

HEALTH | CHOICE

ARIZONA

Oral Presentation: To follow is a listing of the names and titles (followed by respective resumes) of the participating individuals for Oral Presentations as required in Paragraph 19:

Name of Participant	Participant Title	Employee (Affiliate or Parent Company)
1. Shawn Nau	Chief Executive Officer	Health Choice Integrated Care
2. Dr. Teresa Bertsch	Chief Medical Officer	Health Choice Integrated Care
3. Katrina Cope	Vice President of Operations	Health Choice Arizona
4. Diana Alvarez	Vice President of Marketing	Health Choice Management Co.
5. Angela Sherwin	Vice President of Medicaid	Steward Healthcare System
6. Mark Carroll	Chief Health Officer	The NARBHA Institute

Shawn H. Nau

1300 South Yale Street, Flagstaff, AZ
928.214.2291
Shawn.Nau@iasishealthcare.com

Experience

Chief Executive Officer, Health Choice Integrated Care. 1300 South Yale Street, Flagstaff, Arizona 86001. (February 2013 through present.) Manage business strategy and operations for Northern Arizona behavioral health managed care organization, including community stakeholder collaboration efforts, network service development, cultural competency programs, coordination of tribal services team, communications, public relations, and provider policy development. Initiated and lead team to implement program to manage court ordered evaluations for Coconino County under an intergovernmental agreement with the Arizona Department of Health Services.

City Manager, Eagar, Arizona. 22 W. 2nd Street, Eagar, Arizona 85925. (June 2012 through February 2013.) Turnaround management project for city facing significant financial and operational challenges. Managed all operations including police, fire, public works, planning and zoning, parks and other municipal functions. Completed financial recovery and stabilization plan within fifteen months.

County Manager, La Plata County, Colorado. 1060 East 2nd Avenue, Durango, Colorado 81301. (March 2008 through August 2011.) Managed \$68 million county operations including central county administration. Additionally, served on San Juan Basin Health Board; helped create and served as a founding board member of the La Plata County Economic Development Alliance; and helped create and served as a founding board member of the Southwest Colorado Council of Governments.

Director of Health Care Administration and General Government Services, Maricopa County, Arizona. 301 West Jefferson, Suite 320, Phoenix, Arizona 85003. (January 2000 to March 2008; August 2011 to June 2012.) Managed multi-department agency providing a wide variety of health care, strategic planning, legal, and budget related services with budgetary responsibilities in excess of \$325 million. Accomplishments included completion of a public initiative and election process to transition 600-bed County hospital and health plan system to a special health care district; managed \$360 million health care litigation portfolio; and Introduced improved prior authorization and

claims payment systems for public and correctional health services. Managed Arnold v. Sarn litigation and coordination with County RHBA; Assisted with reorganization of several key County departments;

Director, Human Resources Department, Maricopa County.

Arizona. 301 West Jefferson, Suite 240, Phoenix, Arizona 85003. (September 1996 to January 2000.) Direct personnel system delivering a broad range of human resources services to approximately 14,000 employees, including recruitment, compensation, payroll, employee records, leave and benefit programs, employee relations, and merit systems. Served as the County ethics officer and ADA coordinator. Responsible for operating budget of over \$3 million, and benefits trust budget of over \$32 million. Served as a lead consultant on Maricopa County's human resources submission to Governing Magazine's "Rating the Counties" project, which resulted in Maricopa County receiving the highest national designation. Served as member of Arizona Joint Legislative Committee on Employee Compensation;

Lead Counsel, Employment Law Section, Maricopa County

Attorney's Office, Civil Division. 301 West Jefferson, 8th Floor, Phoenix, Arizona 85003. (October 1993 to September 1996.) Managed practice group of five attorneys representing Maricopa County departments in general counsel and litigation matters. Major accomplishments: Participated in negotiation of Bank One Ballpark (now Chase Field) memorandum of understanding with Arizona Diamondbacks for construction of Bank One Ballpark; litigated cases precedent setting case under the Fair Labor Standards Act; assisted in restructuring of county as part of stabilization program following fiscal crisis in 1994.

Associate Counsel, Tower Byrne Beaugureau & Shaw, P.C. 2111

East Highland Avenue, Suite 255, Phoenix, Arizona 85016. (October 1991 through October 1993). Represented both private and public sector clients in a variety of legal matters, including Title VII employment discrimination and civil rights litigation, and administrative matters before the Equal Employment Opportunity Commission. Chaired firm's technology committee, and directed implementation of the firm's first computer system.

Assistant Attorney General, Chief Counsel's Staff, Ohio Attorney General. 30 East Broad Street, 17th Floor, Columbus, Ohio 43266-0410 (August 1986 through October 1991). Responsibilities included representation of the state's Department of Administrative Services Division of Personnel, Ohio State University Hospital, Ohio Supreme Court, Governor's Office, Attorney General's Office and Treasurer's Office in financial, employment, and public disclosure matters; served as general counsel to state public employee's deferred compensation fund. Represented other state departments in matters including cases under the Federal Vocational Rehabilitation Act, Americans with Disabilities Act, as well as racial discrimination, gender discrimination and sexual harassment cases. Conducted seminars on various public employment-related issues. Additionally, served as "Open Government Liaison" coordinating public disclosure of media requests for information from the Attorney General's Office and Division of Personnel.

Education

Adjunct Professor, Ohio State University Law School. 1659 North High Street, Columbus, Ohio 43210. (September 1988 through January 1990). Instructed law students in constitutional law, employment law, and legal research and analysis techniques.

Juris Doctorate, University of Toledo School of Law, Toledo, Ohio 43606. Graduated May, 1986, *cum laude*. Ranked in top ten percent of graduating class. Awarded Gelereed Memorial Scholarship. Activities included Moot Court, Mugal Society.

Bachelor of Arts, State University of New York at Buffalo, Department of Philosophy, Buffalo, N.Y. 14226. Graduated *cum laude* (university-wide), *magna cum laude* (department), B.A., Analytical Philosophy. Activities included honors research program on law and ethics, served as judge-advocate in student-wide judiciary alternative dispute resolution program.

International City County Management Association; National Association of Counties; Association of Colorado County Administrators; Society for Human Resources Management; International Personnel Management Association; Admitted to Ohio State Bar and Ohio Federal District Court Bar, November, 1986; Volunteer for United Way, United Cerebral Palsy, Upward Foundation, and Grand Canyon Field Institute.

Teresa Denise Bertsch, MD

Health Choice Integrated Care
Previously Northern Arizona Regional Behavioral Health Authority (NARBHA)
1300 South Yale St., Flagstaff, AZ 86001
928-774-7128 (main) 928-853-1623 (cell)
Teresa.Bertsch@Steward.org

Chief Medical Officer. August 2, 1992 – Current

Chief Clinical Officer. April 1, 2011- January 15, 2013, and December 15, 2000 - January 15, 2003

Oversees all medical, clinical and quality programs for HCIC's Arizona public sector managed care services (physical and behavioral) for adults with serious mental illness, and behavioral health services for Medicaid (AHCCCS) and Arizona state funded managed behavioral health care system, including full continuum of care for children and adults with serious mental illness, and behavioral health and substance use disorders in 65,000 square mile catchment area, including 12 American Indian tribal nations.

- Oversees integration of behavioral health & primary health care, including development of contracts, State Targeted Response to Opioid Crisis Grants, incentive programs, outcomes and strategic direction.
- Develops, reviews and implements medical/clinical/utilization policies, procedures, programs, best practices and performance standards for adult and child medical and behavioral health programs.
- Ensures the quality, consistency, and timeliness of physician case reviews, peer consultations, reconsiderations, and other medical management activities conducted by HCIC medical staff.
- Recruits physician/medical practitioners for network ensuring that HCIC consistently meets its network sufficiency performance goals. Develops physician/medical practitioner practice profiles and makes recommendations regarding credentialing and re-appointment.
- Member of HCIC Executive Team, Leadership Council and Corporate Compliance Committee.
- Chairs Medical Management, Quality Management, Peer Review, HCIC Network Medical Practitioners, Morbidity and Mortality, Pharmacy & Therapeutics Committees.
- Governor appointee for SBIRT Policy Steering Committee for Arizona Governor's Office for Children, Youth and Families SBIRT (Screening, Brief Intervention and Referral to Treatment) SAMHSA grant.
- Has served on numerous state-wide committees developing policies on clinical initiatives, services and treatment priorities for state-funded behavioral health services, including AZ Health Care Cost Containment System (AHCCCS) Health Plan Medical Directors Group (2015- current), Arizona Statewide Regional Behavioral Health Authorities' Medical Directors Group (1992- Current), Arizona Statewide Integration of Care Workgroup (2000-2003), ADHS/DBHS Interagency Committee on Children's Medical Necessity (1993- 2000), Implementation Oversight Committee on Perinatal Substance Abuse (Legislative appointment 1998- 2000) and ADHS/DBHS Best Practices Advisory Committee (2006-2009). **AZ Dept of Health Services/Dept of Behavioral Health (ADHS/DBHS) Workgroups:** Behavioral Health Crisis Response System (2009), Authorization Criteria for Level II/III/HCTC for Adults and Children (2009), Buprenorphine Prescribing Protocols (2009), Pharmacologic Restraint (2008), Birth to Five Psychopharmacology (2008), Treatment of Co-Morbid Behavioral Health and Medical Disorders (2007-2008), AHCCCS/DBHS Coordination of Care (2005), Polypharmacy (2005-2006), Informed Consent (2003-2007), HEDIS Follow-up After Discharge from Inpatient (2004-2006). **ADHS/DBHS Practice Improvement Protocols (PIP):** Buprenorphine Protocols; Use of Psychotropic Medication in Children and Adolescents; Autistic Spectrum Disorders; Attention Deficit Disorders; Substance Use, Abuse and/or Dependence in Pregnant and Postpartum Women; Special Considerations for Assessment and Treatment of Behavioral Health Disorders in Individuals with DD; Neuropsychological Evaluations from Health Plans and T/RBHAs; Informed Consent for Psychotropic Medication Treatment.

Board-Certified, Community Health Center Psychiatrist. December 1, 2010- current

North Country HealthCare 2920 N. 4th Street, Flagstaff, AZ 86004 928-213-6100

Integrated psychiatric care in support of the primary care and OB/GYN physicians at NCHC, a federally qualified healthcare center. Precepts AT Still School of Osteopathic Medicine medical students and North Arizona University and University of Arizona nurse practitioner students.

Board-Certified, Community Mental Health Center Psychiatrist. August 2, 1992 – July 23, 2010

The Guidance Center, Inc. 2187 North Vickey Street, Flagstaff, AZ 86004 928-527-1899

Inpatient and outpatient psychiatric care of children and adults.

Arizona State Behavioral Health Leadership in Services Award. May 21, 2015

Arizona State University's Center for Applied Behavioral Health Policy award for designing and delivering innovative behavioral health care systems and lifelong dedication to public service. Sedona, AZ

ACADEMIC BACKGROUND

Chief Resident in Psychiatry. June 15, 1991 - June 30, 1992
Residency in Psychiatry. June 15, 1988 - July 30, 1992
University of New Mexico (UNM), Department of Psychiatry. Albuquerque, NM

Medical Degree. August 15, 1984 - May 15, 1988
Case Western Reserve School of Medicine (CWRU). Cleveland, OH

Master of Arts in Linguistics. September 15, 1980- August 15, 1983
Stanford University. Stanford, CA

Bachelor of Arts in Human Languages. September 15, 1976 - June 3, 1980
Stanford University. Stanford, CA

SELECTED RESEARCH AND CONFERENCE PRESENTATIONS

Integrated Behavioral Health and Medical Care

The Future of Psychiatry: Drugs, Bugs, Screens and Greens. Presented at NARBHA Institute 50 Year Anniversary Conference. Flagstaff, AZ. November 2017

Navigating Institutions for Mental Disease (IMD) Compliance and Developing Best Practices. Panel discussion at AZ Hospital and Healthcare Association 2017 Annual Leadership Conference. Marana, AZ. October 2017

Payer's Perspective on the Opioid Crisis in Arizona. Presented at Arizona Public Health Association 2017 Conference. Phoenix, AZ. September 2017

Psychiatric Pearls for PCPs. Presented at North Country HealthCare primary care/ OB-GYN CME. Flagstaff, AZ August 2016; Central Conference in Flagstaff, AZ October 2016; Eastern Conference in Show Low, AZ November 2016; Western Conference in Laughlin, NV February 2017

Be the Bridge: Practical Techniques to Get All Your (or Your Child's) Doctors on the Same Team. Presented at Mental Health America and ASU Center for Applied Behavioral Health Policy SEEDS Conference. Phoenix, AZ. May 2016

Psychiatry's Seat at the Integration Table. The Role of Medical Leadership. Presented at University of New Mexico School of Medicine Integrated Care conference. Albuquerque, New Mexico. April 2015

First Do No Harm: Best Practices in Psychiatric Prescribing for Arizona. Conference organizer and presenter. "Polypharmacy and Mortality Trends in Arizona." Flagstaff, AZ. July 2014

Promising Practices: Advancing Integrated Healthcare through Trauma Informed Care. 2013 Healthcare Integration Conference. Conference organizer and facilitator. Flagstaff, AZ. May 2013

Best in Class: Addressing the Challenges of Bidirectional Integration--You Get What You Pay For: An Arizona Medicaid MCO Incentivizes Behavioral Health Providers to Integrate Care. Presented at National Council for Behavioral Health Annual Conference. Las Vegas, AZ. April 2013

Recognizing Psychiatric Illness and the Effects of Trauma in Primary Care.
Conducting a Psychiatric Evaluation and the Mental Status Examination. Mind Course lectures for AT Still Medical School second-year medical students. Flagstaff, AZ. 2010- Current.

We Are There Now: Perspectives from Four Chief Medical Officers. Presented at Moving Forward: Implementing Integrated Models of Care in Arizona Conference. Phoenix, AZ. August 2012

Self-Serve, Vanilla and Rocky Road: Serving the Mentally Ill from the Provider and Medicaid Managed Care Payer Perspective. Region IX Western Clinicians Network and Association of Community Health Centers 18th annual Leadership Conference. Las Vegas, NV April 2012

The Science of Willpower- It Is Not What You Think. Presented at The Guidance Center Wellness Week. Flagstaff, AZ. March 2012

At Risk in the Emergency Department. An Interactive Training Simulation That Helps ED Staff Learn How to Recognize and Respond to Patients at Risk for Suicide and Substance Abuse. Suicide Prevention Resource Center/ American Foundation for Suicide Prevention Best Practice registry. Arizona Subject Matter Expert. <https://az-ared.kognito.com/> December 2011

The Changing Landscape—NARBHA's Program on Integrated Care. Presented at the SAMHSA-funded Addiction Technology Transfer Center Annual Meeting Atlanta, GA. November 2011

Northern Arizona Integrated Healthcare Programs. Presented at the NARBHA Integrated Health Summit. Northern Arizona University, AZ. October 2011

Integration of Behavioral Health and Primary Care Projects. Presented at Arizona Association of Community Health Centers annual conference. Phoenix, AZ. February 2011

Integration of Behavioral Health and Primary Care in Rural Areas. Presented at Arizona Rural and Public Health Policy Forum. Phoenix, AZ. February 2011

NARBHA Integration of Behavioral Health and Primary Care. Presented at Arizona State University Summer Institute. Sedona, AZ. July 2010

Adult & Seriously Mentally Ill

New Research on Bipolar Disorder and How It Affects You. Presented at Flagstaff Medical Center for National Alliance for the Mentally Ill (NAMI). Flagstaff, AZ. May 2013

T36s, Rule 11s and Jail Diversion Systems in Arizona Rural Counties. Presented at Arizona Supreme Court Legal Competency & Restoration Training for Mental Health Professionals Certification. Phoenix, AZ. February 2012

Compassion Fatigue—Antidotes for Behavioral Health Caregivers. Presented at The Guidance Center Wellness Month. Flagstaff, AZ. March 2010

The Incredible Growing and Shrinking Brain—Impact of Trauma and Treatment on Brain Anatomy and Function. Presented at NARBHA Board of Directors and All Staff. Flagstaff, AZ. December 2009

Bipolar Disorder- Treatment and Recovery. Presented at Flagstaff Medical Center for NAMI Awareness Month. Flagstaff, AZ. October 2005

Unmet Healthcare Needs in Women with Serious Mental Illness. Presented at Health Status and Health Care Concerns for Individuals with Serious Mental Illness Conference. Phoenix, AZ 2001

Can I Go to Work Now: Vocational Rehabilitation and the Seriously Mentally Ill. Presented at Rehabilitation Services Administration Conference. Flagstaff, AZ 1999

New Medications: Implications for Arizona. Presented at Arizona Department of Health Services and University of Arizona College of Medicine Conference. Scottsdale, AZ 1997

Evaluating the Quality of Your Psychiatrist. Presented at NAMI National Convention. Nashville, TN 1996 & Albuquerque, NM July 1997

Drugs Are Messy: Recognizing and Managing Side Effects. Presented at The Guidance Center CME lecture series. Flagstaff, AZ 1996

Behind Closed Doors: How Good Is Your Psychiatrist? Presented at Mental Health Association of Arizona's Eighth Annual Seeds Conference. Phoenix, AZ 1995

Hypochondriasis: Treatment and Management in a Primary Care Setting. Presented at Flagstaff Medical Center CME Lecture Series. Flagstaff, AZ 1994

Psychiatry Protocol Cards. Treatment protocols of major psychiatric disorders for resident physicians. UNM 1991

Children & Adolescent Topics

Love is the Best Medicine: Foster Parents Helping Children with Behavioral Health Disorders. Catholic Social Services T19 Therapeutic Foster Parents Training and Videotape Production. Cottonwood, AZ 2002, 2010

ADHS Level of Care Criteria and Service Planning Guidelines in the Public Sector. Presented at MCO Series/ Behavioral Health QM/QI in Public and Commercial Organizations. Phoenix, AZ 1997

Positive Outcomes for Kids and Families in a Managed Care World; NARBHA's Results. Presented at Univ. of Southern Florida's 10th Annual Research Conference for Children's Mental Health. Tampa, FL 1997

On the Firing Line: Practicing Ethically in a Managed Care Environment. Presented at Mental Health Association of Arizona's Ninth Annual Seeds Symposium. Phoenix, AZ 1996

Children's Treatment Guidelines and Outcome Standards. Presented at AZ Association of Behavioral Health Programs Quality Conference. Phoenix, AZ 1996

Labor Support by First-Time Fathers: Direct Observations with a Comparison to Experienced Doulas. Bertsch, et al., *Journal of Psychosomatic Obstetrics Gynecology* (1990) 251-260

First -Time Fathers During Labor Compared to Experienced Doulas: Direct Observations. Presented at American Society for Psychosomatic OB-GYN Conference. New York, NY 1990

Fathers During Labor: Do We Expect Too Much? Presented at Society of Pediatric Research Conference. Anaheim, CA 1987

Persons with Developmental Disabilities Topics

Is That a Side Effect? Assisting Persons with Developmental Disabilities Who Are Taking Psychotropic Medications. Presented at Joint DDD/NARBHA Conference. Flagstaff, AZ 2002, 2009

Psychotropic Medications Use in Persons with Developmental Disabilities. Presented at Joint DDD/NARBHA Conference. Flagstaff, AZ 1998

Evaluating and Serving Persons with Developmental Disabilities and Mental Health Needs. Presented at Joint DDD/NARBHA Conference. Flagstaff, AZ 1997

OTHER PROFESSIONAL POSITIONS

Adjunct Faculty, A.T. Still University School of Osteopathic Medicine in Arizona. 2008- Current. Glendale, AZ

Ironman Global Medical Advisory Board. Kona, HI. 2017- Current.

Member of Coconino County Health Department (CCHD) Disaster Response Incident Management Team and chaired Pandemic Flu Behavioral Health sub-committee

MEDICAL LICENSURE AND CERTIFICATION

ABPN Psychiatry Board Certification. #39147. 1994 (No Expiration)

State of Arizona. #20886. 1992- Current

State of New Mexico. 1990 (Inactive)

Buprenorphine DEA Certification. 2005- Current

KATRINA COPE

Gilbert, Arizona · 480-204-9932 · Katrina.Cope@Steward.org

Healthcare Executive Profile

Dynamic healthcare executive with experience across business operations. Proven ability to lead organizations to achieve desired outcomes. Data and outcomes driven approach to managing business operations. Ability to lead, grow, and direct teams.

Specialized Expertise

- Complex Healthcare Regulations
- Executive Presentation Experience
- Project Management and Execution
- ROI Analysis and Tracking
- State Agency Experience
- Process Improvement and Optimization
- Leadership Development and Mentoring
- RFP Development and Assessment Experience

Professional Experience

Vice President of Operations 2015 - Present

Health Choice Arizona/Health Choice Generations, Phoenix, AZ

Operations leader for Arizona Medicaid and Medicare plans with annual revenues of \$800M+. Reports directly to CEO as a member of the Senior Executive team. Responsible for driving operational performance of plans: compliance, operational efficiency, and quality.

Director, Medicare Operations 2013 - 2014

Health Choice Generations, Phoenix, AZ

Responsible for driving initiatives for the Medicare Advantage D-SNP. Specific focus on dual alignment, growth, Star ratings, and operational efficiency.

Program Development Manager

Arizona Health Care Cost Containment System (AHCCCS), Phoenix, AZ 2011 - 2013

In this newly created role at the Arizona State Medicaid agency, was the agency resource for all initiatives Medicare and dual eligible related.

Paralegal – Medicare

Mercy Care Plan – An Aetna Company, Phoenix, AZ 2009 - 2011

In this newly created position at a Medicare/Medicaid health plan, I expanded my paralegal role and was involved in process and policy improvements for the Medicare business.

Legal Secretary – Criminal Defense

Florence & Bell, Ltd., Phoenix, AZ 2009

Education and Training

Master of Science in Leadership, Grand Canyon University

Paralegal Certificate, The Paralegal Institute

Bachelor of Arts in Sociology, Western Washington University

DIANA ALVAREZ

23632 N. 21 Place
Phoenix, AZ 85024

Phone: 602.478.1628
Email: Diana1324@cox.net

OPERATIONS MANAGEMENT

Healthcare | Insurance | Quality

Confident and knowledgeable Healthcare Management Specialist with over 20 years of experience in operations, development, implementation, research, and training. Outstanding strategist distinguished for saving Maricopa County over \$23m in claims cost by coordinating reviews, tracking discrepancies, and identifying invalid claims during settlement and litigation proceedings. Exceptional communicator with strong negotiation, problem resolution and client-needs assessment aptitude.

AREAS OF EXPERTISE

- Budgeting
- Financial & Policy Analysis
- Cost Control
- Healthcare Management
- Risk Management
- Legislation
- Research
- Quality Management
- Problem Resolution

PROFESSIONAL EXPERIENCE

HEALTH CHOICE, Phoenix, AZ

2017-Present

Vice President of Marketing, Community Relations and Training

- Oversight and direction for all member communication and resources.
- Ensure appropriate regulatory requirements are accounted for and implemented as it relates to contract terms.
- Management of community relations programs across the organization.
- Establish internal training processes, curriculum and training programs to ensure consistency across all lines of business and operations centers.
- Ensure that training materials support and stay in pace with contractual requirements and deliverables.
- Supports internal/external brand through systematic communications; accounting for regulation requirements as well as culture and community perception.
- Ensuring communication delivery and direction support the strategic vision in a consistent manner through programs, events, and media relations management.
- Partner and support business development opportunities through branding, communication, outreach and materials.

PHOENIX HEALTH PLAN, Phoenix, AZ

2015-2017

Director of Contract Compliance, Corporate Compliance, Grievance and Appeals, and Business Development

- Senior level executive and point person for oversight, administration, coordination and monitoring of all compliance, grievance and appeals and business development functions.
- Develop and maintain the organization's compliance program structure to reasonably ensure adherence to applicable federal and state rules and regulations.
- Serve as liaison between company and regulatory agencies.
- Conduct internal audits, reviews and monitoring to ensure compliance with regulations including investigations of suspected violations.
- Manage regulatory audits for the Medicaid, Medicare and the Health Insurance Exchange line of business.
- Initiate periodic compliance self-assessments and provide periodic reports to the Board of Directors on the status of compliance efforts.
- Provide advice and serve as a resource for employees, contractors and vendors (as appropriate), agents and any applicable governing Board members on compliance issues.
- Train employees to recognize and identify fraud or abuse and forward report to the appropriate department.
- Develop, distribute, implement, and communicate new and revised compliance policies.
- Implement, conduct, and monitor annual compliance training and education.
- Participate in the development and implementation of internal controls capable of preventing and detecting significant instances or patterns of illegal, unethical, or improper conduct.

- Key point person and project manager for regulatory initiatives such general mental health integration and justice systems initiatives.
- Develop proposals in response to request for proposals (RFPs).
- Strategic marketing and operations planning with top executives, setting objectives and identifying methods to reach goals.
- Develop and participate in organizational growth initiatives related to regional markets and target customer segments.
- Creation of long-term value for the organization from customers, markets, and relationships.
- Oversee the review, research, investigation, negotiation, and processing of CTMs, Appeals and Grievances for the Medicare, Medicaid, and Health Insurance Exchange Product lines of business for three states.

STATE OF ARIZONA, Phoenix, AZ

2012-2015

Operations Manager, Division of Health Care Management

Accomplished professional charged with monitoring the performance of 11 AHCCCS-contracted managed care organizations (MCOs), funded at \$5 billion annually to provide acute, long term care, and behavioral health services to over one million Arizona residents. Responsible for the management and oversight of the Operations unit and staff within the division to ensure AHCCCS-contracted MCOs adhere to and perform the duties under contract in a satisfactory manner.

- Monitoring the performance and contract compliance of MCOs delivering acute, long term care, behavioral health and children’s rehabilitative services.
- Responsible for evaluating provider network adequacy and availability of services, monitoring claims payment systems for timely and accurate payment, monitoring MCO Member Services function to assure members have timely and accurate access to assistance from the MCO, monitoring the federally required grievance system and monitoring compliance with all other terms of the contract.
- Assure development, completion and publication of a contractor review document in compliance with federal law.
- Coordinate and respond to provider inquiries and complaints regarding MCO performance.
- Lead role in the development of Request for Proposals and the procurement process.
- Annual evaluation for amendments of MCOs delivering acute, long term care, behavioral health and children’s rehabilitative services.
- Participate in MCO transition and readiness processes following contract award, including transfer of member data, assessment of MCO readiness (network adequacy, staffing adequacy, policy/procedure development, systems readiness).
- Developing and updating Agency policies in compliance with changing regulatory requirements.
- Monitoring the development of federal and state statutes and regulations impacting the MCOs, and providing feedback to the Agency administration regarding impacts of changes to laws and regulations.

MARICOPA COUNTY, Phoenix, AZ

1997-2012

Administrative and Health Care Litigation Manager, General Government, 2010 – 2012

Administrative and Health Care Litigation Manager charged with managing administrative functions for General Government, Health Care Programs and Pre-AHCCCS litigation. Manage subordinate administrative and operational managerial and supervisory staff, providing the director with considerable input in the development and implementation of department strategic goals and objectives related to the department’s mission. Direct the development and implementation of policies and procedures, as well as department plans and programs.

- Identify operational problems and develop solutions.
- Represent the director in high-level meetings with County management, the Board of Supervisors, and outside agencies.
- Direct the overall preparation and administration of the department budget and fiscal matters.
- Research, review and resolve claims and lawsuits for complex litigation and other County responsible healthcare programs.
- Develop training materials, train and coach team members.
- Aid internal and external attorneys with research and interpretation of policies, procedures, and statutory guidelines.
- Act as an expert witness during trial.

Management Analyst/Budget Supervisor, Office of Management and Budget, 2008 – 2010

Management Analyst recruited initially to complete legislative analysis, economic forecasting, policy development and health care litigation. Promoted to Acting Budget Supervisor, with expanded duties including coordinating professional staff on financial and policy analysis in conjunction with developing, analyzing and consolidating the annual County budget. Coordinate and conduct long- and short-range revenue and expenditure analysis of budgetary/fiscal issues.

- Coordinated the work of independent professionals contracted to perform special studies and analyses.

- Provided managerial assistance in the implementation of new programs, procedures, methods and systems for departments.
- Coordinated with technology staff on budget system implementation and administration issues.
- Served as backup for Deputy Budget Director as needed.
- Continued to manage the Pre-AHCCCS litigation, Long-Term Care Residual & Tuberculosis claim functions.

Risk Manager, Department of Correctional Health and Health Care Services, 2008

Risk Manager recruited to plan, organize, and direct the risk management activities of the Correctional Health Services Department, including loss prevention and litigation. Evaluate individual cases and communicate with internal and external customers on specific claims. Obtain evidence for contested and/or litigated claims to assist internal and external attorneys to defend claims and to prepare for trial; prepare and represent the County at court appearances and other administrative bodies.

- Acted as a consultant to other County departments and developed policies and programs designed to limit the County's exposure to risk.
- Was key member of the Correctional Health Service Executive Team and other adjunct teams as needed.
- Managed the CHS Medical Records department, CHS Risk department, Scanning Operations.
- Trained staff and other paraprofessionals.
- Developed and provided periodic statistical, financial, and other performance reports on risk management activities and loss data.
- Compiled and analyzed data on trends to identify high-risk areas and develop action plans accordingly.
- Continued to manage Pre-AHCCCS litigation, Long-Term Care Residual and Tuberculosis claim functions.

Operations Manager, Department of Health Care Programs, 2001 – 2008

Operations Manager promoted to act in the director's absence, manage subordinate administrative and operational managerial and supervisory staff, and provide the director with considerable input on the development and implementation of department strategic goals and objectives related to the department's mission. Direct the development and implementation of policies and procedures, as well as the administrative and operational implementation of department plans and programs.

- Analyzed department results and provided recommendations to the director on how to improve results and service delivery.
- Identified operational problems and developed solutions.
- Lead and directed special operational and organizational studies/project.
- Represented the director in high-level meetings with County management, the Board of Supervisors, and outside agencies.
- Directed the preparation and administration of the department budget and fiscal matters.
- Managed Pre-AHCCCS litigation, AHCCCS Maricopa Managed Care Run-out program, Maricopa County Long Term Residual Program, and the Ryan White Grant Funded Program, as well as the Correctional Health, Juvenile Detention, Long-Term Care and Tuberculosis claim functions.
- Expert witness in three multi-million dollar trials.
- Saved the department millions of dollars in outsourcing costs, while meeting an aggressive six-month timeframe for completion.
- Saved the County over \$23m in claims cost by coordinating reviews, tracking discrepancies, and identifying invalid claims during settlement and litigation proceedings.

Account Clerk III & Financial Claims Analyst/Team Leader/Supervisor, 1997 – 2001

Accounting Clerk III recruited initially to research accounts payable issues through specialized computer programs, process third party liability and refund cases, respond to internal and external customer inquiries, and perform data entry assignments.

- Promoted to Financial Claims Analyst to researched/performed claims analysis according to State AHCCCS, Medicare, A.R.S., and Maricopa County rules and regulations.
- Reviewed accounts payable charges for validity and conformance to adopted budgets, fee schedules, or allowable rates.
- Authorized payments of validated charges, researched, prepared for and attended appeal hearings.
- Advanced quickly to Team Leader then Supervisor with expanded supervisory and training duties.
- Computerized and standardized a multi-site file room into a scan shop to consolidate claim and case files, while enabling on-time access to data for better productivity.

EDUCATION & PROFESSIONAL DEVELOPMENT

BACHELOR OF SCIENCE, BUSINESS ADMINISTRATION, UNIVERSITY OF PHOENIX, PHOENIX, AZ (2004)
 CERTIFICATION, NURSING ASSISTANT, CITRUS COLLEGE, COVINA, CA (1993 – 1994)
 CERTIFICATION, HOME HEALTH AIDE, CITRUS COLLEGE, COVINA, CA (1993 – 1994)
 COURSEWORK, TAX ACCOUNTING, CITRUS COLLEGE, COVINA, CA (1993 – 1994)

ANGELA M. SHERWIN, MPH

angela.sherwin@steward.org

LEADERSHIP STYLE

Proven ability to direct multi-stakeholder high profile initiatives in large organizations. Collaborator. Team player. Data-driven decision maker. Consensus builder. Innovator. Goal-oriented, creative problem-solver who thrives in high-pressure, fast-paced environments.

LEADERSHIP EXPERIENCE

Vice President, Medicaid Accountable Care Steward Health Care System April 2016 – Present

Business lead accountable for Steward's Medicaid risk business. Examples of key responsibilities include:

- Formed subsidiary within Steward to manage all Medicaid accountable care programs
- Applied for and selected to participate in both MassHealth's Pilot ACO program & MassHealth's 5 year ACO program; accountable for Steward's performance in these programs
- Established relationships with a network of community providers of behavioral health, long term services and supports, and services that social determinants of health to build a continuum of care for Medicaid risk patients

Vice President, Public Policy & Strategic Analysis Steward Health Care System 2015 – 2016

Directed Steward's Public Policy and Strategic Analysis units. Examples of key responsibilities include:

- Conducted health care policy research to support Steward Health Care System
- Analyzed and prepare health care policy analysis, briefs and memorandums regarding proposals, reimbursements, regulations, statutory mandates, or administrative bulletins that may impact Steward's goals
- Communicated with state and federal officials to plan for public policy impacts to Steward

Director, Executive Master of Healthcare Leadership Program, Brown University 2013 - 2015

Leader of Brown University's first Executive Master program, a 16-month intensive degree program designed for innovative clinicians, executives, and senior administrators in the healthcare industry to prepare these leaders to transform healthcare. Examples of key responsibilities include:

- Identified the need for – and subsequently led – a multi-stakeholder strategic planning process for the program, and built consensus for goals and direction among staff, faculty, and leadership
- Institutionalized program beyond its start-up stage: documented policies, streamlined procedures
- Chaired the program's admissions committee: reviewed applications, conducted applicant interviews, and compiled final recommendations for admission to establish a diverse cohort of healthcare leaders in each class
- Refined and implemented evaluation plan for the program to measure success, which includes the design, collection and analysis of survey data
- Recommended and implemented operational adjustments for enhanced student experience of future cohorts based on feedback from students, faculty, and staff (i.e. course order, ratio of on-campus to online modules, and timing of residential sessions), as well as faculty and teaching assistant experience (i.e. refined roles and responsibilities for Chairs and Advisors for the Critical Challenge Project, created new Teaching Associate position to reflect difference in expected roles/responsibilities of TAs)

Assistant Director, HealthSource RI, Rhode Island Health Benefits Exchange, State of Rhode Island 2012 - 2013
(Promoted from Principal Policy Associate, Office of the Health Insurance Commissioner) 2010 - 2012

State staff lead for planning and establishment of Rhode Island's Health Benefits Exchange, which included chief responsibility for operations, developing federal funding requests, leading procurements, fostering federal and regional relationships, and representing Rhode Island's Exchange in national meetings and public forums.

Specific examples of key responsibilities include:

- Engaged stakeholders, RI's Exchange Board, and cabinet officials in public dialogue about key decisions related to RI's Exchange planning and establishment

- Led interagency business operations and technical planning team for RI's Exchange, directing the efforts of multiple vendors serving both Medicaid and the Exchange, including financial management services
- Orchestrated Exchange Establishment funding requests that led to RI's successful receipt of five awards: \$5.2 million (5/2011) + \$58.5 million (11/2011) + \$9.8 million (4/2013) + \$15 million in supplemental funds, as well as successfully received more than \$250,000 in project support from the Robert Wood Johnson Foundation
- Designed and implemented procurement strategies for staff support and expert consulting services required to support RI's Exchange planning and establishment efforts to date, and negotiated all resulting vendor contracts
- Developed and continuously refined RI's strategic plan for its Health Benefits Exchange
- Represented RI's Exchange planning and establishment efforts in regional and national forums, including speaking engagements that highlighted RI's early progress in interagency collaboration and eligibility planning
- Led RI's participation in the Innovator grant-funded New England Consortium to leverage the development of technology components for RI's Exchange

Additional non-Exchange-related responsibilities at the Office of the Health Insurance Commissioner:

- Monitored carrier compliance with OHIC's Affordability Standards (quarterly meetings with each health plan)
- Applied for and successfully received two Rate Review grants for RI (\$1 million 2010 + \$3.7 million in 2011)

HEALTH POLICY EXPERIENCE

Health Policy Consultant, Independent contractor with entities listed below

- | | |
|--|--------------------------|
| Faulkner Consulting Group, Barrington, RI | 2008 – 2010; 2014 – 2015 |
| <ul style="list-style-type: none"> ▪ Drafted reports and conducted research and data analysis to support Faulkner Consulting Group clients | |
| Arrowhead Health Analytics, LLC, Fall River, MA | 2010 |
| <ul style="list-style-type: none"> ▪ Conducted state health policy research and analysis for a broad range of clients, including Fletcher Allen Health Care, Rhode Island Foundation, and Universal Health Care Foundation of Connecticut | |
| Program in Public Health, Brown University, Providence, RI | 2009 – 2010 |
| <ul style="list-style-type: none"> ▪ Assessed the implementation of the Health Information Exchange in Rhode Island by co-moderating focus groups, qualitatively analyzing the transcripts, and drafting a report submitted to federal funders | |
| Office of the Health Insurance Commissioner, RI | 2008 – 2010 |
| <ul style="list-style-type: none"> ▪ Quantitatively and qualitatively assessed initiatives in health policy and health insurance regulation ▪ Conducted survey of RI physicians, analyzed data, and produced reports (2008, 2009, 2010) ▪ Produced white paper, "System Affordability Priorities and Standards for Health Insurers in RI" ▪ Interviewed small business owners who offered health insurance with wellness incentives (Healthpact) | |
| Care New England, Providence, RI | 2009 |
| <ul style="list-style-type: none"> ▪ Moderated focus groups of employees to assess participation rates in wellness-related insurance benefit ▪ Developed recommendations for improving wellness benefit structure | |
| Rhode Island Area Health Education Center, Providence, RI | 2007 |
| <ul style="list-style-type: none"> ▪ Partnered with community organizations to research the health impact of human trafficking in RI ▪ Created and distributed educational materials to health care providers to improve the identification of victims of sex trafficking and ensure best practices for care and for networking with social services | |
| Department of Community Health Brown University | 2006 – 2007 |
| <ul style="list-style-type: none"> ▪ Designed survey of health care decision-making patterns of the uninsured at Rhode Island Free Clinic in collaboration with community stakeholders, including health centers and health plans ▪ Created study protocol approved by the Brown Institutional Review Board for human research studies | |

Health Policy Analyst, Massachusetts Health Connector 2009 – 2010

Integral team member in the policy division of Massachusetts' health insurance exchange, the entity after which the Affordable Care Act's Health Benefits Exchange provisions are modeled. Examples of key responsibilities include:

- Assessed iterative national health care reform legislative proposals for their potential impact on Massachusetts' existing Exchange policies and operations

- Analyzed benefit designs of products offered inside and outside the Connector to determine how to minimize coverage disruptions when transitioning new small employers into Health Connector products
- Drafted the Health Connector’s 2010 [Annual Report](#) to the legislature and directed related data analyses
- Led the submission of a \$1 million health insurance exchange planning grant (awarded Sept 2010)
- Managed and evaluated Institutional Review Board applications for the use of protected Health Connector data by external researchers
- Coordinated and oversaw survey research of members insured through the subsidized Commonwealth Care program as well as of unsubsidized members who purchased commercial individual or small group coverage
- Maintained and updated monthly premium rate data inside and outside the Connector to track trends

TEACHING EXPERIENCE

- Assistant Professor of the Practice** in Health Services, Policy & Practice; Brown University 2014-present
Guest Lecturer & Teaching Assistant 2005 – 2013
- EMHL lectures on “State Experiences Implementing Health Reform” & “Funding Healthcare Innovation”
 - Guest lecture on “Consumerism in Healthcare” in US Healthcare System course (Fall 2011, Fall 2013)
 - Health Reform in Rhode Island panelist for Brown Medical School with RI public officials (2013)
 - Assisted in teaching the graduate seminar “Ethics in Public Health” (Spring 2008, Fall 2009, Fall 2013)

MANAGEMENT EXPERIENCE

- Retail Dining Supervisor (Operations Manager)**, Brown Dining Services, Providence, RI 2007 – 2009
- Managed the daily operation of four eateries, three coffee shops, and two retail stores in conjunction with the retail management team
 - Led the planning and oversight of the staffing, product line, marketing, and operations for the following:
 - Ivy Room (2007 - 2008): vegetarian eatery with annual revenue of approximately \$1 million
 - Express Delivery (2008 - 2009): weekday catering service for faculty and staff with annual revenue of approximately \$200,000
 - Coffee shops (2008 – 2009): three distinct coffee shops on campus serving the community 18 hours per day with a combined annual revenue of approximately \$1.2 million
 - Trained and supervised staff across all labor classifications including union, student, and temporary employees
 - Identified and acted upon opportunities to improve customer service and enhance operating efficiencies
- General Manager**, Brown Dining Services, Providence, RI 2006 – 2007
- Recruited, hired, trained, and retained workforce of ~300 employees (including 8 managers & 55 supervisors)
 - Evaluated, designed, implemented, and enforced policies, holding peers accountable for their actions
 - Directed design and implementation of “Brownberry” (our web-based interactive shift management portal) and the change management process required to transition staff from a paper-based to an electronic system

COMMUNITY SERVICE

- Board Member & Treasurer**, Youth Pride, Inc 2013 - 2017
- Served as Treasurer of the Board of Directors for non-profit youth advocacy organization. Event Chair.
- Conservation Commission Member**, Town of North Kingstown, RI (three year appointment) 2014 - 2017
- Advocate**, Day One—Sexual Assault & Trauma Resource Center, Providence, RI 2006 – 2009
- Supported survivors of sexual assault and domestic violence through counseling and referrals
 - Solicited corporate sponsorship for annual fundraiser; provided additional administrative support as needed
- Board President**, Jump!, Inc., Providence, RI 2007 – 2009
- Served one year term as President of the Board of Directors for non-profit youth dance company; prior to presidency, served as a board member and grant writer
- Volunteer**, Rhode Island Free Clinic, Providence, RI 2007 – 2008
- Managed volunteer shifts and served as check-out receptionist
 - Trained in electronic medical record entry to assist clinic’s transition to eClinicalWorks

PROFESSIONAL PRESENTATIONS

- Sherwin AM.** Understanding Payment Models: How Health Care Systems Can Address Social Determinants of Health. Healthcare Financial Management Association's Annual Thought Leadership Retreat. Washington DC. October 2017.
- Sherwin AM.** State Experience: Successes and Challenges. Health Insurance Exchange Conference. University of Pennsylvania – Leonard Davis Institute of Health Economics. Philadelphia, PA. April 2013.
- Sherwin AM, Florio DF.** Health Care Reform in the Ocean State. National Alliance for Medicaid in Education Annual Meeting. Providence, RI. October 2012.
- Sherwin AM.** Eligibility and enrollment business processes in Rhode Island. State Officials Meeting called by Center for Consumer Information and Insurance Oversight, U.S. Department of Health and Human Services. Crystal City, VA. September 2011.
- Sherwin AM, Faulkner DT.** Rhode Island State Exchange Gate Review. State meeting with Center for Consumer Information and Insurance Oversight, US Dept. of Health and Human Services. Baltimore, MD. September 2011.
- Sherwin AM, Florio DF.** Rhode Island' Approach to Health Reform Implementation – An Integrated Effort Between Medicaid and the Exchange. State Officials Meeting called by Center for Consumer Information and Insurance Oversight, U.S. Department of Health and Human Services. Denver, CO. April 2011.
- Sherwin AM, Pearlman DN, Wetle TF, Koller CF.** Using Health Insurance Regulation for Medical Cost Containment and Health System Reform: The Rhode Island Experience. [[abstract 208533](#)] 2009 American Public Health Association Annual Meeting, Philadelphia, PA. November 2009.
- Sherwin AM, Patel C, Pearlman DN.** Sex Trafficking: Not in My Backyard. International Women's Day, Brown University Program in Public Health. March 2008.

PUBLICATIONS

- Celada MT, Merchant RC, Waxman MJ, and **Sherwin AM.** An ethical evaluation of the 2006 Centers for Disease Control and Prevention recommendations for HIV testing in healthcare settings. *Am J Bioethics*. 2011, [11\(4\):31-40](#)
- Jaklenec, A, Stamp A, Deweerdt E, **Sherwin AM,** and Langer R. Progress in the Tissue Engineering and Stem Cell Industry. *Tissue Engineering*. 2012, [18\(3\):155-166](#).
- Merchant RC, Waxman MJ, Clark MA, Celada MT, and **Sherwin AM.** Are the 2006 CDC HIV testing recommendations ethically justified? It depends! [[abstract 131](#)] 2008 National Summit on HIV Diagnosis, Prevention, and Access to Care, Arlington, VA. November 19-21, 2008.
- Wetle TF, and **Sherwin AM.** Contemporary Perspectives in Public Health. In T. Prohaska, L. Anderson, and R. Binstock (Eds.), *Public Health for An Aging Society*. Baltimore, MD: John Hopkins University Press. 2012.

AWARDS

- Named one of **Providence Business News 2014 "40 Under Forty"** young professionals based on career success, community involvement, and commitment to making a difference in the community. 2014

EDUCATION

Master of Public Health, Brown University, Providence, RI

Thesis: "Using Health Insurance Regulation for Medical Cost Containment and Health System Reform: The Rhode Island Experience"

Bachelor of Arts in Biomedical Ethics, Brown University, Providence, RI

Honors Thesis: "Distributive Justice in Health Care: The Role of the Physician"

References available upon request

CURRICULUM VITAE

Mark FB Carroll, MD

Personal Information

A mission-driven, margin-adept physician leader with extensive experience in diverse administrative, program development, and clinical roles. Broad skillset across multiple healthcare dimensions, having served in national, regional and local roles within the private sector and public health settings. Strategic innovator, known for ability to bring transformative change through goal-oriented partnerships and collaborations.

Education

Dartmouth Medical School	1981-1985
Dartmouth College	1977-1981

Professional Training

Fellowship: The Robert Wood Johnson Clinical Scholars Program, Stanford University School of Medicine (3 rd year funded by staff position at the Lucile Salter Packard Children's Hospital)	1989-1992
Pediatrics Internship and Residency: The Children's Hospital of Philadelphia	1986-1989
General Surgery Internship: The Presbyterian-University of Pennsylvania Medical Center	1985-1986

Employment History and Professional Appointments

(Some positions and roles held concurrently)

Chief Health Officer, The NARBHA Institute	2017-Pres
Physician Program Consultant, Arizona Health Care Cost Containment System (AHCCCS)	2016-2017
Chief Medical Officer, Flagstaff Medical Center (FMC)	2014-2016
Vice-President, Northern Arizona Healthcare	2014-2016
Medical Director, Population Health Innovation, Flagstaff Medical Center & Northern Arizona Healthcare	2012-2014
Medical Officer, Administration, Phoenix Area Indian Health Service (IHS):	
- National Telehealth Program Coordinator and Clinical Consultant	2005-2012
- Director, IHS Native American Cardiology Program	2007-2012
- Director, Telehealth Initiative, IHS Phoenix Area	2008-2010
- Pediatrician (intermittent, including services via telehealth): Hopi Health Care Center and Phoenix Indian Medical Center	2009-2012
Clinical Informatics Consultant, IHS Navajo Area and IHS National Office of Information Technology	2004-2005
Chief Medical Officer, Tuba City Regional Health Care Corporation	2003-2004

Medical Officer, Navajo Area Indian Health Service, Tuba City Indian Medical Center:	
Chief Information Officer, Tuba City Indian Medical Center	2001-2003
Telemedicine Chief Clinical Consultant/Coordinator, Navajo Area IHS	2001-2004
Director, Telehealth Services, Tuba City Indian Medical Center	1999-2003
Physician, Dinnebito Field Clinic, Tuba City Indian Medical Center	1994-2001
Director, Adolescent Health Program, Tuba City Indian Medical Center	1998-2001
Pediatrician, Mountain View Pediatrics	1997-1998
Pediatrician (part-time), Flagstaff Medical Center Children's Health Center (CRS Clinic)	1998-2000
Preventive Medicine Officer: Tuba City Indian Medical Center, Navajo Area IHS	1992-1997
Clinical Instructor in Pediatrics, Staff Physician: Stanford University School of Medicine, Pediatric Critical Care Transport Service; Lucile Salter Packard Children's Hospital at Stanford (LSPCH)	1991-1992
Additional Part-Time Clinical Experience (during fellowship): The Santa Clara Kaiser-Permanente Medical Center; Neonatal ICU Physician	1989-1992
Altos Pediatrics; Los Altos, CA.; Private Practice Pediatrics	1989-1991
Medical Staff, Department of Emergency Services, The Children's Hospital of Oakland	1991

Active Professional Licensure and Membership

Fellow, the American Academy of Pediatrics
 Certified, American Board of Pediatrics; Oct, 1989; Oct, 1996; Dec, 2003; Dec 2010
 Member, American College of Physician Executives/American Association of Physician Leadership
 Physician and Surgeon, Arizona Board of Medical Examiners

Special Projects and Activities

AHCCCS Targeted Investments Program & American Indian Medical Home Program: Physician advisor and collaborator in CMS-approved initiatives for delivery system transformation to improve care for AZ Medicaid beneficiaries	2016-2017
Regional Transfer Center. Northern Arizona Healthcare: Executive leadership for development of ED physician-staffed 24/7/365 emergency transfer center, as a collaboration with FMC's patient placement center staff, to to serve the entire northern AZ region	2014-2016
Care Management Collaboration - AHCCCS American Indian Health Program Members: NAH executive lead for collaboration with AZ Medicaid to improve health care quality And lower costs for Native American members of the American Indian Health Program	2014-2016
Southwest Infectious Disease Council: Facilitator and co-developer of a multi-organizational council for northern AZ & the 4 Corners area, focusing on infectious disease prevention & treatment issues	2014-2016
Pathfinder Health Accountable Care Organization: Collaborator in formative development of physician-led Accountable Care Organization partnership	2014-2016

“Care Traffic Control”:	Collaborative development of a new care management model, to improve clinical outcomes and reduce costs for high need, high cost patients via a comprehensive approach to care across the continuum and with community collaborators	2013-2016
Northern Arizona Collaborative for Native American Health:	Co-facilitator and chair of quarterly collaboration meeting with clinical and administrative leadership of health care organizations across northern Arizona	2005-2016
Northern Arizona Grand Rounds:	Co-founder and program facilitator of continuing education series for clinicians, public health professionals, and researchers across northern AZ	2014-2016
“THRIVE” - The <i>Translational Health Research Initiative</i> :	Co-developer and steering committee member of population health-focused research collaboration between Northern Arizona Healthcare and Northern Arizona University	2013-2016
“Shi’ Hooghan”:	Innovative program using GIS home location to connect patients from the Navajo Nation to community resources and post-hospitalization services	2013-2016
“Personalized and Precision Population Health Management”:	Co-Principal Investigator in Flinn Foundation grant-funded collaboration between FMC and Northern Arizona University to study and improve care transitions from hospital to home for patients with heart disease	2013-2017
Unconnected Providers Health Information Exchange Grant Program:	Director of grant-funded project to assist participation by Indian health organizations across northern AZ in the AZ state health information exchange	2013-2014
Heart Failure Readmission Reduction Program:	Physician lead for care management collaboration at Flagstaff Medical Center that significantly reduced 30 day readmission rates for adults with heart failure	2012-2014
“Care Beyond Walls and Wires” Program:	Co-developer of innovative public-private collaboration to extend heart failure care to patient homes via relationship-centered remote monitoring program	2010-2012
Telehealth Centers of Excellence:	Project development for multiple regional and national Indian health centers of telehealth consultation for quality service delivery	2004-2012
IHS National Clinical Rounds:	Coordinator of national CE series on innovation and health care quality in Indian health care delivery	2011-2012
Improving Blood Pressure Control for Patients with Diabetes:	an mHealth initiative for home BP monitoring, with the IHS Improving Patient Care Program	2010-2012
National Templated Agreements for Telehealth Credentialing and Privileging:	Developed with the HHS Office of General Counsel	2011
Extending Pediatric Specialty Care to Native American homes:	Grant-funded collaboration, with Flagstaff Medical Center and the Mountain States Genetics Regional Collaborative Center	2011-2102
Northern Arizona Quality Healthcare Collaborative:	Steering Committee member during formative phase of Clinical Integration	2011-2012
The Indian Health <i>Telehealth Services Network</i> :	Collaborative development of budget proposal for national network supporting access to quality care for Native American communities using telehealth innovation	2010

Business Case for Medicaid reimbursement: National ATA workgroup surveying telehealth reimbursement policy & new business models for Medicaid reimbursement of telehealth services	2009-2010
Center for Telehealth Services, IHS Phoenix Area: Planning and development of regional Center of Telehealth Excellence	2009-2010
Innovation Learning Network: "Weaver" and representative for the Indian Health Service in Kaiser Permanente-led national workgroup to promote innovation in health care	2008-2012
Southwest Telehealth Access Grid: Co-Chair, Clinical Services Committee	2008-2009
National coordinator, the IHS VistA Imaging Project: For planning and implementation of the Veteran's Administration VistA Imaging platform within the Indian health system	2005-2008
The IHS Southwest Telehealth Consortium: Facilitation for development and support of a regional consortium of IHS Areas collaborating on telehealth service delivery projects	2004-2010
Telehealth Care, Electronic Health Record and VistA Imaging in the IHS: Assistance with planning and implementation of integrated information technology system platform for the Indian Health Service	2004-2012
Indian Health Telehealth Directory: Resource listing of current and developing telehealth projects and activities within IHS and Tribal programs/facilities	2004-2005
Telehealth Care to the Community: Outreach project to local communities on the western Navajo Reservation using emerging telemedicine technologies	2000-2004
The Navajo Area IHS Telehealth Network: Assisted with design and deployment of broadband, redundant network for teleradiology and other telehealth activities for all Navajo Area IHS	2000-2002
Co-Coordinator; The Tuba City High School " <i>Teen Wellness Series</i> ": Experiential-based curriculum for health class, developed in collaboration with health promotion staff and Project Adventure	1999-2001
Co-Founder, Founding Coordinator: "The Tuba City-Moencopi Family Wellness Center": A community-based non-profit effort at collaborative project planning and implementation for family wellness	1994-1997
Co-Founder, Founding Director; <i>M.O.V.E. for Children!</i> (<i>Mobile Outreach Vaccinations for East Palo Alto Children</i>): Collaborative outreach program integrating university, public health department, and community resources for improved health care delivery underserved children/families in northern California	1990-1992
Director, Co-Founder, " <i>C.H.O.P. VHS</i> ": The Children's Hospital of Philadelphia Video Health Service: Weekly video segments produced for Grand Rounds and other settings	1988-1989

Committees, Appointments, and Consultancy

Advisor, the NARBHA Institute	2016-2017
Member, Arizona Prescription Drug Misuse & Abuse Initiative Health Care Advisory Team	2016-2017
Member, Collaborative Steering Committee with Independent Orthopedic group for Medicare BPCI Orthopedic Bundled Payment Project	2015-2016
Co-Executive Sponsor, NAH ICD 10 Steering Committee	2015-2016
Member, Surgical Services Executive Committee	2015-2016
Invited Member, Virtual Health Strategy workgroup, Indian Health Service	2015-2016
Member, Joint Operating Committee, for newly acquired Orthopedic Surgery Center co-management agreement	2014-2016
Member, Joint Operating Committees, for Inpatient Orthopedic Service and Ambulatory Surgery Center co-management agreements	2014-2016
Northern AZ representative, Arizona Governor's Council on Infectious Disease Preparedness and Response	2014-2016
Member, NAH Board Quality & Safety Committee	2014-2016
Member, <i>THRIVE</i> Steering Committee: <i>Translational Health Research Initiative</i>	2014-2016
Member, One Chart Ambulatory Executive Steering Committee	2014-2016
Chair, NAH Care Management Team	2014
Member, Advisory Group: Partners in Health <i>Community Outreach & Patient Empowerment</i> project	2014-2015
Member, Clinical Leadership Workgroup, Pathfinder Health ACO	2014
Member, CI-IT Workgroup, Pathfinder Health ACO	2014
Member, Network Workgroup, Pathfinder Health ACO	2014
Advisory Board Company Leadership Development Academy	2013-2014
Chair, Health Committee, United Way of Northern AZ	2013-2015
Chair, Ethics Committee, Flagstaff Medical Center	2013-2014
Member, Ethics Committee, Flagstaff Medical Center	2013-pres
Member, Institutional Review Board, Northern Arizona Healthcare	2013-2015
Member, CME Committee, Flagstaff Medical Center	2012-2016
Member, Planning Committee, Clinical Integration Entity, Flagstaff Medical Center	2010-2011
Co-Chair, New Technology and Innovation Workgroup; IHS and Veterans Health Administration (VHA) MOU Collaboration	2011-2012
Reviewer, CMS Objective Review Committee, Health Insurance Exchanges	2011
Reviewer, VHA Office of Rural Health Innovation Proposals	2011
Participant, HHS Technical Expert Panel for "Understanding the Impact of Health IT in Underserved Communities and Those with Health Disparities"	2011
Member, HHS Text4Health Taskforce; Co-chair, Health Disparities Workgroup	2010-2011
Chair, Indian Health Service Telehealth & mHealth Workgroup	2010-2012
IHS Representative, VA Rural Native Telemental Health Advisory Committee	2010-2012
Reviewer, <i>Telehealth and eHealth</i> Journal	2010-pres
Member, Federal Telehealth Workgroup; Chair, Access Workgroup	2010-2012
Member, HHS mHealth Collaborative Workgroup	2010-2012
Member, HRSA Text4Baby Advisory Group	2010-2012
IHS Representative, Four Corners Telehealth Consortium	2006-2012
IHS Representative, AZ Telemedicine Council	2004-2012

Project Officer, HRSA-IHS IAA for Telehealth Technology Assessment Center	2009-2012
IHS Representative, AZ Health Care Cost Containment System Telehealth Workgroup	2009-2012
Reviewer, American Telemedicine Association Annual Meeting abstracts	2009-2011
Reviewer, IHS Special Diabetes Program for Indians Community-Directed Grant	2009
Member, Planning Committee, Indian Health Summit	2009
Reviewer, HRSA Telehealth Network Grant Program	2007
Clinical Lecturer, University of Arizona	2005-2010
Member, Indian Health Service Information Systems Advisory Council	2003-2004
Chair, Health Council, United Way of Northern Arizona	2001-2002
Member, Long Range Planning Committee, United Way of Northern Arizona	2000-2001
Member, Allocations Committee, United Way of Northern Arizona	2000-2001
Member, Navajo Area IHS Communicable Disease Committee	1994
Member, Navajo Area IHS Hantavirus Task Force	1993-1995
Member, National Institutes of Health Working Group for the Study of Therapeutic Agents against Hantavirus	1993-1996
Member, CDC Hantavirus Working Group	1993-1995
Instructor, Pediatric Advanced Life Support (PALS)	1993-1998
Collaborator, The Stanford University Center for Biomedical Ethics	1990-1992
Coordinator, Medical Writing Workshop: <i>The Journal of Pediatrics</i>	Aug, 1990
Consultant, Walt Disney Imagineering; Disneyland, CA.	Jan, 1990
Instructor, the University of Pennsylvania School of Medicine	1986-1989

Health-Related Awards and Honors

Director's Merit Award: Tucson Area Indian Health Service; To the Native American Cardiology Program	2008
Exceptional Performance Award: Nashville Area Indian Health Service	2006
Director's Award for Excellence: Navajo Area Indian Health Service	2002
Outstanding Medical Director: Arizona Telemedicine Program	2001
Director's Award for Outstanding Health Care Provider: Navajo Area IHS	2001
Medical staff employee of the month: Tuba City Indian Medical Center	Mar, 2001
Excellence in Service Leadership Award: Arizona Hospital Association	1995
Exceptional Performance Award: Navajo Area Indian Health Service	1994
Director's Award for Excellence: Navajo Area Indian Health Service	1994
Santa Clara County Medical Society 1993 Honorable Mention for Outstanding Community Service: Santa Clara, CA.	1993
The Freda M. Ritter Clinician Award, The Children's Hospital of Philadelphia: "For Excellence in the Role of Clinician - Combining Skills of Empathy, Cognitive Knowledge, Judgment, and Interpersonal Skills"	1989
The Jarrett Memorial Prize, Dartmouth Medical School: "In Recognition of Academic Excellence and of Scholarly, Cultural, and Humanitarian Achievement Outside of the Medical Curriculum"	1985
Honors Graduate, Dartmouth Medical School	1985
William Goldman Foundation Scholar, Dartmouth Medical School	1984-1985

Board Membership

Member, Board of Directors, Health Choice Integrated Care	2017-pres
Chair, Board of Directors, United Way of Northern Arizona	2016-2017
Member, Board of Directors, Northern Arizona Health Orthopedic Surgery Center	2015-2016
Member, Board of Directors, Pathfinder Health Accountable Care Organization	2015-2016
Member, Advisory Board, Northern Arizona University Interdisciplinary Health Policy Institute	2015-2016
Vice-Chair, Board of Directors, United Way of Northern Arizona	2014-2015
Member, Board of Directors, Northern Arizona Health Physician group	2014-2015
Member, Board of Directors, United Way of Northern Arizona	2011-2015
School Board Member, BASIS Flagstaff	2012-2013
Health Advisory Board, Native Americans for Community Action	2011-2013
Advisory Board Member, Further Shore, Inc.	2011-2013
Board of Directors, American Telemedicine Association	2007-2011
Member, Coconino County Health Board	1996-1998

Recent Grant Awards and Research

“Personalized and Precision Population Health Management”: Flinn Foundation grant #1906. Co-Principal Investigator. Collaboration Between Northern Arizona University and Northern Arizona Healthcare	2013-2017
“Developing a Regional Antibigram to Improve Population Health and Medication Safety in Northern Arizona”: Cardinal Health Foundation Grant. Co-developer.	2014-2015
“ <i>Shi’ Hooghan</i> : Using home GIS location for Navajo patients as a new vital sign for improved service delivery”: FMC Foundation Award. Project lead.	2013-2016
“Unconnected Providers Health Information Exchange Grant Program”: Arizona Strategic Enterprise Technology for HIE Development. Project director.	2013
“Expanding Specialty Collaboration in Northern Arizona”: USDA Rural Utilities Service Distance Learning and Telemedicine Program; Co-developer of proposal and project collaborator.	2013-2014
“Developing a Regional Cardiopulmonary Consultation Network for Northern AZ”: USDA Rural Utilities Service Distance Learning and Telemedicine Program; Co-developer of proposal and project collaborator.	2011-2013

Publications and Presentations

12 publications/chapters in peer-reviewed journals and books. Many additional editorial articles in medical journals. Hundreds of presentations within a wide range of health care, academic, and community settings. Additional facilitation of & assistance with planning, moderation, and program facilitation for multiple national meetings.

Full bibliography available upon request.