

Jian Qing Zhang, DNP, MS, FNP-BC, NEA-BC, FAAN
(415) 260-9338 | jianz@chasf.org | San Francisco, CA
HEALTH CARE EXECUTIVE

Innovative health care executive with progressive leadership track record in hospital system, health plan and medical group development and management. 30 years of experience in governance, leadership, business development, operation, marketing, growth, innovation, clinical practice, teaching, and research.

CORE COMPETENCIES

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| ✧ <i>Hospital, Health Plan & Medical Group</i> | ✧ <i>Budgeting & Fiscal Management</i> |
| ✧ <i>Strategic Planning & Execution</i> | ✧ <i>Turnaround Plan & Execution</i> |
| ✧ <i>Culture Development & Refinement</i> | ✧ <i>Marketing & Public Relation</i> |
| ✧ <i>Managed Care & System Optimization</i> | ✧ <i>Government Affairs & Community</i> |
| ✧ <i>Business Development & Growth Planning</i> | ✧ <i>Fund Development & Grant Writing</i> |
| ✧ <i>Contract & Physician Negotiations</i> | ✧ <i>International Leader & Scholar</i> |
| ✧ <i>Team Building & Inspiration</i> | ✧ <i>International Speaker</i> |
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CAREER ACCOMPLISHMENTS

- 2022-2025
 - Chinese Hospital was recognized by Newsweek as America's Best-in-State Hospital in 2024 and 2025
 - Successfully built the affiliation with UCSF Health
 - Successfully established partnership with SFDPH
 - Building the only Subacute Unit in SF in collaboration with SFDPH
 - Successfully identified the equity partner, negotiated the purchase agreement and executed the acquisition of Jade Medical Group by Apollo to strategically expand the network for our health plan in San Francisco and San Mateo Counties
 - Successfully obtained \$10M (\$5M in 2022 and \$5M in 2023) from California State and \$7M from the Charles Huang Foundation to establish a Subacute Unit (also the first time Chinese Hospital received funding from CA State and the first time in history it received a \$7M one-time donation)
- 2020-2021
 - Successfully controlled small outbreaks and prevented a major COVID outbreak in the Chinatown community through leading comprehensive public health initiatives, in collaboration with elected officials, SFDPH, the media, and community leaders. Despite being the second most densely populated area in the nation, the Chinatown community remains one of the areas with the lowest infection rates and with an over 88% vaccination rate.
 - Successfully created new services/programs by establishing collaborations with SFDPH, UCSF, and Kaiser to strengthen the Hospital's financial stability.

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- As the interim CEO for Chinese Community Health Plan, a subsidiary of Chinese Hospital, turned around the health plan with a \$17M net income in 2020 and \$6.9M in 2021 (CCHP had a negative margin from 2016 to 2019).
- 2018-2019
 - Achieved 5-star rating from CMS (**CH is the only 5-star hospital in SF**)
 - Leapfrog grade A for patient safety
- 2017-2018
 - Developed the hospital turnaround plan, which was accepted by Cal Mortgage, to revitalize the Hospital and health plan and was implemented with positive outcomes.
- 2015-2016
 - Co-founded Jade Medical Group in 2015, which has grown to be profitable with over 250 providers and has been an integral part of the Chinese Hospital Health System.
 - Developed, from inception, an outpatient center (over \$13 million project) with a multispecialty clinic, pharmacy, laboratory, radiology, integrative medicine, optometry and health plan offices; achieved a positive bottom line within 6 months.
- 2013-2016
 - Participated in the design and construction (an over \$200 million project) of the new hospital tower, led licensing preparation, development and implementation of the move-in plan, passed CDPH licensing survey and obtained licensing approval.
- 2012
 - Obtained a grant from AT&T Foundation to create a telemedicine program for ICU to consult specialists. This program has been expanded to ER for stroke care and clinics.
- 2008
 - Supported by multiple grants, using a Patient-Centered Medical Home model, developed a comprehensive diabetes prevention and management program, ADA-certified DSME and CDC-recognized DPP. Received multiple DMHC awards
- 2009
 - Obtained a 3-year grant in the amount of \$575,000.00 from Gordon & Betty Moore Foundation to implement a CHF readmission reduction program and achieved 30% reduction of 30-day readmission. The program has since been adopted by the hospital and expanded to all-cause readmission reduction.
- 2000-Present
 - Supported by numerous grants, established initiatives for Hepatitis education, testing, vaccination, and linkage of care to raise awareness of Hepatitis and reduce mortality from liver cirrhosis and liver cancer.
- 1996-2008

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- Established four community clinics designed to provide primary care with multispecialty and other outpatient services. Created and put in place all policies, procedures, protocols and internal controls. All four clinics are financially sound, with 94.5% of patients rating the clinics services 9 or above on a 0-10 scale.

HONORS AND AWARDS

- 2025
 - **San Francisco Business Time Most Influential Women in Business**
 - UCSF Distinguished Alumni Award
 - Outstanding Chinese American Woman Who Dared from China Institute in America
- 2024
 - **Modern Healthcare 50 Most Influential Clinical Executives**
 - Committee of 100 Member
 - Community Impact Award from San Mateo AAPI Caucus
 - Humanitarian Alumni Award from University of San Francisco
 - Distinguished Leadership Award from SYSU Alumni Association
- 2023
 - **Forbes 50 Over 50 Innovation List**
 - Distinguished Woman of the Year awarded by California Assembly
- 2022
 - Distinguished Woman Leader awarded by SF Board of Supervisors
 - Distinguished Alumni Award from Sun-Yat Sen University of Medical Sciences Alumni Association
- 2021
 - Distinguished Woman of the Year awarded by California Assembly
 - Outstanding Overseas Chinese by CCBA and CCWA
 - Community Hero Award by NBC Bay Area TV
- 2020
 - **Fellow of American Academy of Nursing**
- 2020
 - Community Heroes Award from Gum Moon and Women's Resource Center
- 2013
 - Outstanding Community Services Award, American Heart Association
- 1995
 - Outstanding Community Services Award, Chinese Community Cardiac Counsel, American Heart Association, San Francisco
- 1990-1992
 - Full scholarship for a master's program at UCSF from the China Medical Board of New York
- 1985-1989

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- Full scholarship from Sun Yat-Sen University of Medical Sciences

CAREER HIGHLIGHTS

Chief Executive Officer (CEO)

September 2017 - Present

Chinese Hospital

- Promoted to be the CEO to turn around the hospital. Developed and executed a turnaround plan to revitalize the hospital
- Secured funding (CleanFund \$30m) to renovate the old hospital tower
- Promoted a reputation for quality, innovation, and clinical excellence
- Working with the board of directors to shape the strategic direction
- Building a high-performing team of 500+ professional staff and 250+ Medical Staff
- Directing the effort to elevate the emergency department to Basic Services instead of Standby
- Licensed and opened 2nd floor as SNF and awarded \$14M contract from SFDPH to care for DPH patients during the pandemic.
- Building partnership/collaboration with multiple health systems including SFDPH and UCSF Health affiliation.
- Developing a culture of trust and open lines of communication for patients, nurses, and physicians
- Successfully designed and led a comprehensive public health initiative including education, testing, contact tracing, quarantine, linkage of care and vaccination to safeguard the SF Chinatown community during the pandemic.
- Led the development of a primary stroke center certified by TJC in collaboration with UCSF Health through telemedicine.

Interim Chief Executive Officer (CEO)

March 2020 - January 2022

Chinese Community Health Plan

- Led the plan and implementation of 120+ employees to work from home during the pandemic
- Worked with a health plan consulting firm to turnaround the health plan and achieved \$17M net income in 2020 and \$6.9M in 2021 after losing money from 2016-2019.
- Seeking and negotiating an equity partnership to strengthen and expand the health plan

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Chief Operating Officer (COO)

June 2015 - September 2017

Chinese Hospital

- Promoted to be the COO to oversee pharmacy, radiology, laboratory, CPU and dietary in addition to all the clinics.
- Established a comprehensive outpatient center from inception.
- Created a PFP program to incentive health plan network providers to improve care and services.
- Spearheaded initiatives to improve HEDIS scores and risk scores for the health plan.
- Established Jade Health Care Medical Group, serves as the board member/treasurer.
- Directed the planning and implementation of an electronic health record system (Cerner)
- Led the grant opening of the new hospital.

Chief Health Service & Innovation Officer

April 2012 - June 2015

Chinese Hospital

- Established an innovation department in addition to overseeing all clinics
- Wrote numerous grants including submitting a \$4m+ proposal to CMS Innovation Center to create a comprehensive diabetes program for the Chinese community. Funding from the grants was used to develop innovative programs to improve quality of care, health promotion & prevention, and improve operation effectiveness and efficiency. Won 2 DMHC awards.

Clinic Administrator/Director/Manager

August 1996 - March 2012

Chinese Hospital

- Established 4 community clinics, 2 East West clinics and 1 specialty clinic. Created and put in place all department operating policies, procedures, protocols and internal controls.
- Recruited physicians and negotiated contracts; conducted marketing and branding;
- Implemented internal billing process to maximize collection
- Practiced as an FNP

University of California, San Francisco, School of Nursing

- Full Clinical Professor July 1, 2022-present

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- Associate Clinical Professor July 1, 2014-June 30, 2022
- Assistant Clinical Professor July 1, 2004-June 30, 2014

OTHER PROFESSIONAL ROLES

- Board of Directors, California Hospital Council, 2023-present
- Board of Directors, San Francisco Health Plan, 2018-present
- Co-founder, Board of Directors & Treasurer, Jade Medical Group, 2016-2022
- Board of Directors & President, Chinese Community Health Resource Center, 2017-present
- Board of Directors, NICOS, 2018-2024
- Board of Directors, HealthUnity 2025-present
- Board of Directors, HKBANC, 2025-present
- Professor & Associate Dean, Sun Yat-Sen University's Xinhua Nursing College Guangzhou, China, 2014-present

EDUCATION

- DNP in Healthcare System Executive Leadership, 2012, USF
- FNP in Family Practice, 1996, UCSF
- Master of Sciences, 1992, UCSF
- BS in Nursing, 1989, Sun Yat-Sen University of Medical Sciences
- Special training in Health Administration & Policy, Summer 1991, George-Mason University,
- Advanced Finance Certificate in Health Care for Nurse Executives, 2015, AONE/HFMA

PROFESSIONAL LICENSES AND CERTIFICATES

- California License of Family Nurse Practitioner and Registered Nurse
- ANCC National Certified Family Nurse Practitioner
- ANCC National Certified Nurse Executive Advanced
- Fellow of American Academy of Nursing

GRANTS

I have written more than 30 grants and were awarded more than \$15M to create innovative new program/services to improve access, quality of care and well-being of the community, and enhance efficiency and effectiveness financially and operationally.

RESEARCH & PUBLICATIONS & PRESENTATIONS

I have extensive research experience as a PI and researchers in many research projects. I have published more than 20 articles. I have frequently presented nationally and internationally.