

## CHIEF OPERATING OFFICER / STRATEGIC LEADER

Visionary and outcomes-driven operations executive with global experience running \$600M-8B organizations as well as start-ups, delivering solutions to complex problems, and leading organizations through dramatic growth and new levels of operational efficiency, productivity, and profitability. Collaborate with C-level executives to make high-stakes decisions, delivering exceptional results. Recognized for exceptional people leadership abilities. Key areas of expertise include:

Product Management • Process Improvement • Performance Management • Strategic Planning • P&L Service Delivery • Talent Management • Regulatory Compliance • Budget Management and Forecasting

### PROFESSIONAL EXPERIENCE

#### Health Tech Start-up

2021 - Present

##### COO & CTO

Co-founded the company from inception of \$9M Seed Round funding through successful \$20M Series A raise led by CVS Health. Lead IT, Security, Engineering, Product, Implementation and Finance. Delivered clinical product live to the market in less than a year. Lead implementation for first customer in a \$15M ARR contract. Scaled the company from two to twenty and incorporated offshore engineering department.

#### Regional Health Insurance Company

2020 - 2021

##### Vice President Transformation

Established and led Enterprise Program Management Office overseeing all initiatives in the company. Led the top seven multi-year strategic priorities for the company including standing up a new Medicare line of business and re-entering the health exchange market. Established company-wide methodology and process for strategic decision-making and execution. Oversaw \$150M initiative budget.

#### Global Outsourcing (BPO) & Analytics Company

2019 - 2020

##### Senior Vice President & General Manager, Clinical Services

General Manager for global line of business serving payers and providers in the national, regional, mid-size and small markets. Responsible for strategy and product offerings, P&L management, and collaborative sales and account management.

- Led the shut-down of a \$28M subsidiary including reaching negotiated agreements with existing clients, executing a wind down strategy to keep ~200 employees engaged and servicing our clients.
- Business owner for \$10M care management software subsidiary, P&L owner, managing clients, product roadmap and investment strategy.
- P&L owner rebuilding \$100M+ clinical services business, creating business & offering strategy, product organization; partnering with sales & marketing to drive new business across complex industry solutions.

#### National Health Insurance Company

2015 - 2018

##### Vice President Clinical Programs, Community and State Line of Business, 2018

National owner for care management programs serving 6.7 million members in 30 states. Programs included clinically integrated medical and behavioral case management, case management for pregnant members and NICU avoidance. Oversaw multiple rapid program implementations to remediate rising trend.

- Served as customer point of contact for 750 staff delivering local programs, including issue resolution, staffing challenges, financial questions, and major re-focusing of the overall clinical program.
- Provided program governance for company-wide initiative to integrate back office across subsidiaries: claims, provider contracting & service, credentialing, pre-authorization, and appeals & grievance.
- Drove initiatives to improve affordability rapidly in medical and behavioral health.

#### Divisional Chief Operating Officer / Senior Vice President, Consumer Solutions Group

##### Senior Vice President, Business Transformation, 2015 - 2018

Managed operating processes for \$8 billion, multi-P&L business unit: financial turnaround & cost management, product portfolio delivery, capital management, analytics, reporting, performance guarantees.

- Delivered product analytics for pre-sales, performance guarantees, product performance, ROI / VOI.

- Provided enterprise-wide client reporting. Remediated issues impacting client Net Promoter Score.
- Led turnaround of employer data warehouse business which had been unprofitable and on outdated technology. P&L owner delivering technology and consulting services to 60 large, national companies (16 are Fortune 100).
- Spearheaded initiative to deliver enterprise-wide client reporting for Company's clinical products and employer data warehouse.
- Oversaw maintenance and improvements of Company's Behavioral Health and Physical Health portals.

### **Self-Employed Consulting**

**2014 – 2015**

#### **Owner / Independent Consultant**

Provided strategic and operational consulting for health care start-ups and mid-sized companies: business development, acquisitions, investments, partnerships, sales, product strategy, and recruitment.

- Delivered new software product to market. Delivered successful proof of concept at primary care practice with physician users, which yielded revenue increase of more than 15%.
- Devised payer go-to-market strategy and product positioning for health IT company.
- Completed financial, operational, strategic assessment for failing company.

### **National Health Insurance Company**

**2009 – 2014**

#### **Vice President Health IT Strategy, 2012 – 2014**

Led joint business creation with IBM to deliver first application of IBM Watson to health care industry. Created new P&L to bring Watson-based products to market. Directed enterprise-wide health IT strategy and delivery of HIT initiatives. Enhanced company's reputation as an innovator through numerous key note presentations, media and analysts' interviews, and U.S. Congressional briefings.

- Developed and commercialized first application of IBM Watson solutions to health care industry, including a groundbreaking oncology treatment decision support product for providers and a utilization management products for providers and health plan medical management operations.
- Prepared go-to-market plans to bring Watson-based products to market.
- Designed longitudinal patient record solution to aggregate data from provider clinical systems and health plan administrative systems.
- Headed enterprise-wide strategy, deployment, and adoption of Availity's multi-payer portal for administrative and clinical transactions. Replaced high-cost and outdated provider portals in 14 states.
- Served as executive sponsor for enterprise-wide, multi-region, multi-line of business migration of utilization management, case management, and disease management to an integrated platform.

#### **CEO / President Regulatory Subsidiary., 2011 – 2012**

Oversaw 2 subsidiaries to deliver utilization management regulatory compliance nationwide. Maintained utilization management licenses in 29 states. Led utilization management regulatory compliance.

- Monitored regulatory changes and facilitated operational and letter changes. Managed state filings, notifications, and other utilization management interactions.

#### **Vice President Care Management, 2009 – 2012**

Served as COO / Chief of Staff for \$600 million budget and a 6,000-resource organization that provides utilization management, case management, and disease management for 35 million members across 14 health plans in Commercial, Medicare, and Medicaid lines of business.

- Formed strategy and created new P&L subsidiary for clinical sourcing, including business case development, senior executive approval and funding, hiring, and negotiation of \$400 million subcontractor contract to use labor and infrastructure in India and the Philippines.
- Off-shored 900 clinical and support positions to deliver \$100 million in annual SG&A savings.
- Coordinated large-scale, innovative, complex initiatives such as reengineering utilization management throughout enterprise to reduce variation, use of IBM Watson to transform utilization management and enable provider-decision support and developing strategy for longitudinal patient record capability.
- Oversaw more than 200 initiative portfolios, including prioritization, resource management, and delivery.
- Delivered production support for 5 medical management systems.

- Produced operational clinical analytics, including senior executive operations dashboards and requirements definition and prioritization for enterprise-wide clinical data storage and reporting tool.
- Oversaw enterprise efforts to achieve ICD-10 compliance on clinical systems.

**Global Big 4 Management Consulting Firm**

**1994 – 2009**

**Partner / Senior Executive — Health Payer Client Group, Global Health Management Offering**

Provided management consulting services for a broad range of large healthcare organizations focused on improving operational efficiency, productivity, and bottom-line results. Key clients include: Cigna, Aetna, UnitedHealth Group, WellPoint/Anthem, PacifiCare, Kaiser Permanente, England's National Health Service, and Provincial Health Systems in Ontario and British Columbia.

- Led complex, comprehensive initiative to standardize commercial pre-certification and post-service review lists across multiple products in 14 states. Initiative delivered over \$20 million in combined annual administrative and cost-of-care savings.
- Developed complex initiative within commercial operations to standardize processes for intake pre-certification, concurrent review, and physician review, provided a \$9 million in annual SG&A benefit.
- Directed value assessment of multiple products to determine ROI and identify product elements that delivered value. Evaluated Disease Management Programs, Case Management, and Physical Medicine.
- Managed team that developed strategy and business case as well as designed, developed, and successfully piloted custom disease management program for congestive heart failure.
- Oversaw enterprise initiative affecting pre-admission, admission, and post-admission processes to member costs and promote quality of care. Achieved \$150 million in cost savings to members.
- Directed enterprise initiative analyzing client's existing business capabilities and appraisal of internal and vendor applications against those capabilities which expected to deliver business benefit in the hundreds of millions, dramatically transform the way client does business, and would impact the largest business segment that serves tens of millions of members, a nationwide network of providers.
- Served as Deployment Enablement Lead for clinical transformation in preparation for enterprise-wide Epic installation (EMR software).
- Deployment Lead to assist the National Health Service with modernizing IT in Northeast and East regions of England. Managed key business initiatives to improve delivery of patient care and services throughout regions, impacting and supporting approximately 350,000 National Health Service staff, 17 million citizens, 2,500 general practitioner practices, 100 hospitals, and 10 ambulance trusts. Project ranked as largest civilian IT consulting project worldwide.

**TEACHING EXPERIENCE**

**TEXAS A&M UNIVERSITY, Koriyama, Japan**

**Assistant Professor — Department of Speech Communication**

**EDUCATION**

**TEXAS A&M UNIVERSITY, College Station, TX**

Master of Arts – Speech Communication (MA)

Bachelor of Science – Education (BS)

**COMMUNITY ENGAGEMENT**

Board of Directors, Big Brothers Big Sisters, 2017 – 2019

Women's Health Leadership Trust, Member, 2017 – Present