

Experienced Senior Leader in the areas of health care service delivery, health care administration, health care operations, health care quality, and health care information technology. Demonstrated success in advancing and enhancing healthcare operations and service delivery through collaboration with a combined focus upon human resource development, performance improvement, technology, and communication.

EXPERIENCE:

University of Massachusetts Medical School, Shrewsbury MA, August 2016 - Present

Population & Quantitative Health Sciences, TCPI, May 2017 – Present Practice/Health System Transformation Specialist

In the role of Quality Improvement Advisor (QIA) in the Transforming Clinical Practice Initiative (TCPI)

- Coaching clinicians and practices toward success in a Value-based Payment environment by meeting them where they currently are and helping them transition with an emphasis on their data accurately representing the clinical care they provide
- Responsible for ongoing training, support, encouragement, consultation, and monitoring to practices and health systems as they strive for clinical and operational improvements through implementing the changes in healthcare delivery models in support of the goals of the Practice Transformation Network
- Use quality improvement tools (e.g., Model for Improvement) to help practices and providers solve problems, improve clinical quality and operational efficiency, and successfully report on quality and clinical measures as requested by CMS and/or other payers
- Key contributor in developing business analytic systems vital to the adoption of quality improvement methodologies at scale among remote practices
- Collaborated with multiple stakeholders to establish communications and procedures to promote proper care transitions as well as cultivate an ongoing behavioral health and opioid abuse diversion program in a rural - at risk community
- Provide transformation technical assistance, customized to the unique practice setting, for local (MA, CT) primary care and specialty care (Cardiology, OB/GYN, Physical Therapy, Ophthalmology) practices utilizing face-to-face meetings, telephone, video conference, and email
- Provide customized transformation technical assistance for remote (WA, OR, ID, MT, WY) optometry practices utilizing regional meetings, telephone, video conference, and email
- Engaged national Electronic Health Record vendors in collaboration with subject matter experts to identify critical system needs, and worked with clinical end users as well as administrators to implement changes by the vendors
- Coaching local and remote practices on the intent of the TCPI Practice Assessment Tool (PAT) milestones and helping each practice implement operational and clinical changes germane to their practice environment
- Co-lead Quality Payment Program (QPP) pod. Analysis, and interpretation of CMS Quality Payment program regulations. Developing and delivering resource materials and related training to peers, as well as practices regarding QPP, specifically MIPS
- Coaching local and remote practices on MIPS specific topics, including eligibility, reporting options, data extraction, data submission, and interpreting final scores and feedback
- Active participant in TCPI project data management team (includes reporting to CMS and related systems used)
- Join colleague QIAs for regional meetings to communicate TCPI concepts thru presentations and 1:1 consultation
- Contributed to Practice Transformation Network (PTN) exceeding TCPI commitments to CMS
- Write copy material for monthly communication with remote regional administrators and practices, as well as local practices and internal use
- Developed and deployed end user business analytic tools through cross-departmental coordination to facilitate the spread of actionable information

Disability & Community Services (DCS) Prior Authorization Unit, August 2016 – May 2017 (temporary employment) Transition Coordinator/Operations Supervisor (November 2016 – May 2017)

- Assisted in start-up and ongoing activities related to an expansion effort in the Prior Authorization Unit (PAU), involving the receipt and review of service requests for Personal Care Attendant (PCA) program overtime authorizations
- Responsible for receiving and managing (receiving and processing) electronic requests for services and completing data entry activities in an online data management system (MassHealth MMIS, Excel and QuickBase applications)
- Responsible for ongoing outreach contact with community agencies for data reporting and tracking activities
- Coaching & mentoring for daily operations (Operations Supervisor role)
- Quality Assurance/Quality Improvement activities including auditing/review of work flow, adherence to standard operating procedures and accuracy of decisions and data (Operations Supervisor role)

South End Community Health Center, Boston MA, October 2014 – March 2015

Contracted Consultant for Telephone Access Project

- Consultant for project funded by Massachusetts Executive Office of Human Service grant
- Conducted and published "Current State Assessment" of personnel, policies, work flow, call flow and technology
- Development of graphical call flow and work flow maps; revised telephone system reporting for managers
- Conducted Patient Focus Groups, Patient Survey, and Employee Survey; published analysis of each
- Developed and published framework for "Text Based Appointment Reminders"
- Developed and published recommendations for improvement (policy/standards, training, and technology)
- Assist with preparation and application to Mass Hlway connectivity
- Developed and published "Telephone Access Project: Board of Directors Summary"

Beacon Health Strategies, Woburn, MA, September 2013 – September 2014**Director of Operations / Interim-Director of Network Operations**

- Management of facilities and operations of regional service center including strategy for efficiency and expansion
- Management of Operations and production activities of 6 FTE direct report staff
- Management of Provider Network Operations (Contracting, Credentialing, Provider Relations) activities of 11 FTE direct report staff (3 on-site, 8 remote), approximately 25 FTE indirect (January 2014 – July 2014)
- Analysis of operations, workflows, processes, ad hoc and productivity reporting, and development of analysis methodologies in conjunction with peer service center directors (Network Operations, Provider Network Development, Clinical, Claims, Member Services/Call Center, Quality & Appeals)
- Lead multidisciplinary resolution teams (regional service center and local on-site staff) to analyze and resolve provider and plan related issues

Tri-City Health Center, Fremont, CA, July 2012-February 2013**Associate Executive Director / Chief Operating Officer**

- Responsible for overall operations of the center (multiple locations) to ensure consistency, coordination, excellent services, and best practices working collaboratively with other Senior Management, their respective management teams
- Project Leader for post-implementation review of Electronic Practice Management (NextGen)
- Project Leader for implementation Electronic Health Record (NextGen)
- Analysis of operations, including productivity reporting, ad hoc reporting, and development of analysis methodologies
- Senior Administrative oversight of performance improvement analysis and implementation

Community Health Connections, Inc., Family Health Center, Fitchburg, MA, August 2004 - May 2012**Fitchburg Community Health Center Director & Vice President for Enterprise Operations**

- Administrative oversight of Fitchburg Medical, Dental, Behavioral Health, & Pharmacy services. Worked collaboratively with Medical, Dental, & Behavioral Health Directors, their respective management team, as well as 4-Site Directors for operational consistency, coordination, excellent services, and best practices
- Administrative Lead for design of 45,000 sf New Construction & 20,000sf Renovation project for new Fitchburg Health Center –HRSA FIP (Facility Improvement Grant)
- Managed (40 FTE) supervisors, staff and daily activities for Family Medicine & Pharmacy, reporting to the Medical Director; (2 FTE) Coordinators of Performance Improvement and Women's Health Program
- Managed monthly scheduling of 32 medical providers, including 15 Family Medicine Residents
- Project Leader for implementation of Electronic Practice Management & Electronic Health Record (NextGen)
- Project consultant for implementation of Electronic Dental Record (Dentrix-Enterprise)
- Team Leader Massachusetts Diabetes Health Disparities Collaborative
- Administrative Lead, working cooperatively with Information Technology for deployment of VoIP phone system
- Administrative Lead quality improvement activities, State & Federal Reporting, co-chair QI Committee
- Administrative lead for Operations Group (management), including development of front-line management
- Analysis of operations, including workflow analysis, process implementation to improve operational efficiency, productivity reporting, ad hoc reporting, and development of analysis methodologies
- Grant writing, management, and reporting, including: collaboration with other agencies and consultants, resulting in approximately \$900,000.00 for EMR project, \$10,000.00 for Emergency Preparedness projects, and \$20,000.00 to establish Walk-in services and reduce ER utilization
- Progressive promotion with related responsibility & authority as organization grew: Vice President Health Center Operations (04/07-02/10), Director of Health Center Operations (08/04-04/07), including management of staff & daily department activities for Family Medicine (08/04), Information Systems (07/06) and Pharmacy (02/05), Managed staff & daily department activities for Mental Health (08/04-06/06) and Dental (07/05-06/06)
- Staff development, training, coaching and mentoring to improve operations and foster professional growth
- Workflow analysis and process implementation to improve operational efficiency

EHOLLICK Consulting & Business Services, July 2003 – August 2004

(Orange County Medical Center, Middletown, NY and Community Hospital of the Monterey Peninsula, CA)

Contracted consulting and programmer/analyst specializing in, Healthcare Information Technology, Healthcare Administration and Revenue Cycle, Information Technology and Business Practices. Web Page design and implementation. Past Vice-Chair Information Systems advisory committee at Assabet Valley Regional High School, Marlboro, MA

Marlboro-Hudson Ambulance and Wheelchair Service, Inc., Hudson, MA, November 2001 – July 2003**Director of Operations**

Provided operational leadership collaborating with owners to stabilize and grow a start-up operations. Responsible for 24/7 management off daily activities of ambulance and wheelchair van staff (30 FTE), including: recruitment, hiring and on-boarding; coordination of continuing education opportunities for all personnel; maintained personnel records; personnel & resource scheduling; dispatching and public relations. Provided emergency care. Managed revenue operations activities (billing, accounts receivables, collections) to improve cash-flow. Provided staff development and training to improve operations and foster professional growth. Negotiated and maintain contracts with customers, payers and vendors. Provided Systems and Technology analysis and implementation to improve operations.

The Fallon Clinic, Revenue Operations, Worcester, MA, June 2001 – November 2001**Director of Revenue Support Services**

Member of Revenue Operations Management Team responsible for management of staff and daily activities of Revenue Systems Support (3 FTE), Revenue Operations Financial Analyst (2 FTE) and Revenue Operations Registrar (1 FTE). Provided Systems and Technology analysis (and implementation) to enhance daily operations within Revenue Operations. Provided data analysis and reporting for operational improvement of clinic departments and project management for HIPAA Compliance Assessment (CGE&Y and Fallon Clinic resources).

The Family Health Center of Worcester, Worcester, MA, May 1998 – May 2001, Director of Information Systems

Member of Senior Management Team (including Administrator On-Call rotation) responsible for management of staff and daily activities of Information Systems (3.5 FTE), Switchboard/Reception (2 FTE), Medical Records (9 FTE – 1 manager, 8 staff). Provided Systems & Technology analysis and implementation to enhance daily operations and meet strategic goals of the health center, including: Information Systems Steering Committee, Designed & Deployed NT based LAN and Email (MS Exchange); Operational Improvement for Eclipsys Sunrise Access Manager and Patient Financial Manager; Information Systems security plan, health center wide computer competency training program. Lead health center wide initiatives, including: implementation of Massachusetts Immunization Information System, Development of Selection Criteria of Replacement Practice Management System (scheduling/billing), Year 2000 Assessment & Resolution Project, migration of Eclipsys System from DEC MicroVAX platform to Compaq ALPHA platform. Maintained strong alliances with organizations having a relationship with the health center. Supported all health center users, information systems, and the reporting of required information to regulatory agencies, grantors, and other funding agencies. Negotiated and maintained contracts with vendors. Participated in Operational and Performance Improvement Teams, including: Corporate Compliance, Appointment Scheduling Performance Improvement, Afternoon Physician Coverage, Show-Rate Performance Improvement (leader), Joint Commission Accreditation of Healthcare Organizations.

Memorial Health Care, Worcester, MA, April 1996 - May 1998, Information Systems, Applications Specialist II

Provided IS Project Leadership and Analyst functions for hospital wide initiatives including: Enterprise Centralized Scheduling Design & Implementation, Enterprise Registration Redesign & Implementation, Outpatient Rehab Resource Scheduling Design & Implementation. Contributing IS Analyst: Radiology PACS Installation, and Cardiology Management System Upgrade/Expansion. End User Support for Outpatient Rehab Resource Scheduling System, Home Health Resource Scheduling, MediWare SurgiWare used by Surgical Division, Home Health Clinical Documentation. Developed/maintain Web enabled scheduling rules for Central Scheduling Project. Analyst/Member of hospital wide strategic initiatives, including: Enterprise Registration/Scheduling Reengineering, Clinical Information Systems Clinical Practice Group, Unique Patient Identifier Team, Common Patient Record Definition/Selection Committee. Team member Clinical Systems Support (lab, radiology, and OB) and Backup Systems Security Officer. Co-Chair HBOC Series Northeast Users Association Clinical Special Interest Group.

IDE Associates, Bedford, MA, October 1995 - April 1996, Internetworking Technical Support Specialist

Provided technical support via telephone to customers needing assistance with connectivity to IBM midrange systems and operation of product line (coax and twinax workstations; desktop client stations; printers and remote controllers)

Central Maine Medical Center / Healthcare Corporation, Lewiston, ME, November 1990 - October 1995**Client Services Representative, Information Systems November 1992 – October 1995**

End-user advocate within Information Services division via direct contact and end-user special interest groups. Lead IS Analyst/Member on hospital committees, including: Physician Practice Management Systems Selection/Implementation, Network Wide Appointment Scheduling System Selection/Implementation, Point of Care Information Systems Selection/Implementation. IS Project Leader for migrating 4 multi-provider group practices to use HBOC (IBAX) Hospital Information System. Provided end-user support to over 1,000 medical center users using HBOC

(IBAX) Hospital Information System and IBM OfficeVision/400 accessing AS/400 applications via PCs with dial-up capabilities (MS-DOS, MS Windows, IBM Client Access/400 and PC Applications). Created ad hoc reports using ASC Sequel, IBM Query/400 and PC based applications. IS representative on Service Improvement Teams including: Documentation: Design systems to enhance patient care documentation and reduce duplication, Missing Medications: Enhance communication between Pharmacy and Nursing Units; Pastoral Care: Acquiring patients religious preferences by use of religion codes; Patient Information: Improve systems used to communicate patient information between care providers; Patient Location: Improve systems used to track patients within medical center. Member of Corporate Safety Management Program (in place of IS Manager) and Corporate Adopt-a-School Advisory Committee, Information Systems advisory committee at Lewiston High School Vocational/Technical Center. Guest Speaker at local college and high school classes regarding Information Management Technology.

Instructor, Education Department, November 1990 - November 1992

Coordinated medical center American Heart Association Basic Cardiac Life Support program; Facilitated Instructor Development for AHA BCLS program and other training programs; Facilitated monthly General Orientation program for new employees and volunteers; Conducted Joint Commission of Accreditation of Healthcare Organizations sanctioned programs related to safety; Participated in monthly Nursing Orientation program; Acted as resource to departments in absence of Education Department Manager; Assisted in operation of Education and Conference Center: program scheduling, coordination and hosting; Committee membership: Patient Education, Safety Management.

Nashoba Regional High School EMS Program September 1987 – February 2000, Instructor/Coordinator

Managed Emergency Medical Technician Training and Internship Program at Nashoba Regional High School, Bolton, MA.; Manage continuing educational opportunities; Conduct classroom and practical skills instruction in all aspects of Pre-Hospital Emergency Care; Coordinate clinical rotations; Select and orient guest lectures; Develop training materials; Conduct American Heart Association Basic Cardiac Life Support Instructor Training Programs; Facilitate Instructor and Instructor aid development; Manage multiple courses concurrently, maintain program budget.

Commonwealth of Massachusetts September 1986 – Present

Emergency Medical Services Instructor & Examiner (Chief Examiner since 2005)

Manage Emergency Medical Technician Training Programs; Manage continuing educational opportunities; Conduct classroom and practical skills instruction in all aspects of Pre-Hospital Emergency Care; Coordinate clinical rotations; Select and orient guest lectures; Develop training materials; Conduct American Heart Association Basic Cardiac Life Support Instructor Training Programs; Facilitate Instructor and Instructor aid development; Manage multiple courses concurrently. Past institutions include: Northeastern University, Boston, MA and Burlington, MA; Emerson Hospital, Concord, MA; Nashoba Hospital, Ayer, MA; West Boylston Fire Department, West Boylston, MA.

Tri-County Health Services, Auburn, ME, March 1992 - October 1995, Counselor

Provided pre-test and post-test counseling of individuals requesting testing for HIV infection; Phlebotomy. Volunteer March 1992 to January 1994. Paid January 1994 to October 1995 (due to liability insurance provisions of organization).

Assabet Valley High School, Marlboro, MA, February 1988 - June 1988, Continuing Education Instructor

Provided instruction to adult students enrolled in Data Entry/Keyboarding Skill job training; Developed training materials to utilize PC, DEC PDP-11 and DEC VAX platform computing systems.

Nashoba Community Hospital, Ayer, MA, February 1987 - December 1993, Emergency Medical Technician

Assisted in all clinical aspects of providing care to individuals in the Emergency Department; Provided mentoring to students participating in a clinical rotation; Assisted in providing patient care in other nursing units as required.

Marlboro-Hudson Ambulance Service, Hudson, MA, June 1985 - June 1989, Training Supervisor

Recruited, hired and trained new personnel; Coordinated continuing education opportunities for all personnel; Maintained personnel records; Assisted Operations Manager in daily operations of service, including: scheduling of personnel/resources, dispatching and public relations; Provided emergency care; Assisted in management of billing and collections department; Managed operations of computer system.

EDUCATION

Massachusetts League of Community Health Centers, Boston, MA

Certificate in Financial and Strategic Leadership, April 2007 - January 2008

Massachusetts League of Community Health Centers and Suffolk University, Boston, MA

Certificate in Community Health and Community Health Center Management, September 2005 - June 2006

Anna Maria College, Paxton, MA

MBA in Health Care Administration, January 1999

Central New England College of Technology, Worcester, MA

BS Magna Cum Laude, Computers and Information Systems-Information Management Technology, May 1988

Assabet Valley Regional Technical High School, Marlboro, MA

Academic Diploma and Certificate of Vocational Proficiency: Data Processing, May 1985

CERTIFICATIONS

Certified Professional in Healthcare Quality, Healthcare Quality Certification Commission, National Association for Healthcare Quality 10/2019

Lean Green Belt, UMass Memorial Health Care, Center for Innovation and Transformation Change 10/2018

Lean Yellow Belt, UMass Memorial Health Care, Center for Innovation and Transformation Change 08/2017

Lean White Belt, UMass Memorial Health Care, Center for Innovation and Transformation Change 07/2017

Management and Strategy Institute - Lean Six Sigma White Belt (LSSWB)[™], June 2015

MA EMT-Basic, 1985 (current certification period thru 04/01/2021)

MA EMT-Basic Instructor/Coordinator, 1987(current certification period thru 04/01/2021)

MA EMT-Basic Examiner, 1987(current certification period thru 04/01/2021)

MA EMT-Basic Chief Examiner, 2005 (current certification period thru 04/01/2021)