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Valley Health System
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Experienced and accomplished transformational leader who has engaged cross-functional teams to advance the organizations mission- "Serving our community by improving health." Focused on the elimination of preventable harm, clinical outcomes and patient/clinician experience has led the organizations journey to high reliability.

PROFESSIONAL EXPERIENCE

Valley Health System, Winchester, Va.

1995- Present

Valley Health (VH) is a not-for-profit health system based in Winchester, VA, serving the Northern Shenandoah Valley of Virginia, the Eastern Panhandle and Potomac Highlands of West Virginia, and western Maryland. The VH network includes six hospitals, more than 70 medical practices and Urgent Care centers, outpatient rehabilitation clinics, medical transport, long-term care and home health. With a combined 644 inpatient beds, 166 long-term care beds, 6,500 employees, and 800-plus medical staff, members. VH has approximately 31,000 Hospital Admissions, 150,000 Emergency Department Visits, and 2,500 Deliveries each year.

Chief Quality and Patient Safety Officer

2021- Present

Selected to serve in this new role established at Valley Health as a result of organizational restructuring.

Charged with:

- Overseeing the organizations' high reliability transformation
- Advancing the Culture of Safety
- Leading the development and implementation of a Robust Performance Improvement (RPI) platform
- Providing strategic direction and support to system and/or facility leaders as they develop and execute plans to achieve VHS's strategic objectives
- Supporting system/entity leaders in their work to obtain/maintain required accreditations.

Provide executive leadership across VHS for: Quality, Patient Safety, Clinical Data Analytics, Infection Prevention, Accreditation and Organizational Excellence.

Provide executive leadership for the Behavioral Health Service line strategy.

Provide executive oversight of outsourced Clinical Documentation, Coding and Healthcare Information Management.

Select outcomes of note:

- Decreased system Mortality Observed to Expected Ratio from 1.38 to 0.77
- Decreased system Whole House Infection Rate from 0.70% to 0.30%
- Transitioned all facilities from Joint Commission to DNV Accreditation
- Transitioned the risk adjusted quality and operational databases from Premier to Vizient
- Launched a system wide Peer Messenger Professionalism program in partnership with Vanderbilt University
- Facilitated the restructuring of the Board Quality Committee to governance best practices
- Established a quality incentive plan for all employed physicians and Advanced Practice Providers aligning with the organizations strategic objectives
- Developed the first direct access Emergency Psychiatry Assessment, Treatment and Healing

(EmPATH) unit in Virginia

- Executive oversight of the first health system based alternative transport company in Virginia allowing law enforcement custody for patients in mental health crisis to be transferred to the custody of the health system

Valley Health System, Winchester Medical Center

1995 – 2021

495 bed regional referral center with 700+ credentialed clinicians

- Magnet Re-designation (2018)
- Level II Trauma Re-designation (2018)
- AHA Cardiovascular Center of Excellence Accredited (2018, 3rd in country)
- Primary Stroke Center Recertification (2017, 2019)
- Level 4 Epilepsy Center by National Association of Epilepsy Center

Vice President of Medical Affairs

2011-2021

Report to President of Winchester Medical Center for hospital roles and to the Valley Health System Chief Physician Executive for health system roles. Leadership through direct operational oversight as well as organizational influence. Areas with direct reporting relationship and select achievements:

- Medical Staff Credentialing
 - Implementation of a 6 hospital Centralized Credentials Process
 - Implementation of Advanced Practice Clinician Committee which provides credentialing and peer review function for APC members of the Medical Staff
- Infection Control Program
 - COVID- Executive oversight for Valley Health hospital-based response to COVID-19
 - Regional Ebola Assessment Hospital
 - Creation of Highly Infectious Disease Unit in conjunction with Virginia Department of Health and the Center for Disease Control
 - Successful management of R/O Lassa Fever Patient
 - CDAD SIR reduced from 1.614 to 0.812
 - CAUTI reduced from 62/yr (pre-dates SIR data for CaUTI). to 18/yr. SIR 0.8
 - Colon SSI SIR reduced from 1.603 to 0.975
 - Surgical Site Infections (SSI) - Led a multidisciplinary team to review SSIs due to a higher than desired National Healthcare Safety Network (NHSN) Standardized Infection Ratio (SIR). Guided the team as they implemented the 2016 American College of Surgeons and Surgical Infection Society: Surgical Site Infection Guidelines. This has led to a decrease in Colon SSI SIR from 1.603 to 0.975.
- Clinical Outcomes Department
 - 22 Clinically abstracted national databases and associated improvement initiatives. Select achievements:
 - ACC- Door to balloon time median of 43 mins
 - STS- Three Star 2016, 2017. CABG readmission improved from 10% to 5.5% (90th Percentile)
 - Vascular Quality Initiative sponsored by Society of Vascular Surgeons- Three Star. Development of Code Rupture protocol for ruptured abdominal aortic aneurysms with decrease in mortality from 60 to 14%
 - Surgical Mortality- Led a multidisciplinary team that reviewed in hospital mortality due to a higher-than-expected odds ratio. As a TeamSTEPPS Master Trainer, provided guidance to a multidisciplinary team that implemented the TeamSTEPPS Rapid Response Systems Module. This led to a decrease in our NSQIP mortality odds ratio from 1.23 to 0.85 in one year.

- Physician/APC executive oversight:
 - ACCESS Program- Acute Care Surgery program with nine (6.5 FTE) physicians and 3 FT APC.
 - Valley Intensivists- Critical Care program with 12 FTE physicians and 7 FTE APC supported by Telemedicine ICU
 - Psychiatric providers- Five physicians, 1 APC and 8 LPC/LCSW
- Behavioral Health Services- Executive oversight for the service line:
 - 26 Adult Inpatient Bed Unit, and 10 Bed Geriatric Inpatient Unit
 - Senior Intensive Outpatient Program (IOP) two sites
 - Adult IOP
 - Transitional Program for Adults and Seniors to open September 2019
 - Integrated Services at OB/GYN, and PCP practices as well as Cardio-Pulmonary Rehab Service
 - Implementation of Screening Brief Intervention Referral Treatment (SBIRT) in WMC ED, WMH ED, Inpatient BHS, WMH's ED and a VH Urgent Care in collaboration with George Mason University School of Nursing
 - Implementation of Crisis Intervention Team Assessment Center (CITAC) in collaboration with regional law enforcement and community services board.
 - Grants
 - Project TRIUMPH, Health Resources and Services Administration (HRSA) behavioral health integration project awarded \$1.5M over three years. The purpose of Project TRIUMPH is two-fold:
 - To increase access to behavioral health, substance use, and suicide prevention services through three Valley Health primary care clinics and their community partners in the rural, underserved communities of Martinsburg and Hedgesville, West Virginia and
 - To develop the primary care practices as clinical education sites to train and prepare the future nursing and social work workforce in those communities through an academic-practice partnership with Shepherd University.
 - Safer Care, Substance Abuse and Mental Health Services Administration (SAMSHA), awarded \$750,000 over 18 months for Valley Health to implement safer suicide care by transforming its Winchester Medical Center Emergency Department (WMC ED) to more effectively identify, treat, and provide continued care to people with suicide and domestic violence (DV) risk. This project increases critical services including:
 - Access to brief prevention interventions, validated risk assessment, suicide-specific treatment, transitional psychiatric care, safer care transitions, and enhanced DV services– in hopes of turning the tide of suicide risk and loss in our region post COVID-19.
- Northern Shenandoah Valley Substance Abuse Coalition- All employees that support the work of our nationally recognized Regional 501 C3. Established in 2014 our coalition has raised more than \$2M to support practical, evidence-based responses to the opioid crisis and give families a sense of hope through a positive future, rooted in recovery. Select results include:
 - Establishing the Northwest Regional Adult Drug Treatment Court (DTC) saving more than \$300,000 in court and incarceration costs in 2017 through compassionate and innovative DTC services.
 - Mitigating overdose deaths compared to the increase in population in the area served
 - Decreasing the length of stay in the hospital for babies born substance exposed
 - Improving access to Naloxone
 - Creating a successful drug take-back programs in partnership with community agencies and law enforcement available 24/7
 - Decreasing the incidence of children needing social services intervention due to

- parental/caregiver addiction
- Establishing and managing an innovative Law Enforcement Overdose Intervention Program (\$1M Grant from Aetna Foundation)
- WMC/VH Clinical Research Office- Currently managing 34 active clinical trials. Select achievements include:
 - Top enrollers in Persist (out of 43 sites) and Believe (Out of 11 sites)-Aortic Valve Studies
 - 2nd top enroller for TAVR Low Risk (out of approx. 80 sites in US, Canada, Japan, Australia, and New Zealand)
 - Top enroller for Epidiolex Study (medical Marijuana for children with Epilepsy) (out of sites)- lead to FDA approval of Drug Use. First ever Cannabis approved drug in the USA with added benefit for patients with Dravet and LGS. Side effects were minimal for our patients.
- CME Program- Regional provider of CME accredited by the Medical Society of Virginia

Select areas of organizational influence:

- Formed a multi-disciplinary team to plan, develop and implement journey to High Reliability Organization. This has resulted in a collaborative effort with the medical staff, nursing, clinical and support leadership to advance the organization on its journey to high reliability. Select achievements:
 - Decrease of Serious Safety Event Rate from 4.3 to 0.3
 - Zero early elective deliveries in 5 years
 - Leap Frog “A” in all but 2 of the biannual rating periods since 2012
 - CMS 4 Star- Perform “at or better than the national rate” in all CMS Complication and Mortality measures.
- Coordination of Acute Care Resources- Serving a tri-state area with 4 Critical Access Hospitals, a small rural General Hospital and a ~500 bed Regional Medical Center, under my leadership Valley Health System initiated a process to ensure patients requiring inpatient care received their care in the hospital that best met their needs. The intent was to allow patients to stay in their communities and only be transferred if the local hospital did not have the capability to care for them As a result, the transfer rate from the CAHs decreased by 50% and our EMS providers reduced the time units were out of service by 3,120 hours/year.
- Support the medical staff in its work relative to credentialing, privileging, reappointment, professional practice evaluation and quality review:
 - Supported the restructuring of the Executive Committee to allow for improved engagement and effectiveness of the medical staff governance
 - Supported the updating of all Medical Staff governing documents.
- Serve as the WMC liaison to the:
 - VH Performance Improvement Department
 - VH Clinical Documentation Integrity Department
 - VH Care Management Department

Chief of Department of Surgery

1999-2005

Elected leader of 100+ physician medical staff department. Responsible for:

- Medical staff privileging, quality surveillance and governance.
- Led interdisciplinary Surgical Services Committee
- Only leader at WMC from start to finish of an:
 - 8 room expansion to the operating room
 - Construction of a new Sterile Processing Department
 - Doubling in size of Pre-admission and PACU spaces

Chief of Division of Urology

1997-2005

Elected leader of 10-physician division. Select accomplishments include:

- WMC obtained only the fourth COPN for a dedicated ESWL in Virginia
- Introduction of Laparoscopy, Videography and Laser therapy in Urology

Urologist- Urology Clinic of Winchester

1995-2011

- Private practice urologist in a group that provided comprehensive adult urologic care and significant pediatric care.

SELECT PRESENTATIONS

Institute for Healthcare Improvement Patient Safety Congress- **Care for the Caregiver: Focus on Workforce Well-Being and Resilience**, Orlando, Fl. May 2024

Virginia Hospital & Healthcare Association CMO Leadership Meeting, **A Health System's Experience in Addressing Physician Behaviors in Support of a Culture of Safety**, Virtual State Meeting August 2023

Catalysis LEAN US Summit **Leaders! Get to the Gemba!** Chicago, IL. June 2023

Institute for Healthcare Improvement Patient Safety Congress - **Leader Presence and Positivity as the Foundation for a Culture of Safety**, Washington DC, May 2023

Virginia Hospital and Healthcare Association- **A Multi-prolonged approach to driving and sustaining reductions in Mortality O/E**, Richmond Va. And Virtual, February 2023

The American College of Surgeons Clinical Congress, October 2020 Invited Speaker and Panelist, **"Conflict in the Surgical Workplace: The Obstructive Surgeon"**

United States House of Representatives Committee on Education and Workforce- Washington, DC, April 2018- **"Formation of the Northern Shenandoah Valley Substance Abuse Coalition."** Invited to brief the committee on the work to mitigate the adverse impact of addiction on our community. One of three panelists to spend two hours briefing thirty members of the House of Representatives and their staff.

The Leader's Board- Denver, Co., July 2018 - **"A Health Systems Organic Journey to High Reliability."** Invited speaker to a meeting of 50 Chief Medical Officers from throughout the US.

Virginia Behavioral Health Summit- Richmond, Va., September 2018- **"The Addiction Crisis in the Northern Shenandoah Valley- A Community Response."** Invited Keynote Speaker to a meeting of 250 participants from throughout the Mid-Atlantic.

AWARDS

2021 Citizen of the Year

Recognized by the Top of Virginia Chamber of Commerce as the Citizen of the Year of the Northern Shenandoah Valley.

2019 Virginia Hospital and Healthcare Association “Imagine a Virginia” Senior Leader Quality & Patient Safety Award

This VHHA “award recognizes senior and executive level professionals in Virginia hospitals and health systems who have demonstrated leadership in patient safety and quality improvement both in their organizations and across the Commonwealth.”

EDUCATION & CERTIFICATIONS

American Board of Urology, Board Certification	Certified 1997 Recertified 2005, 2015
Urology Residency Penn State University College of Medicine, Hershey, Pa.	1991-1995
General Surgery Resident Penn State University College of Medicine, Hershey, Pa.	1989-1991
Doctor of Medicine University of Virginia, Charlottesville, Va.	1989
Master of Science in Healthcare Systems Engineering Johns Hopkins University, Baltimore Md.	2023
Bachelor of Arts, Biology The Catholic University of America, Washington, DC	1984

PROFESSIONAL/COMMUNITY AFFILIATIONS

Valley Health Assurance Company Board Member	2023- Present
Northern Shenandoah Valley Substance Abuse Coalition, Board Chair	2022- 2025
Northern Shenandoah Valley Substance Abuse Coalition, Board Member	2014- Present
Virginia High School League, Swim Official	2006-2019

Select Media

Becker’s Healthcare Podcast https://www.beckershospitalreview.com/podcasts/podcasts-beckers-hospital-review/dr-nicolas-restrepo-md-chief-quality-and-patient-safety-officer-at-valley-health-128106692/	December 2023
Becker’s Hospital Review 132 patient safety experts to know https://www.beckershospitalreview.com/hospital-management-administration/132-patient-safety-experts-to-know-2025/	August 2025