

SUMMARY

Senior level executive possessing diverse industry knowledge and experience in public and private sector health care delivery. Strong functional business/clinical expertise that results in cost effective solutions, coupled with enhanced quality and outcomes. Effective relationship builder tied together with proven leadership abilities. Strong oral and written skill sets aligned with excellent interpersonal skills. Established effectiveness in developing collaborative care models and integration of services. Demonstrated strengths in:

- ◆ Process & care delivery innovation
- ◆ Operational turnarounds
- ◆ Quality improvement
- ◆ Health care policy development
- ◆ Data analytics/assessment
- ◆ Organizational development/effectiveness
- ◆ Risk management/compliance
- ◆ Evidence based practice/outcomes
- ◆ Health care technology
- ◆ Integrated care solutions

PROFESSIONAL EXPERIENCE

CARE SOLUTIONS, INC., Centennial, CO

8/2002-Present

Principal/Founder

Principal and founder of consulting practice committed to developing, implementing and improving health care services, access and delivery. Consulting services offered focus on effective and practical solutions to operational, organizational and compliance challenges for all types of organizations. Clients served range from small business to Fortune 500 companies, both private and public sector.

- ◆ Directed program evaluation, integration and process improvement studies and assessments. Led operational implementation teams in achieving selected solutions.
- ◆ Delivered customized consulting/project management/training to meet organizational needs.
- ◆ Developed effective business strategies to achieve quality based outcomes, cost effectiveness and best business practices.
- ◆ Produced compliance plans, including training, documentation and operational implementation.
- ◆ Created and delivered two-day training on HIPAA compliance over an 18 month period to approximately 2,000 behavioral health and EAP professionals nationwide.
- ◆ Presented at national and local conferences on administrative and clinical health delivery and innovation, quality improvement, behavioral risk management and compliance.

TEAM EXCEL, Greenwood Village, CO

8/2001-6/2002

Director of Healthcare Services

Developed healthcare vertical practice from the ground up for privately held information technology firm. Work focused on business/systems analysis, implementation, data management and high level strategic planning. Developed specific training in EDI, healthcare and HIPAA for all staff.

- ◆ Delivered seminars regarding HIPAA compliance and overall benefit of use of technology in healthcare environment. Served as liaison between information technology professionals
- ◆ Supervised business development and marketing for healthcare practice
- ◆ Facilitated development of strategic planning with clients to increase effective use of technology in their respective healthcare environments. Worked with all levels of management to align strategic business goals with effective use of technology and maximize return on investment.

MAGELLAN BEHAVIORAL HEALTH, Englewood, CO

10/1999-8/2001

Executive Director/President

Led regional service center servicing over a half million covered lives, including accounts with Anthem Blue Cross/Blue Shield, Kansas Prudential/Aetna and CHAMP/VA, including Medicare covered lives. Responsible for revenue in excess of \$5.5 million in calendar year 2000. Developed call center from ground up, completing three major implementations in calendar year 2000. Oversight of all clinical, operations, provider network and quality improvement functions. Completed downsizing/closure of the Colorado Regional Service Center successfully, under Magellan's bankruptcy restructuring.

- ◆ Developed network of facilities and providers with an initial implementation of over 900 providers. Worked with claims center to increase resolution of claims from approximately 55% to 85% over a two-month period.
- ◆ Led implementation team in three implementations during calendar year 2000, including two for profit accounts and one international government account. None of the accounts had any previous experience as a Magellan customer.
- ◆ Downsized and closed Colorado Regional Service Center with a four-month notice to employees. Maintained staffing levels, productivity, and profitability during that time. Ensured appropriate transfer of business to new regional care center.
- ◆ Developed two quality improvement initiatives re ambulatory follow up and a hospital care initiative which increased quality of care to members, provided greater continuity of care and decreased costs over an eight month period. Participated in NCQA Survey as behavioral health vendor.

CIGNA HEALTHCARE OF COLORADO/MCC BEHAVIORAL CARE, Denver, CO

3/1995-1999

Executive Director/Plan Administrator

Managed all aspects of CIGNA's behavioral health book of business, which doubled in size during my tenure. Administered all clinical, operations, provider network and quality improvement functions. Worked closely with the Health Plan on quality improvement and provider network management. Directed MCC's Colorado EAP program, which involved consultation/problem resolution of complex employee issues.

- ◆ Organized and managed MCC's response to the Columbine High School tragedy. Developed a plan for client organizations such as Jefferson County, Coors and Texaco. Provided critical incident support, juvenile violence identification and EAP services for 12,000 employees.
- ◆ Managed profitably a high-risk behavioral health clinic delivering care to approximately 33% of metro Denver MCC clients. Supervised 25+ staff, which included physicians, clinicians and administration across a continuum of care, including intensive levels of care.
- ◆ Co-chaired a committee on integrated delivery system of care initiatives involving primary care/behavioral health, which resulted in a quality management study that lasted over 4 years.
- ◆ Planned and delivered corporation workplace seminars. Recommended and implemented action plans for behavioral/organizational change for individuals, teams and companies. Worked with executives at all levels of their respective organizations in regard to sensitive human resource issues, including executive coaching.

INDEPENDENT PRIVATE PRACTICE, Massapequa, NY

1983-1994

Business Owner

- ◆ Operated successful private practice, providing employee assistance/organizational consultation/training and psychotherapy. Provided extensive services in chemical dependency and workplace issues, including presentations, training and consultative services.

PREVIOUS POSITIONS HELD, Long Island and NYC, NY

1979-1994

Also held a variety of nonprofit, hospital based and school based paid positions that involved executive level, director level and consultant titles. Responsibilities included operations, program development, training/supervision and organizational development. Extensive clinical and administrative experience.

EDUCATION

MA, Social Work, ADELPHI UNIVERSITY, Garden City, New York

BA, Sociology, SOUTH DAKOTA STATE UNIVERSITY, Brookings, South Dakota

Numerous business and clinical conferences, seminars and training programs completed, including several organizational development/leadership courses. Over 60% of degree requirements for a MBA degree were finished during the mid 1990's.

LICENSURE AND CERTIFICATIONS

LCSW, State of Colorado – Licensed clinical social worker.

CAC III, State of Colorado – Certified Addictions Counselor – Highest Level

MAC- Master Addiction Counselor

PROFESSIONAL ASSOCIATIONS

Health Care Policy Fellow, Bighorn Leadership Development, Bighorn Center, Denver, CO, 2005

Colorado Clinical Guidelines Collaborative (CCGC) – member of Depression and SBIRT Guidelines Committees – Member since 2002

Employee Assistance Professionals' Association (EAPA)

ADDITIONAL INTEREST

Adjunct Professor, University of Denver School of Social Work, Denver, CO - 2004 to present
Teach foundation practice and ethics in accredited masters of social work program

Recipient of Wendy DeBell Exceptional Volunteer Award, 2009 - Cherry Creek School District

Chairperson of Cherokee Trail High School Accountability Committee – 4 years

Member of SBIRT (Screening, Brief Intervention, Referral and Treatment) Policy Steering Committee for the State of Colorado

Partial Listing of Clients/Projects – Care Solutions, Inc.

Health Care Policy and Financing – State of Colorado

HIFA Waiver Streamlining Initiative for Behavioral Health

- ◆ Completed extensive evaluation of “best practice” models of service delivery
- ◆ Developed recommendations for all aspects of delivery system
- ◆ Conducted evaluation of current delivery system in Colorado under Medicaid/SCHIP

1915 (b) Waiver for Substance Abuse Services for Pregnant Women and Native Americans

- ◆ Led project within HCPF to complete waiver request for specific population substance abuse services
- ◆ Interfaced with Centers for Medicaid and Medicare to develop waiver for approval
- ◆ Evaluated “best practice” models of substance abuse delivery nationally

Behavioral Health Managed Care Organizations (Private/Public Sector)

Utilization Management Redesign/Oversight

- ◆ Facilitated process evaluation of current UM system
- ◆ Chaired evaluation and selection of new UM tool
- ◆ Led implementation of new utilization management process
- ◆ Functioned as interim UM director
- ◆ Managed transition to new vendor

Organizational Process Improvement – Care Management

- ◆ Conducted organizational assessment, including data analysis
- ◆ Developed process improvement infrastructure, working with senior management
- ◆ Delivered training for work team development
- ◆ Developed recommendation plan for further intervention

Process Improvement Evaluation of Regional Call Center Services

- ◆ Conducted broad scope evaluation and process improvement activities
- ◆ Led site and corporate management on revamping workflows/quality assurance
- ◆ Facilitated team development to implement changes
- ◆ Provided executive coaching for managers on process improvement with staff

Process Improvement for National EAP Program

- ◆ Comprehensive evaluation of all organizational, clinical, operational and financial structures nationwide, traveling to each delivery site
- ◆ Recommendations regarding best practices in the field of EAP
- ◆ Recommendations for restructuring of delivery services across national call center structure

HIPAA Compliance

- ◆ Developed program and infrastructure for HIPAA compliance with Privacy Rule
- ◆ Evaluated all aspects of behavioral health for compliance with HIPAA, e.g. EAP, PASSAR evaluations, Disability services, Worker’s Compensation, COBRA, interface with employer groups, health plan, etc.
- ◆ Provided training and education for all aspects of operational services

Health Team Works/Colorado Clinical Guidelines Collaborative

Patient Centered Medical Home Pilot

Developed and delivered care management/coordination training, focusing on best practice care management in both the practice and as the individual care manager. Led workgroup of care coordinators in best practice implementation

Led practices/coaches in incorporation of behavioral health depression and alcohol quality assurance measure

Metro Denver Crisis Triage Project-Mental Health Association of Colorado

- ◆ Conducted assessment of crisis services currently being offered across seven county metro area
- ◆ Developed metro wide plan for crisis services with project team, various workgroups and steering committee oversight
- ◆ Functioned as chairperson of finance/budget group for crisis triage services call center and three delivery sites

ADAD (Alcohol and Drug Abuse Division) – State of Colorado

Preparation for Implementation of Medicaid Substance Abuse Services as a State Plan Benefit

- ◆ Developed infrastructure for substance abuse services delivery under Medicaid
- ◆ Provided process improvement and training regarding Medicaid substance abuse programs oversight
- ◆ Conducted wide scope training and education with ADAD staff and ADAD licensed agencies

Community Based Mental Health Centers-Large Implementations

Established IDDT (Integrated Dual Disorder Treatment Services) across large multiple site mental health centers

- ◆ Conducted an organizational/community assessment of need
- ◆ Developed and executed a large scale implementation plan
- ◆ Provided training, clinical and administrative oversight of co-occurring services

Led Large Scale Evaluation, Selection and Implementation of Utilization Management/Quality Assurance/Clinical Best Practice Programming across large multiple site mental health centers