

Business Transformation

Managing strategically vital, large programs, primarily medical, with large ROIs, large budgets (from \$25 Million to \$52 Million), affecting patients, providers (from 4K to 23K), and employees (from 1K to 3K).

*CIOs of client companies ask me to do additional projects for them as they move to new companies.
Strategic Implementations with Outcomes / Managing Organizational Change / IT Solutioning / Healthcare Operations
Process Improvement / High Growth and Established Organizations / Diverse Products and Services*

Focused, passionate, and strategic leader offering diverse and accomplished experience in the healthcare industry. Proven expertise in providing comprehensive business systems analyses that turn around operations, optimize costs and improve the bottom line. Skilled in working with client stakeholders and executive leadership to develop and execute strategic programs that link stakeholder vision and strategies to deliverables and key performance indicators. A solid history of driving operational excellence by leveraging information technology and analytic insights to optimize business and patient outcomes. Expert in improving business processes, planning, and managing large and complex multi-million-dollar projects, ensuring on-time delivery and cost-effective results.

Areas of Expertise:

- Strategic Planning and Implementation
- Agile Transformations
- Turnaround / Crisis Management
- Program Management
- Financial Modeling
- Process Improvement (LEAN, Six Sigma)
- Budget Administration / Management
- Healthcare Data Analytics & KPIs
- Vendor Selection
- Operations Analysis / Process Redesign
- Staff Development Programs
- Team Building and Leadership

Career Highlights

- Demonstrated expertise in overseeing programs with strong fiscal and financial controls. Effectively managed a \$52 million program, with over 200 people, over multiple years and kept multiple projects in line.
- Successfully restructured the Medicare Advantage enrollment system resulting in cost savings of \$800K/yr. and increased enrollments by 22%.
- Played an integral role in leading and directing the implementation, using onsite and offshore teams, of new modules in FACETs, QNXT, Amisys, ZeOmega, and HealthEdge with customizations resulting in an enhancement to healthcare operations, especially in care management and population management.
- Streamlined business operations by developing dashboards and approaches to improve Key Performance Indicators (KPIs), including implementing LEAN, Six Sigma, and Process Improvement.

Professional Experience

Chase Group, Ltd, Traverse City, MI

Principal for Premier Clients, 1999 – Present

Provide overall management and support for concurrent projects to wide-ranging domestic and international enterprises. Effectively manage projects for clients involving up to 140 FTEs and up to \$52 million in budgets. Communicate directly with senior management for external customers to confirm requirements, discuss progress and deliver project deliverables. Deliver weekly status to management including progress and action plans for addressing risks/issues/changes.

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Selected Contributions:

- Contributed to the achievements of the company's growth and financial targets by demonstrating exceptional leadership in the design and orchestration of business development, business re-engineering, and technology implementation initiatives for an extensive client base.
- Served as a conduit between customers, management, and the development team. Apply best practices to ensure projects run consistently and that risks were communicated.
- Led and directed communication with executive program leadership to 15+ direct reports, proposed and implemented business solutions that increased operating effectiveness.
- Acted as a lead driver of the project's success, facilitating the resolution of day-to-day business, technical and general project issues.

Additional experience as Medicaid Director for the State of Michigan, CIO/CFO for the DHS, State of Michigan, and Director of Management Consulting for Midwest Research Institute.

Education and Credentials

B.S., Mathematics & Physics • Franklin and Marshall College, Lancaster, Pennsylvania

D.M.D. in Surgery • Fairleigh Dickinson University, Teaneck, New Jersey

M.B.A., Information Systems & Finance • Duke University, Durham, North Carolina

Certifications

Project Management Professional Certification (PMP) (2003-2018), Project Management Institute

Completed Projects

- **Department of Health and Human Service, State of Maine:** Effectively managed several major programs for the Office of Behavioral Services including the Prescription Monitor Program, and the IT Services Warehouse, migrating from historical applications, and managing the program financials, approximately \$20 million. Wrote the grant request for the US Dept of Justice and RFPs to support it. Managed 5 Vendor contracts and Key Performance Indicators for each.
- **Priority Health:** Designed and implements strategic initiatives for improving STAR rating and CAHPS scores (Medicare patient engagement survey and evaluation). Implemented patient engagement approaches including Town Hall meetings, clinical help for patients, and communication campaigns. Develop 3 RFPs to identify vendors to support the member engagements. Managed the selection process. Implemented the various strategies with measurable results to support Medicare Advantage patients.
- **BCBS Michigan:** Effectively managed key clients (representing over 330,000 Medicare Advantage members with an annual budget of \$3.1 Billion) on an interim basis for 1.5 years. Included directing several major projects that implement the Johns Hopkins ACG process, directing improvements in member engagements, and implementing a new system that interacts with prospects and members including RFP and vendor selection.
- **Community Health Plan:** Spearheaded the implementation of a new care management system, including developing and testing all integrations, functionality, and configurations. Worked with the business as they redesigned their processes to be population management focused.
- **Priority Health:** Executed utilization management system that integrated the web access for providers and the existing utilization management and care management systems. Developed 4 RFPs to identify vendors of EDW, Care Management, Claims Processing, and Predictive Analytics. Managed the selection process and the integration between vendors to ensure a complete white label system to support Medicare Advantage patients.
- **InnovAge:** Directed \$5.9M budget and a team of 40 in design/development of system architecture and integration with three HIEs enabling physicians to exchange clinical information in real-time – created robust Population Management Platform for analytics/care management of chronically ill Medicare patients expected to decrease operating costs by estimated 5% and increase patient outcomes/longevity.

- ***Geisinger Health Systems:*** Established system architecture, managed RFP for integration of four systems and recruited a team of 50+ in the two-year development of a \$17.4M state-of-the-art care management system supporting care coordination of 400K patients in a medical home environment with 22 office locations, five hospitals, and 900 physicians — resulted in a reduction of admission rates by 2% and of readmission rate by 18%.
- ***Bravo Health:*** Led a team of 35 in a \$4.5M project to design/implement a robust patient management system for 65,000 Medicare/Medicaid with special needs: An identified tool that could predict changes in health status and software that improved case management and established four primary care clinics – reduction of hospital readmissions alone generated cost savings of \$1.1M in first 12 months.
- ***BCBS Massachusetts:*** Oversaw a team of 40 in a health affordability/utilization management project to integrate authorization for drugs (pharmacy, home, office, and mail) with existing online claims processing systems and HIPAA-compliant transactions – implementation of medical management generated \$2.2M savings.
- ***BCBS Michigan:*** Set up Project Management Office within Medicare Advantage to manage \$25M project portfolio, implemented reporting and risk assessment and 90-day segmenting process to enhance the delivery of previously stalled projects – in the first quarter, delivered 12 of 12 project segments on time.
- ***Universal American:*** Restructured and reengineered web-based enrollment process for a provider of Medicare Advantage health insurance enabling real-time feedback to the sales team – reduced number of FTEs processing applications and time required for enrollment from five weeks to eight days, generating cost savings of \$1.1M on staffing alone.
- ***Hamilton County Behavioral Health Network:*** Collaborated with 16 organizations in the design of a unified management services organization facilitating sharing of uniform medical records among 600 clinicians. Designed customer requirements and build consensus for the concept of uniform medical records. Prepared RFP and headed staff selection process with extensive background and capability verifications.
- ***Mercy Hospital and Medical Center:*** Worked with the senior leadership and medical staff in designing and implementing CQI into the culture of the organization. First-year savings were determined to be more than \$3.5 million with second-year savings of \$4.0 million.
- ***MidState Medical Center:*** Designed the process to be used to introduce the CQI approach and to recruit and train the facilitators who would take over project management of all the projects being undertaken. Successfully managed the organizational change required to integrate two hospitals into one culture.