

## Client Information

### Summary of Qualifications

Throughout my career directing strategic planning for operations and product development within the healthcare industry, I have optimized revenue through risk mitigation, software enhancements, and regulatory and process change management. I lead discovery sessions with hospital executives, and leverage my leadership role in internal operations to manage performance assessment and professional development.

### Selected Accomplishments

- Directed clinical vendor rationalization project that inventories applications to identify functional redundancies & recommend re-negotiation prior to Electronic Health Record (EHR) implementation
- Achieved \$8M annualized ROI by spearheading revenue cycle optimization process for 5-hospital system
- Increased recovery from insurance claim denials by 16% within 6 months for 5-hospital system by incorporating payer behavior data into follow-up process
- Improved best-practice recommended percentage for POS collections by 3.3% by implementing bedside point of service and financial counseling process, as well as a system-wide incentive program for POS collections
- Developed Clinical Documentation Integrity program for a leading children's hospital that created APR-DRG based benchmarking for competitive analysis, and established ROI by analyzing historical performance versus customized cohort compare group
- Created ASP-based tool to comply with federally-mandated transition to International Classification of Disease v10 that estimated reimbursement impact from insufficient coding, and prioritized physicians to focus on documentation improvement. Grew membership from 4 members (contract value \$240K) to 101 members (contract value of \$14M) in 18 months
- Generated \$5.5M in payments from risk-based contracts as milestones met
- Co-chaired Glass Leadership Institute fellowship to educate lay leaders about Anti-Defamation League programs, later invited to join regional board

### Professional Experience

**Company name**

2017 – present

**Director, Consulting Services & Internal Talent**

- Create sales and delivery strategies for teams that improve EHR enterprise software at hospitals
- Develop custom solutions to address varied needs of multi-hospital systems
- Managed Patient Access Redesign project - a revenue cycle initiative that consolidated staff training to include policy updates, job descriptions, & metric-driven performance criteria
- identify performance competencies for 8 hierarchical levels of employee as basis for performance assessment, succession planning & professional development
- Optimize software efficiencies for patient registration, clinical documentation, billing & account management process for 11 hospitals within 2 regions

**Company Name**  
**Senior Director**

2005 - 2017

(promoted 5 times to positions of increasing responsibility)

- Managed >40 healthcare client engagements with 19-member delivery team
- Assessed patient Clinical Documentation Improvement programs at 10 hospitals within 14-hospital system to provide recommendations regarding staff productivity, P4P impact, effects on Risk Assessment Factor (RAF) & Hierarchical Condition Categories (HCC), and physician education
- Designed and delivered customized education to 150 physicians that led to increases in complexity capture, correct DRG assignment, increased query response and improved CDI patient coverage
- Developed performance review process and “front end/back end” forum for use at newly-acquired hospital
- Directed web-based technology solution to bridge gap between clinical operations and revenue cycle to support federal coding change and P4P measures

**Company Name Inc.**

2002 – 2005

**Assistant Human Resources Manager**

(promoted from Human Resources Assistant)

- Optimized operational efficiency at plant site by collaborating with Production Supervisors to schedule 250 employees for 28 production positions every week
- Worked in collective bargaining environment, serving 355 union employees
- Served on 7-member labor relations team, negotiating 5.14% savings over first year of contract

**Education**

Miami University

B.S. – Psychology, cum laude