

**SR. DIRECTOR | GENERAL MANAGER | VICE-PRESIDENT
OPERATIONS | LOGISTICS | FINANCE | STRATEGY | INNOVATION**

Proven and effective healthcare operations leader with a passion for creating patient-centered solutions for healthcare systems, risk adjustment and gap closure services, home healthcare longitudinal services, integrated patient access functions, provider logistics and healthcare contact centers. Demonstrated success providing operational innovation, leveraging technology and business analytics to drive sustainable results. Deep background in capacity demand forecasting, managing P&Ls and capital planning. Diverse operations experience in senior leadership roles for multi-billion-dollar organizations, leading teams and business units with a focus on creating a culture of service and empathy. Expert consensus builder, negotiator, presenter and communicator across multiple organizational levels.

AREAS OF EXPERTISE

Patient Access | Gaps-in-Care & Risk Adjustment Services | Healthcare Contact Centers
Provider Capacity & Logistics | Continuous Improvement | Project & Program Management
Payor-Client Relationships | Metrics Development | Predictive Analytics | Medical Device Fabrication
Scaling Operations | Field Network Development | Strategy Development & Execution

PROFESSIONAL EXPERIENCE

Homebase Medical/SCAN Group, Long Beach, California **February 2024-Current**
\$6M portfolio company, part of the \$5B non-profit healthcare Medicare Advantage plan supporting senior adults across AZ, CA, NM, NV, TX and PA.

Sr. Director, Clinical Operations – Homebase Medical

Developed in-home and embedded clinic patient engagement strategies and clinical capacity planning for annual wellness visits and longitudinal care delivery services across existing and new markets. Directed and managed client account relationships, new client implementations, multiple contact centers and patient registration and scheduling functional areas. Fostered strong, productive working relationships with key stakeholders, provider organizations and vendors, ensuring optimal service offerings to health plan members. Oversaw and managed data analysis and Salesforce workflow infrastructure, measuring clinical and operational performance. Proposed and executed business cases for innovation and optimization opportunities. Championed and incorporated clinician VOC into clinical operations decisions supporting the delivery of efficient, high-quality care.

Revenue Generation:

- Designed diabetic retinopathy screening service to reduce gaps-in-care for client health plans with a modeled service line operating margin projected at 48%.
- Developed expansion plan for several states across the SW for scaling growth of Annual Wellness Visit service line supporting SCAN, Optum and other health plan clients.
- Drove improvement of provider capacity utilization by moving underutilized providers into geographies with unmet patient scheduling demand for improved revenues and lower costs.

Process Re-Engineering:

- Redesigned patient scheduling workflows for post-discharge and chronic care service lines.
- Led build-out of hoshin dashboards in the Salesforce environment providing business analytics for optimized operations decision support.
- Leveraged value-based contracts and led RFI/RFP for call center BPO as an alternative to current near-shore patient outreach function, for improving patient engagement and visit capture rates.

QUEST DIAGNOSTICS, Santa Ana, California **May 2018-February 2024**
\$17B Fortune 500 healthcare diagnostic testing and information services company serving 40% of the US patient population and half of all physicians and healthcare systems nationwide.

Director Clinical Operations – Quest HealthConnect & ExamOne

Leadership of multiple functional areas for \$60M Medicare risk adjustment & care gap closure services. Responsible for payor-client on-boarding and implementation, patient-member outreach, and the network of medical professionals conducting field-based patient encounters. Developed and implemented operations strategies for in-home annual health assessments, osteoporosis & diabetic retinopathy screenings, and point-of-care diagnostic lab testing. Led internal transition of services from Quest HealthConnect business unit to ExamOne business unit while maintaining operating margins and the highest levels of service to internal and external customers.

Revenue Generation:

- Led RFP and deployment of computer-assisted coding platform increasing productivity and quality for coding teams. Reduced cost per record from \$6.50 to < \$2.00.
- Leveraged web-based ride-sharing services to create a patient concierge ride service for women's health services, significantly lowering patient appointment cancellation and no-show rates.
- Created, piloted, and championed "Field of Dreams" patient scheduling model creating an additional revenue stream of \$850k annually.

Process Re-Engineering:

- Drove cycle-time reduction from >67 days to <25 days for physician, nurse-practitioner and optometry recruiting and credentialing processes.
- Developed Net Promoter Score survey instrument and improved NPS score from 37 to 84 in less than 6 months. Maintained 80+ NPS scores for 46 consecutive months.
- Deployed cloud-based telehealth solution, increasing member value-added access for health plan clients.
- Managed and coordinated "Project Shield" covid testing response strategies for professional sports organizations (e.g., "Miami NBA Bubble"), colleges and universities, and fortune 500 companies.

KECK MEDICINE OF USC, Los Angeles & Alhambra, California

July 2010-January 2018

\$5B internationally recognized Tier 1 academic health system caring for patients across the greater Los Angeles area and worldwide.

Director, Access Operations

Operations leadership of 24/7/365 centralized patient registration, appointment scheduling, insurance verification/authorization, medical contact center and 3 hospitals. Responsible for all aspects of strategic planning, operations management, and physician support. Seamlessly aligned and propelled multiple functional areas across the Enterprise, leading contact center, physician template capacity management, front-end revenue cycle, across after-hours physician on-call, project management and appointment services. Establishing and coordinating service line excellence, re-engineering, and process improvement.

Revenue Generation:

- Generated savings of \$695K through elimination of outsourced after-hours physician on-call support.
- Directed a patient access call center operation processing 15,000 telephone call volumes daily.
- Led full P&L responsibility for \$5.5M operating budget with typical FYE savings of 10%.
- Launched an internal and consumer-facing provider match web app, "Kyruus" to allow for faster search results, capture of physician scheduling protocols and improved scheduling transactions.
- Designed and initiated remote agent program reducing turnover and improving staff productivity.

Process Re-Engineering:

- Stood up the USC Medical Call Center, supporting 100% of USC Care Medical Group, Keck Medical Center of USC, and the Keck Medicine of USC health system.
- Improved and held call center service level to 90% call answer rate <0:30 seconds for 1.9M transactions annually.
- Facilitated uniform physician access by establishing a template capacity management team.
- Instituted a key call management/CRM system and electronic document management and ticketing system to improve call center performance.
- Produced exceptional service, incorporating QA metrics and call monitoring and agent-scheduler training, lowering transaction times from 7-10 minutes to 4 minutes.
- Established patient portal and web-based appointment self-services.

- Developed standardized physician practice protocols improving scheduling logistics and minimizing lost appointments.

CAREER NOTES

TRIDENT DENTAL LABS, INC., Hawthorne, CA Sr. Director of Operations (Domestic & International)	November 2002-February 2010
KAISER PERMANETE – VISION SERVICES PROGRAM, Los Angeles, CA Director of Operations (Chair, National Purchasing Organization-Optical) Optical Laboratory Unit Manager	June 1996-November 2002
Eyecare Service Plan, Inc., Beverly Hills, CA Operations Vice President Regional Operations Manager	January 1993-June 1996
Medical Centre Opticians, Inc., Los Angeles & Santa Monica, CA General Manager Clinic Manager Optical Laboratory Supervisor Optician (ABO & NCLE certified)	June 1986-January 1993
United State Marine Corps, Coronado & Camp Pendleton, CA Infantry Squad Leader (Overseas Deployments) CQB Team Leader-Marine Corps Security Force (Top-Secret Clearance-Nuclear/DOE)	June 1982-June 1988

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration, Strategy & Operations California State University-David Nazarian College of Business & Economics Master of Business Alumni Association	2000
Bachelor of Arts, Economics California State University Dean’s List	1996
Quality Management Systems Certification – Quest Diagnostics Executive Leadership Program – Keck Medicine of USC/Children’s Hospital Los Angeles Quality Improvement Methodologies – Institute of Healthcare Improvement Middle Management Development Program – Kaiser Permanente Foundations of Leadership Program – Center for Creative Leadership Non-Commissioned Officers’ Course – USMC 1 st Marine Division Schools Infantry Squad Leader’s Course – USMC 1 st Marine Division Schools	

TECHNOLOGY STACK / SOFTWARE

Electronic Medical Records:	Allscripts Cerner Millennium GE Centricity Business eClinicalWorks
Business Analytics:	Salesforce Crystal Reports Tableau MS Dynamics 365 & GP MS Power BI
Productivity Software & AI:	MS Office Professional MS Visio MS Copilot ChatGPT
Call Center Platforms:	Avaya ACD Cisco Unity Genesys Startel CMC
Web Tools:	Kyruus Fonolo MedChat WebMD Vidyo Telehealth