

SUMMARY

Motivated, quality-driven leader with progressive senior leadership experience. An expert in laboratory and Lean Six Sigma continuous improvement methodologies. Identified as a high potential individual with a record of achieving results, exceeding company expectations, and delivering exceptional customer service.

CORE SKILLS

Regulatory Compliance | Quality Assurance / Quality Control | Team Building / Mentoring | Change and Process Improvements | Developing Strategic Business Plans | Automation | Research and Development

PROFESSIONAL EXPERIENCE

SOLANO SCIENTIFIC, LLC

2023-Present

Founder and Chief Executive Officer

- Directs, plans and manages activities of Solano Scientific LLC. Develops long-range organizational objectives, and operational business plans.
- Partners with clients to identify areas of need and help develop plans and approaches for new solutions or products.
- Provide R&D, and technical operational guidance to laboratories that need to implement advanced clinical and forensic toxicological services.
- Working with toxicology laboratories to design and implement scientific operational process improvement and automation projects.
- Able to fulfill the Laboratory Director, Clinical Consultant and Testing Personnel responsibilities as listed in CLIA '88 (42 C.F.R. §493.1407, 1419 and 1495, respectively) and other responsibilities required by applicable laws/regulations.

QUEST DIAGNOSTICS INCORPORATED

2016-2023

The Nation's leading provider of diagnostic testing, information, and services. NYSE:DGX.

Executive Director, R&D, Employer Solutions and PDM/Toxicology (2021-2023)

- Directs, plans, and manages activities of Scientific Directors, managers, and scientists for feasibility studies, new product development, modifications, and improvements of assays and newly and modified platforms, trouble shooting of assays, and transfer to manufacturing and launch. Interacts with executive level management and organization's scientific partners. Plays a key role in corporate development of methods, techniques and evaluation criteria for projects and programs.
- Partners with senior leaders to develop plans and approaches for new products. Develops long-range organizational objectives, operational business plans, and policies based on detailed knowledge of company and without appreciable direction.
- Leads and champions innovation, automation, and other efficiencies to improve quality, customer service, productivity, cost reduction and to enable Quest to be an influential market leader. Provides inputs for new research developments in the appropriate fields of expertise making recommendations on tests to develop consistent with mandates from the Chief Medical Officer, Clinical Franchises, and/or other internal businesses.
- CLIA Lab Director for 3 laboratories

Toxicology Sr. Scientific Director, Irving TX (2016-2021)

Responsible for the development and implementation of the Drug Monitoring (DM) Lab.

- Led the planning and implementation of the Drug Monitoring testing laboratory. Successfully launched in 2017.
- Responsible for day-to-day operations including pre-analytical, analytical, and post analytical processes
- Responsible for developing and maintaining the expertise needed to run an efficient quality laboratory
- Responsible for the evaluation and recommendation of new procedures, equipment, and techniques utilized in the laboratory
- CLIA Lab Director for 3 laboratories
- Participated in multiple 3P and Kaizen events across laboratories as a “subject matter expert”
- Responsible for the Implementation of ASCENT across the enterprise
- Developed operational excellence dashboards for all DM laboratories
- Recipient of the Indigo Innovation Award in 2020

Clinical Pathology Laboratories (CPL)

2011-2016

Part of Sonic Healthcare, Ltd, of Sydney, Australia

Vice President, Operations, Austin TX

Responsible for the direct oversight and management of the laboratory for the Southwest Division.

- Directed over 400 FTEs in both Clinical and Anatomic Pathology Laboratories
- Continuously improved the laboratory to deliver state-of-the art services through the establishment of quality systems
- Financially responsible for the operating budget as well as all capital expenditures
- Developed an esoteric laboratory which serves as a reference laboratory for Sonic Healthcare USA
- Technically responsible for nine Sonic Healthcare laboratories across the USA
- Strategically prepared the laboratory for the future.
- Served on the Advisory Board for Siemens.
- Worked with vendors to automate the lavender line, change platforms for 80% of the testing to meet quality and operational needs, and front-end automation.

QUEST DIAGNOSTICS INCORPORATED

1991-2011

The Nation's leading provider of diagnostic testing, information, and services. NYSE:DGX.

Director, Laboratory Operation, Irving TX (2009 – 2011)

Responsible for day-to-day operations including pre-analytical, analytical, and post-analytical processes.

- Directed over 250 employees and coordinated all laboratory activities.
- Ensured all laboratory activities and operations were carried out in compliance with local, state, and federal regulations and laws.
- Responsible for the evaluation and recommendation of new procedures, equipment, and techniques utilized in the laboratory.
- Established a lean-in-the-lab operation which netted over \$2.5M of annual savings. The changes included conveyance and automated sorters and aliquoters in the pre-analytical area. Automation was established in the Hematology section and a 5S program was initiated in the laboratory.
- Established quality systems which helped the laboratory in exceeding TAT, financial, and productivity goals.
- Established dashboards of leading indicators and how to react to trending metrics.

Black Belt, Six Sigma (2007-2009)

Responsible for leading change and significant projects for Quest Diagnostics and the Texas Gulf Coast Business Unit.

- Taught Green belt and Black belt courses in Mexico and the USA.
- Selected to the Corporate Reshape Team with a mission to save \$500M in expenses. Developed purchasing solution for contract couriers with an estimated savings of \$2.9M. Deployed the Asset Management program to all business units with a savings of \$1M.
- Developed proposal to integrate Quest and Ameripath in the TXGC BU. Proposal accepted by Corporate Steering Team. Led the integration of the Histology laboratories which netted a savings of \$1M.
- Responsible for lean-in-the-lab deployment in the Irving Laboratory.

Regional Operations Director, Forensic Toxicology, Irving TX (2003-2006)

Responsible for the day-to-day pre-analytical, analytical, and customer service operations of the laboratory. Defined operational goals to drive growth and customer satisfaction. Managed process improvements, implementations, and rollout throughout the laboratory.

- Developed, implemented, and maintained Standard Operating Procedure Manuals. Ensured training and compliance by all personnel.
- Established a Quality Control program to maintain acceptable analytical performance for all controls and standards. Achieved quality driven performance of all test results.
- Led the laboratory in complying with all federal and state laws with regards to laboratory operations, personnel requirements, and laboratory inspections.
- Exceeded TAT, financial, and productivity goals. The laboratory was one of the top three in each category.
- Worked with key departments to define technology needs, product development, and market position.
- Developed a measurement program to compare laboratory productivity and efficiency at a functional level.
- Delivered world-class employee satisfaction scores.
- A member of the Dallas Business Unit Senior Leadership team.

Black Belt, Six Sigma (2001-2003)

Led process improvement/productivity/cost savings/design projects for business unit. Effectively utilized Six Sigma tools and methods while working with business leaders. Developed project definition/scope, reviewed objectives and metrics, and guided and assisted project teams. Mentored Green Belt candidates and delivered effective training. Promoted Six Sigma as methodology for managing the business processes and interfaced effectively with leadership.

- Completed a revenue-generating project, which improved the billing and collection of revenue for the drug testing specimen collections performed at Quest Patient Service Centers. This project generated over \$500K.
- Drove the introduction and training of Six Sigma fundamentals in Mexico. Improvements included the identification of areas of growth and placement of Patient Service Centers.
- Part of the team that developed the idea for web enabling product line as Quest Integrated Solutions (QIS). QIS integrates the drug testing results, background check results, medical review, and employee information into one application.

Laboratory Director, Forensic Toxicology, Dallas TX (1995-2001)***Laboratory Director, Forensic Toxicology, Van Nuys CA (1991-1995)***

Responsible for the day-to-day technical operation of the Substance of Abuse Testing Laboratory. Served as an Expert Witness and technical resource for both internal and external customers. Responsible for methods

development, managing regulatory issues, quality assurance/quality control, standard operating procedures, and staff training.

- 1997-1999: Served as the Medical Laboratory Director for the Charlton PSC.
- Developed a fast-GC analysis method that was widely accepted by the scientific community.
- 1996-1997: Led the standardization of Clinical Toxicology methodologies and implementation of best practices in the Southwest.
- 1991-1995: Redesigned the Van Nuys CA laboratory to deliver quality-driven results.

SOUTH BEND MEDICAL FOUNDATION, SOUTH BEND IN**1989-1991*****Technical Director, Chemistry Division******Assistant Scientific Director, Forensic Toxicology***

Responsible for Quality Assurance and all technical aspects of the Chemistry Division including Automated Chemistry, RIA, Special Chemistry, and Clinical and Forensic Toxicology Laboratories. Established one of the first ten Department of Health and Human Services certified forensic laboratories.

SAINT LUKE'S HOSPITAL, CLEVELAND OH**1983-1989*****Clinical Chemist Specialist***

Responsible for the analyses of biological samples in the Automated Chemistry and RIA Laboratories. Developed and established the Clinical and Forensic Toxicology Laboratory.

CUYAHOGA COUNTY CORONER'S OFFICE, CLEVELAND OH**1980-1983*****Clinical Chemist Specialist***

Learned toxicology under Irving Sunshine, Ph.D. Performed quantitative and qualitative analyses of toxic substances in biological samples and methods development.

EDUCATION

Ph.D., Clinical Chemistry, Cleveland State University, Cleveland, OH

M.S., Clinical Chemistry, Cleveland State University, Cleveland, OH

B.S., Chemistry/Forensic Science, Eastern Kentucky University, Richmond, KY

PROFESSIONAL STATUS / MEMBERSHIPS

F-ABFT – License good through 12/2028

American Chemical Society - member

American Association for Clinical Chemistry - member

Society of Forensic Toxicologist – member

College of American Pathologists Inspector

Black Belt, member ASQ

Romeo I Solano, Ph.D., F-ABFT

2/26/2025