

Liz Rice

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Meadow Vista, CA

SECURITY EXECUTIVE

Strategic Turnarounds | Strategy Design | Execution Performance | Leader Development

Security operations executive with 20 years of experience leading teams and businesses, including 11 years in the security management industry. Proven ability to translate business vision into strategy, execution, and measurable results. Known for building trust across all levels, from the C-suite to front-line teams, and for leading large union workforces, business administration teams, and multi-million-dollar security operations. A strategic, curious, and decisive leader who drives cross-functional alignment, operational excellence, and a strong organizational culture.

PROFESSIONAL SKILLS

SECURITY OPERATIONS

- As SVP of Healthcare Security Operations, led a team of 2,700 security personnel, including 14 directors and 74 managers, across 37 Kaiser Permanente hospitals. Oversaw the delivery of guard services, GSOC operations, incident response, dispatch, threat management, investigations, security tech, contract performance, and client satisfaction. Through process improvement efforts, reduced staffing deficit from 22% to 5% in 8 months during a global staffing crisis, leading to cost savings and restored client trust.
- As VP of Healthcare Security Strategy & Field Initiatives, launched an enterprise risk assessment across 49 Kaiser Permanente hospitals, driving thousands of risk mitigation actions. Led enhancements to trauma-informed conflict response training, updated use-of-force policies, and strengthened accountability, resulting in significant improvements to patient and staff safety.
- As a senior project management consultant, guided the design and execution of a program to implement new security technology controls across 340 pharmacies to meet regulatory requirements. Supported the development of updated design standards, asset and lifecycle management processes, and a business case for a centralized Pharmacy Security Operations Center (PSOC) proposed to integrate over 500 network video recorders and ~30,000 security assets. Efforts led to regulatory compliance and reduced inventory shrinkage.
- As a senior executive strategy consultant, led governance, change management, communications, and execution planning for a national cybersecurity program targeting vulnerabilities in 150,000 network-connected hospital devices. Supported the development of redefined lifecycle processes for security, clinical, and facilities technology; managed project penetration testing efforts; and designed cross-functional risk management processes. The program's efforts led to the creation of a technology risk office that now oversees ongoing cyber and physical risk for Kaiser Permanente.
- As SVP of Healthcare Security Strategy & Business Operations, led the Covid-19 emergency response for 3,000 contract healthcare security personnel, including recruiting and onboarding 600 staff in three months to support hospital access protocols. Directed vaccine mandate compliance, ensuring full workforce adherence by required deadlines. Designed and executed a 3-day induction event to hire, onboard, and health-screen 170 officers to meet the sudden rising hospital demand.

PROGRAM EXECUTION

- As VP of Healthcare Security Strategy & Field Initiatives, built an internal consulting and project management office (PMO) with project management, communications, change management, efficiency management, and subject matter experts to support the execution and performance of enterprise security programs across Kaiser Permanente facilities.
- As a program management consultant, accelerated the rollout of a new data and analytics shared services operating model and systems lifecycle across 31 global teams within Wells Fargo's Enterprise Data and Analytics function. Improved the ability to leverage data for application development by streamlining access to consolidated data lakes, warehouses, operational data stores, and data marts following a major merger.
- As a strategy and program management consultant, led a \$10M public safety initiative with Oakland's top employers (including PG&E), law enforcement, and local government. Launched a police officer overtime and security guard program across 83 downtown blocks, improving coordination and communication—resulting in a 55% year-over-year reduction in crime.
- As a strategy and program management consultant, led the development of an executive protection maturity effort for PG&E. Supported the design of the department's operating model and led program management and governance processes aligned with company lean principles to drive cross-functional collaboration, transparency, and execution. The new department was successfully launched in six months and continues to improve performance standards to ensure the safety of the CEO and executive team.

BUSINESS LEADERSHIP & CULTURE BUILDING

- As a strategy and program management consultant, led an enterprise-wide assessment of a security services program—synthesizing data and findings into actionable execution and financial plans to address key gaps. Co-authored an updated Enterprise Security Master Plan and supported the design of Kaiser Permanente's Security Shared Services operating model, service catalog, and investment roadmap, which guided the development of a 100+ person national security organization.
- As VP of Healthcare Security Strategy & Field Initiatives, designed the operating model, job profiles, and business infrastructure to support a 3,000-person security contract. The department enabled strong business partner engagement, robust security service delivery performance, and improved customer satisfaction, ultimately leading to contract renewals, growth, and risk reduction for client operations.
- As SVP of Healthcare Security Strategy & Business Operations, led the implementation of a corporate social responsibility and total health strategy for hospital security professionals, focusing on quality of work, engagement, retention, mental health, and diversity initiatives. As a result, the business was recognized as Kaiser Permanente's leading diverse supplier for three consecutive years and received the Equity Partner Award in both 2020 and 2021.
- As a strategy and program management consultant, partnered with the FBI's Domestic Security Alliance Council (DSAC) to design, launch, and lead a two-year leadership coaching program for emerging security and intelligence leaders. The program advanced industry-wide focus on leadership development and diversity, contributing to talent growth and inclusion within the security sector.

RELEVANT EMPLOYMENT HISTORY

Z MULTIPLIER - Founder, Principal Security Business Consultant & Executive Coach (2023-Current)

KAISER PERMANENTE

Allied Universal Security @ Kaiser Permanente (2022-2023)

Senior Vice President, Healthcare Security Operations

Blackstone Consulting Inc @ Kaiser Permanente (2020-2022)

Senior Vice President, Healthcare Security Strategy & Business Operations

Blackstone Consulting Inc @Kaiser Permanente (2018-2020)

Vice President, Healthcare Security Strategy & Field Initiatives

CLIFF CONSULTING INC

Director of Development (2015-2017)

Senior Management Consultant (2014-2017)

CPP & PETERSONS PUBLISHING (ONC Holdings) - Business Development Director (2013 – 2014)

KAPLAN TEST PREP - Business Development Manager & Team Leader (2006-2011)

EDUCATION

Master of Business Administration (MBA), Mills College (2013)

Master of Education Leadership, Mills College (2013)

Bachelor of Arts Global & International Studies, UC Santa Barbara (2005)

PROFESSIONAL ACHIEVEMENTS

- Kaiser Supplier Equity in Action Award - 2020 & 2021
- SIA Women in Security Forum Top 100 - 2021
- Security Magazine Podcast – Building Empathy-Based Cultures - 2021
- C200 Scholar Awardee - 2013
- AAUW Grant Recipient - 2013
- Kaplan Business Developer of the Year Award - 2006
- Enterprise Rent-a-Car Top Gun Sales Award - 2005

RECENT VOLUNTEER INTERESTS

Co-Chair & Leadership Coach – Early Career Security Professionals Program

The Security Foundation Security Coalition for Engagement & Advancement Washington, DC

Dude Ranch Wrangler, Sweet Grass Ranch, Melville MT

Saddle Up Academy Advisory Board, Hayward CA

2024 - Current

Summer 2023

2023-2024