

HEALTHCARE EXECUTIVE SUMMARY

~ A Kaizen-Spirited Healthcare & Physician Executive, with 20+ years of valuable ability to lead large care delivery multidisciplinary teams by combining expertise in ...

- *Patient-Centered; Value-Based Care* • *Medicaid & Medicare plan administration* • *Population Health Management & Analytics*
- *Case Management & Care Coordination* • *Quality & Performance Improvement* • *Extensive knowledge of care delivery models*

... into a cohesive, high-quality, culturally competent, and cost-optimized "value-based" system founded on common vision, mission, and teamwork.

Delivered over \$150M+ in cost savings and improved population health measures by over 50% to date. Experience working with key stakeholders to establish sustainable healthcare solutions across the care continuum and social settings to improve patient experience, health outcomes, and reduce costs.



CAREER MISSION: "Connecting Silos to Sustain Systems that Save Lives"



AREAS OF EXPERTISE

- **Leadership & Organizational Development**
 - Resource & Change/Transformation Management
 - Portfolio Management/Resource Optimization
 - Revenue Generation and P&L Management
- **Clinical & Health Management**
 - Utilization Management
 - Quality & Performance Improvement
 - Care Delivery Models
 - Telehealth Implementation
 - Provider Engagement & Patient Experience
- **Population Health & Advanced Primary Care**
 - Primary Care & Behavioral Health Integration
 - Complex Care Coordination & Care Management
 - Social Determinants/Social Needs
- **Care Value & Standards**
 - HEDIS/VBP/Stars
 - ACO/ Value-Based Care Models
 - Revenue Cycle Management
 - CMS (CMMI) Innovation Programs
 - Clinical Analytics: EHR application/Interoperability

EXPERIENCE HIGHLIGHTS

Experience Highlights	Area of Expertise	Yrs.	Selected Management Accomplishments
  <div style="background-color: #e1f5fe; padding: 5px; text-align: center;">AFFILIATIONS BOARDS</div> 	<p>A. Executive experience running enterprise operations – by advancing human-centered effective & efficient system.</p> <p>B. Business process leadership experience to ensure company growth and profitability</p> <p>C. Develop strategic relationships with industry leaders & oversee client satisfaction efforts</p> <p>D. Lead enterprise-wide culture transformation & ensure staff well-being</p> <p>E. International Experience & Public Health Expert</p> <p>F. Board & Advisory Experience</p>	<p>12+</p> <p>17+</p> <p>17+</p> <p>14+</p> <p>20+</p> <p>4+</p>	<ul style="list-style-type: none"> ◆ CEO, Medicalinc's – support Maryland Department of Health Senior Leadership with ongoing State-wide Primary Care Transformation ◆ COO/EVP, MSLLC – Established a new line of business (Care Transformation Organization - CTO) & implemented innovative patient engagement technology. The CTO serves practices participating in the Maryland Primary Care Program (for 8 years: 2019 – 2026). <i>CTO is a new ACO-like entity funded by CMS.</i> ◆ Special Projects Director/Executive Consultant to the CEO, Priority Partners MCO – Stood up the cost-containment hub for an integrated, patient-centered care through a system that optimizes both quality and costs. Achieved a 2:1 return on investment by year 2, and currently at >4:1; with close to \$\$25 M in cost savings till date ◆ Recognized by peers & State Health Department leadership as a leader and resource for care transformation. Appointed by the Secretary of Health to serve on the State's Advisory Council for care transformation. ◆ Regional Telemedicine Coordinator at Kaiser Permanente – Led team to identify and implement innovative technology solutions, contributing to 20% growth in Telehealth solutions and related expense reduction of \$5 million & a 15% improvement in efficiency of delivery services ◆ Portfolio Lead in the VA Community Care Program - Championed development of innovative solutions; saving the VA at least \$2M dollars per year (across 4 VISNs). Primary & Specialty Care Team Lead for DHA High Reliability Organization Program – Advised Leadership team on innovative solutions to improve access and delivery efficiency ◆ Faculty Lead, National Learning Network in the CMS CPC+ Program – Led development of implementation and learning program; contributing to successful nationwide implementation of the Comprehensive Primary Care Plus (CPC+) Program – for over 2000 primary care practices. ◆ Leadership Committee for WBL. <i>WBL is the premier network of female senior executives across the health care industry, with 3500+ executive women representing 2700+ health care organizations</i>

EXECUTIVE HIGHLIGHTS

- ❖ **Medicalinc's LLC, Silver Spring, MD ----- 2017 - Present**
Medicalinc's is a healthcare advisory & management services firm that supports health organizations (Payers & Providers) to improve organizational performance – by providing value-add, human-centered, integrated, managed care solutions. We have significantly improved population health outcomes, cost savings and ROI for our clients. Medicalinc's has also built-in capacity to provide patient care management services for multi-population cohorts – to improve & maintain optimal quality of care and living.
 - **FOUNDER/CHIEF EXECUTIVE OFFICER (Aug 2017 - Present)**

Founded an independent healthcare consulting firm with the flexibility to support senior healthcare leaders in areas of subject matter expertise which include: Primary Care Practice transformation, Population and community health, Care Management & Care Coordination, Delivery reform – centered on high-performing team-based primary care (patient-centered medical homes, health homes), Payment reform, value-based purchasing, Patient/consumer engagement, Behavioral health integration, Program evaluation & Analytics, and Health information technology.

Enduring Contributions: Catalyst for connecting Federal, State, and Commercial healthcare leaders to initiate negotiations to review & modify policies to promote expansion of primary care transformation efforts; particularly in the State of Maryland. Championed evaluation of FQHC quality improvement program with favorable results that influenced board support for continually funding and sustainment. Provided training for Maryland State Practice Coaches; equipping them with needed skills to support Primary Care Practices to improve quality of care delivery & health outcomes. Currently lead a team of expert to develop and conduct State-wide provider training on advanced primary care (care coordination & population health management) for MDPCP Practices – to improve patient health outcome & experience. Continued support with oversight of population health programs for Medicaid Health Plan.

Selected Accomplishments:

☑ **Centers for Medicare & Medicaid (CMS)**

- **MDPCP Healthlincs Care Transformation Organization (CTO) (Dec. 2019 – Present):** Medicalincs acquired this new line of business (CTO) – that supports primary care practices participating in the Maryland Primary Care Program Model (MDPCP) with care transformation implementation. The Team received CMS recognition for active participation in the MDPCP learning network

☑ **Maryland Department of Health (MDH)**

- **MDPCP PMO PRINCIPAL/SUBJECT MATTER EXPERT (Oct 2018 – 2019):** Serve as a trusted strategic leader for the MDPCP PMO Leadership to stand up the MDPCP program. Successfully lead a team of experts to facilitate comprehensive training on the Maryland Primary Care Program Model (MDPCP), Practice Transformation, & Care Management & Care Coordination - for State Department Practice Transformation Coaches, & Maryland Primary Care Practices' Providers. Team achieved a Achieved a 35% increase in knowledge gain & 80% readiness level to apply knowledge gained
- **REM PROGRAM CARE MANAGEMENT PROVIDER (Jan 2019 - Present):** Medicalincs serves as the sole care management provider (with The Coordinating Center) for the Maryland Rare and Expensive Case Management (REM) Program – a fee for service alternative to HealthChoice Managed Care Organization (MCO) participation for recipients with specified rare and expensive conditions.

☑ **Johns Hopkins Healthcare – Priority Partners MCO**

- **EXECUTIVE CONSULTANT to the CEO (Apr 2016 – Present)**
 - Transitioned to provide subject matter expert consultant for PPMCO CEO on health plan profitability, population health management initiatives, and alignment with the Maryland Total Cost of Care. This involves - facilitating legal, financial, and strategic negotiations of related contracting opportunities and ensuring compliance through review of reported measurable improvements in performance, service utilization & revenue generation that enable leadership decision-making for both in-year and out-year strategic planning.
 - Support with providing oversight for cost-containment initiatives for 7 partner FQHCs in PPMCOs provider network; aligned with application of MOU funding (and FQHC funding from other sources). Oversaw and developed evaluation report with actionable recommendations & insights for board review and improve plan operational efficiencies.

❖ **Management Solutions, LLC, Washington, DC ----- 2018 - 2019**

Management Solutions, LLC (MSLLC) is a national award-winning management services firm that specializes in improving organizational performance through proven sustainable solutions. MSLLC Healthcare partners with payers, providers, and integrated delivery networks (IDNs) to improve performance in delivering patient-centered, value-based care. Our tailored solutions help improve patient experience, clinical quality outcomes, provider satisfaction, while reducing cost of care. We have supported 19,000+ providers serving over 8 million patients.

- **CHIEF OPERATING OFFICER – (Feb 2018 – Apr 2019)**

- **PHYSICIAN EXECUTIVE ADVISOR (May 2019 – Dec 2019)**
- **EXECUTIVE VICE PRESIDENT, HEALTHCARE (Jan 2018 – Apr 2019)**

Joined executive team and charge with leadership & growth of the healthcare practice, and soon after appointed Chief Operating Officer to lead corporate-wide operations transitions and oversee the planning, organization, implementation and coordination of corporate-wide services and related lines of business including: budget, staffing, training and education, services and facilities.

Enduring Contributions: Created well-defined organizational priorities and governance structures, and a strong division corporate culture that embraces challenges, adapts flexibly to environmental changes & barriers. Instituted performance and quality metrics that tied to operational efficiency improvement. Established a new product line (Care Transformation Organization - CTO) serving the State of Maryland to improve primary care delivery for the next 8 years (2019 – 2026). *CTO is like an ACO – it is a new type of entity that hires and manages an interdisciplinary care management team capable of furnishing an array of care coordination services to Maryland Medicare beneficiaries. Our interdisciplinary care management team provides care coordination services such as: health and nutrition counseling services, behavioral health specialist services, referrals and linkages to social services, and support from health educators and Community Health Workers (CHWs) that support patients with addressing social needs.*

❖ **Johns Hopkins Healthcare: Priority Partners, Glen Burnie, MD ----- 2014 - 2016**

Priority Partners is a \$1.7+ billion revenue MCO (the largest Medicaid MCO) authorized by the State of Maryland to provide healthcare services for about 300,000 Medicaid beneficiaries with a vast provider network which includes seven Maryland FQHCs. PPMCO Administration comprises of about 30 administrative staff and is supported by JHHC Operations, Information Technology, Quality Improvement, Enrollment & Billing departments.

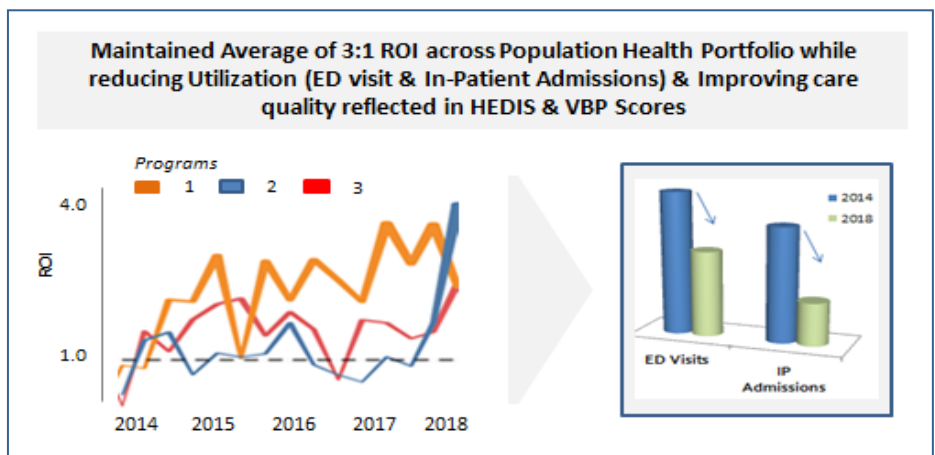
➤ **SPECIAL PROJECTS DIRECTOR (OFFICE OF THE CEO) – 2014 – 2017**

Served (full-time, then part-time) as Special Projects Director – directing development & implementation of comprehensive health plan business strategies & population health programs designed to maximize State-reimbursement, cost-savings, and meet regulatory requirements - TJC, CMS, DOH.

Enduring Contributions: Catalyst for creation of a cohesive, well-functioning population health management model with outstanding credibility. In collaboration with MCHS leadership, supported with implementation of FQHC cost-containment initiative. Developed a management structure that actively seeks to provide integrated, patient-centered care through a system that optimizes both quality and costs. Established dashboarded quality metrics that help to drive continuous process improvements and operational efficiency increases. Achieved a high return on investment (3:1) while concurrently maintaining or decreasing expenses; and improving healthcare outcomes.

Selected Accomplishments:

- ☑ Successfully oversaw operations of regional Primary Care Practice Transformation initiatives which involve Primary Care Case Management (PCCM), Value-Based Purchasing (VBP) elements, and Resource Adequacy management. Programs include: Ambulatory Intensive Care Program, ED Diversion & IP Reduction, Community Services, and FQHC Quality Improvement Initiative.



- ☑ Championed changes to transform department integration and collaboration to address operational roadblocks, building a strong foundation for continued success into the future that created strong governance and reporting structures while promoting a culture of self-governance and accountability.
- ☑ Facilitated legal, financial, and strategic negotiations of related contracting opportunities and ensure compliance through oversight reported measurable improvements in performance, service utilization & revenue generation that enable

leadership decision-making for both in-year and out-year strategic planning.

❖ **Patelson Clinics & Hospital, NGR ----- 2004 - 2009**

➤ **CHIEF OPERATING OFFICER/MEDICAL OFFICER III**

Provided patient care and - oversight, leadership & directed hospital operations and transformation of integrated delivery care model across partner health organizations – academic, research, ancillary, & community care - for a 35-Bed Hospital/Clinic (Ambulatory & OBGYN care) for a growing area of over 7,000 residents

ADDITIONAL HIGHLIGHTS

❖ **Booz Allen Hamilton, Washington, DC ----- 2015 – 2017**

➤ **HEALTHCARE SUBJECT MATTER EXPERT (across HHS, VA & DHA markets)**

Hand-picked to serve as a Managing Consultant at Booz Allen – to offer expertise to public agencies leadership (CMS, VA, MHS) in development and execution of strategic plans on care models transformation across in- and out-patient settings.

Enduring Leadership Contributions: Catalyst for strategic planning for business growth. Leveraged professional network and expertise in payer-provider population health transformation initiatives to win contracts which are currently ongoing. Notably secured & implemented VA Community Care \$100M 5-year term award; and ensured continued staff retainment beyond base year for CMS CPC+ contract.

Selected Accomplishments:

- ☑ Growth & Development: Led development of technical approach for multiple proposals worth over \$200M total actual/potential revenue stream in 18 months across healthcare markets; and help to set up delivery team.
- ☑ Faculty Lead, CMS – CPC+ Initiative National Learning Network: Led faculty of 25+ Subject Matter Experts in collaboration with CMS leadership, to facilitate successful implementation of CMS national advanced primary care medical home model
- ☑ SME - VA Community Care Project: Led multidisciplinary VA project teams, across the VA Health Care Delivery System to standardize & optimize VA enterprise-wide business processes to stand up a Community Care Network
- ☑ SME - Primary & Specialty Care Access, DHA HRO PIO: Provided subject matter expertise for DHA, supporting Leadership Advisory Boards with knowledge of industry best practices, and policies, to guide optimal solutions.

❖ **Kaiser Permanente, Rockville, MD ----- 2013 – 2014**

➤ **STRATEGIC PLANNING PROGRAM MANAGEMENT**

Provided oversight of telehealth services operations; and highly visible, multi-faceted (moderate to complex) capital projects across out-patient, acute care, and in-patient settings -- contributing to 20% growth in Telehealth solutions and related expense reduction of \$5 million over 11-month period and a 15% improvement in efficiency delivery services within the Kaiser system in FY 2013.

❖ **Southside Community Services Board, South Boston, VA ----- 2006 - 2013**

➤ **PROGRAM/CASE MANAGEMENT (Public Health Expert)**

Managed coordination of Community Services experience overseeing behavioral health case management service delivery for patient population served (over 300 patients). Provided initial and annual case management assessment, developed care/intervention plans, and monitored patients periodically while coordinating referrals for needed medical and social services. Ensured adherence to regulatory requirements including TJC, CMS, DOH through risk-averse documentation; & internal department reviews coordination to ensure compliance. Resulted in 5-year “pass” on site audits.

EDUCATION & CERTIFICATIONS

Master of Business Administration & Master of Project Management (MBA/MSPM),
George Washington University, DC, 2012

Master of Public Health (MPH),
Tulane University, LA, 2005

Family/General Practice Residency,
KorleBu Teaching Hospital, GH, 2004

Doctor of Medicine (MD),
Nnamdi Azikiwe University, NGR, 2002

CERTIFICATIONS

Certified LEAN Six Sigma, Johns Hopkins University, MD

Certified Change Management Practitioner, Prosci, VA

Certified Project Management Professional (PMP), Project Management Institute

Clinical Analytics Leadership Fellow, John Hopkins University, MD

ADDITIONAL INFORMATION

Selected Affiliations: Women Business Leaders in Healthcare (WBL); Medical Group Management Association (MGMA); The Maryland State Medical Society (MedChi), American College of Healthcare Executives (ACHE), American Medical Association (AMA), Healthcare Information and Management Systems Society (HIMSS), National Association of Health Services Executives (NAHSE), Compton Foundation Fellow

Boards: Maryland Department of Health, Advisory Council Member – MDPCP; Board Member – Lasell Village, MA; Board Member – Young Lives Trust (Childhood Cancer)

Thought Leadership: Accomplished Speaker at the local, regional, and national levels on patient-centered value-based care & social determinants; and published work on primary care transformation efforts

Selected Publications:

- 1) *Building a Medicaid Ambulatory Complex Care Program Within an Urban Medical Home.* Laura D. Sander, Michael Albert, Nkem Okeke, Steven Kravet, Katherine Rediger, Sarah Johnson Conway, and Maura J. McGuire. Population Health Management. Dec 2018.
- 2) *Implementing Value-Based Primary Care Delivery in Federally Qualified Health Centers (FQHCs).* Nkem Okeke, Chester Schmidt, Salliann Alborn, Edward Kumian. Population Health Management. Jan 2020.