility controls, purchasing oversight, audit readiness, reimbursement practices, charge capture, and financial reporting across complex pharmacy operations.

### Medication Safety Surveillance Initiative 📅 2019

Established root cause analysis, event tracking, dashboards, and action review practices that gave leaders clearer insight into medication risk and quality improvement.

## LEADERSHIP & AWARDS

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- Executive sponsor, Medication Safety Leadership Forum, 2022 to Present
- Member, Health System Pharmacy Executive Council, 2020 to Present
- Recognized for building pharmacy leadership pipelines and succession practices across multi site operations

## EDUCATION

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### Master of Health Administration

University of Southern California 🎓 GPA: 4.0 📅 2013 📍 Los Angeles, CA

**Coursework:** Health care finance, organizational leadership, health policy, operations management

### Doctor of Pharmacy

University of California, San Francisco 🎓 GPA: 4.0 📅 2008 📍 San Francisco, CA

**Coursework:** Clinical pharmacotherapy, medication safety, pharmacy administration, health systems

## CERTIFICATIONS

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- California Pharmacist License 📅 2008
- Medication Safety Leadership Certification 📅 2022

## TECHNICAL SKILLS

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- **Regulatory Compliance:** California Board of Pharmacy, CMS, Joint Commission, DEA
- **Federal and State Agencies:** FDA, CDPH, CMS, DEA
- **Pharmacy Operations:** Inpatient pharmacy, ambulatory pharmacy, specialty pharmacy
- **Medication Governance:** Pharmacy and Therapeutics, formulary strategy, stewardship
- **Medication Safety:** Root cause analysis, surveillance, quality improvement
- **Financial Management:** Complex budgeting, cost containment, revenue cycle
- **340B Program:** 340B integrity, eligibility, purchasing controls
- **Pharmacy Technology:** Dispensing automation, IV compounding technology, EHR
- **Clinical Informatics:** Clinical decision support, medication workflows, data governance
- **Supply Operations:** Purchasing, contracting, drug shortage mitigation
- **Workforce Leadership:** Succession planning, training pathways, performance standards
- **Revenue Operations:** Payer reimbursement, charge capture, medical necessity documentation

## PROFESSIONAL AFFILIATIONS

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- Health System Pharmacy Executive Council, Member, 2020 to Present
- Medication Safety Leadership Forum, Executive Sponsor, 2022 to Present

## ADDITIONAL INFORMATION

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**Work Status** : Authorized to work in United States. No sponsorship required.

## REFERENCES

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AVAILABLE ON REQUEST