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## HMA Team



**Carl Mueller, MS**  
Associate Principal  
*Nashville, Tennessee*

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### Range of Experience

- Experienced data analyst focused on:
  - Value-based payment (VBP) programs and strategies
  - Policy analysis
  - Public policy
  - Program evaluation
- Expertise in Episodes of Care program strategy and implementation
- Advanced proficiency in Statistical Analysis System, Microsoft Excel, Microsoft Word, and Microsoft PowerPoint
- Proficiency in Tableau

### Professional Experience

#### **Health Management Associates, Inc., August 2022–present**

- Serves as the VBP expert assisting a large provider organization in updating their payment methodologies to episodes-based payments to align with state Medicaid VBP goals
- Created a cost-estimating tool for a large disease association to estimate the Medicaid state funding needed to support members with the condition within each state Medicaid program
- Created several return-on-investment tools for provider groups who considered implementing new initiatives
- Provides procurement support to health plans applying for Medicaid participation on topics related to VBP programs and strategies, provider networks, foster care, and enrollment
- Served as the subject matter expert to address how reimbursement via diagnostic-related group codes varies by hospital classification

#### **TennCare, Nashville, TN, Episode Data Scientist, June 2020–August 2022**

- Served as a subject matter expert for the Episodes of Care program
- Represented the strategic planning and innovation team on the Data Governance Council
- Served as project lead for comprehensive coding updates of configuration files for the Episodes of Care program
- Assisted in the training and development of junior episode data analysts

#### **Episode Data Analyst, June 2016–June 2020**

- Led analyses and evaluation of the Episodes of Care program

- Led the acceptance criteria and additional quality assurance process that, through collaboration with managed care organizations and analytic vendors, tested the programming algorithms for the Episodes of Care program
- Conducted impact analyses of potential changes to the clinical and programmatic design of Episodes of Care
- Maintained technical documentation of the Episodes of Care program to include detailed business requirements and configuration files that contained the coding definitions specific to each episode type
- Served as the primary contact with managed care organizations for analytic requests
- Served as project lead for the Gainwell (formerly DXC) analytics contract for the Episodes of Care program
- Completed other analytic requests for the director of strategic planning and innovation and the COO of TennCare

**University of Maryland, East Adelphi, MD, Statistical Tutor, August 2009–August 2022**

- Provided guidance to graduate students in health administration/informatics and in utilizing Microsoft Excel for hypothesis testing, analyzing and interpreting data, sampling statistics, conducting regression analysis, and understanding measures of central tendency
- Served as coordinator for a team of six statistical tutors

**The Hilltop Institute at the University of Maryland, Baltimore, MD, Policy Analyst, January 2010–June 2016**

- Assisted in conducting program evaluations and data analysis using Maryland's Medicaid Management Information System datasets
- Researched and responded to policy questions for the Maryland Department of Health and Mental Hygiene
- Analyzed and reviewed federal/state health reform activities
- Analyzed, reviewed, and assisted in writing issue briefs and newsletters for Hilltop's Hospital Community Benefit Program

**Congressional Research Service, Washington, DC, Summer Research Associate, June 2009–September 2009**

- Reviewed, analyzed, and summarized major provisions of health reform legislation, including sections related to infrastructure for insurance markets, taxation, the key national indicator system, and Medicare hospital payments
- Prepared for and participated in congressional member and staff briefings on health reform legislation
- Coordinated the work of 20 analysts in developing section analyses of proposed legislation and compiled the draft and final products
- Assisted senior analysts in developing research methodologies, analyzing data, writing confidential memos, and responding to congressional inquiries

**Select Presentations**

Mueller, C., J. John, and P. Guin. "Dental Access among Children in Medicaid or CHIP: Are Well Care and Ambulatory Services Utilization Predictors of Preventive and Diagnostic Dental Service Utilization?" Poster presented at the 2015 AcademyHealth Annual Research Meeting, Minneapolis, MN, June 15, 2015.

Abrams, M., D. Bundy, J. Strouse, C. Mueller, J. Smith, M. Miller, and J. Casella. "Transcranial Doppler Screening of Medicaid-Insured Children with Sickle Cell Disease." Poster presented at the 2014 AcademyHealth Annual Research Meeting, San Diego, CA, June 10, 2014.

Mueller, C., and M. Raswant. "Health Reform Overview: Key Concepts." Presented at the Community College of Baltimore County, Baltimore, MD, November 20, 2013.

Mueller, C., and L. Spicer. "The Law and Politics of Health Insurance Exchanges: Maryland Case Study." Presented at the American University School of Law, Washington, DC, June 27, 2013.

## Select Publications

### Peer-Reviewed

Bundy, D., M. Abrams, J. Strouse, C. Mueller, M. Miller, and J. Casella. "Transcranial Doppler Screening of Medicaid-Insured Children with Sickle Cell Disease." *The Journal of Pediatrics* 116, no. 1 (January 2015): 188–90.

### Non-Peer-Reviewed

Nelson, G., J. Skopac, C. Mueller, T. Wells, and C. Boddie-Willis. *Hospital Community Benefits after the ACA: Addressing Social and Economic Factors that Shape Health*. Baltimore, MD: The Hilltop Institute, UMBC, May 2014.

Somerville, M., Nelson, G., C. Mueller, and C. Boddie-Willis. *Hospital Community Benefits after the ACA: Present Posture, Future Challenges*. Baltimore, MD: The Hilltop Institute, UMBC, October 2013.

Somerville, M., G. Nelson, C. Mueller, and C. Boddie-Willis. *Hospital Community Benefits after the ACA: Policy Implications of the State Law Landscape*. Baltimore, MD: The Hilltop Institute, UMBC, September 2013.

Somerville, M., G. Nelson, and C. Mueller. *Hospital Community Benefits after the ACA: The State Law Landscape*. Baltimore, MD: The Hilltop Institute, UMBC, March 2013.

Somerville, M., G. Nelson, C. Mueller, C. Boddie-Willis, and D. Folkemer. *Hospital Community Benefits after the ACA: Community Building and the Root Causes of Poor Health*. Baltimore, MD: The Hilltop Institute, UMBC, October 2012.

Somerville, M., C. Mueller, C. Boddie-Willis, D. Folkemer, and E. Grossman. *Hospital Community Benefits after the ACA: Partnerships for Community Health Improvement*. Baltimore, MD: The Hilltop Institute, UMBC, February 2012.

## Awards/Recognition

- TennCare Leadership Academy, 2021
- Staff Innovation Award, April 2012

## Education

Master of Science, Management and Health Administration, University of Maryland

Bachelor of Business Administration, University of Texas



**Kaitlyn Feiock, MPH**

Principal

*Indianapolis, Indiana*

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## Range of Experience

- Provides strategic analysis and recommendations on Medicaid policy and operations to states, health plans, and associated stakeholders
- Designs and develops 1115 waiver proposals, including Healthy Indiana Plan waivers and amendments, the Indiana End-Stage Renal Disease waiver, the Indiana Workforce Bridge amendment, Kentucky HEALTH, the Healthy Iowa Plan 1115 waivers, and the Health Ohio waiver
- Develops 1115 evaluation designs, program monitoring, data analysis, and dashboards
- Leads high-level requirement sessions for state policy initiatives
- Translates policy to operational processes and ensures systems requirements align with policy goals
- Supports operational readiness reviews for managed care entities
- Reviews, develops, and aligns member notifications, frequently asked questions for members and providers, provider bulletins, agency talking points, and stakeholder presentations

## Professional Experience

### Health Management Associates, Inc., July 2017–present

- Supports ongoing policy development and operations for Indiana's Family and Social Services Administration (FSSA) programs, including the Healthy Indiana Plan (HIP) POWER Accounts, the Gateway to Work initiative, and evaluation
- Develops waiver renewals and amendments and assists with public comment, submission, budget neutrality, and Centers for Medicare & Medicaid Services (CMS) waiver negotiation, which involves supporting the process from concept to approval and implementation for new initiatives, including the recently approved HIP Workforce Bridge Amendment (May 2020)
- Provides subject matter expertise on CMS-required 1115 waiver evaluation designs and reports, including the impact of 2019 CMS evaluation guidance
- Leads cross-stakeholder requirement sessions to implement new policies, including FSSA's Gateway to Work program and updates to HIP POWER Accounts
- Leverages an analytical skillset to complete data analysis, identify system and operational issues, and support development of internal monitoring dashboards and processes

### SVC, Inc., Indianapolis, IN, July 2010–March 2017

- Led cross-stakeholder Kentucky HEALTH high-level requirements development and documentation
- Supported implementation of HIP 2.0, including supporting a managed care implementation readiness review, performing benefit analysis, and developing alternative benefit plans

- Led Indiana Medicaid's disability conversion project from 209(b) to 1634 status
- Completed analysis of health insurance exchange options, including consumer assistance and navigator requirements, and supported implementation of the Affordable Care Act
- Supported development, drafting, and the submission and approval process for 1115 waiver requests for Indiana, Iowa, Kentucky, and Ohio

## Education

Master of Public Health, Social and Behavioral Sciences, Indiana University School of Medicine, Department of Public Health

Bachelor of Arts, Economics and French, Randolph-Macon Woman's College



**Veronica Mason, PMP**  
Certified Project Manager  
*Indianapolis, Indiana*

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## Range of Experience

- Accomplished healthcare leader experienced in project, operations, and process improvement management
- Certified project manager with a demonstrated history of working in the hospital and healthcare industry
- Strong administrative skills, with more than 10 years of progressive experience spanning across the government and private sectors
- Consistently recognized for superior performance

## Professional Experience

### **Health Management Associates, Inc., June 2023–present**

- Successfully led and managed medium- to large-scale projects, overseeing initiatives with state entities such as the Family and Social Services Administration, the Division of Mental Health and Addiction, and private organizations
- Demonstrates expertise in handling projects with multimillion-dollar budgets or multiyear durations, ensuring seamless execution and delivery within specified timelines
- Manages budgeting processes, skillfully allocating resources to optimize project outcomes and maintain financial integrity

### **Indiana University Hospital, Indianapolis, IN, Project Manager, October 2021–July 2023**

- Facilitated and coordinated medium- to large-scale diverse projects to improve initiatives spanning across system-level support services
- Led strategic planning and project implementations for four vendor contracts within the portfolio: environmental services, food nutrition services, language services, and inpatient dialysis
- Led and established process improvement for the invoicing process, reducing late fees by 35 percent
- Led and established a partnership with the Exodus refugee program, resulting in system-level policy hiring and onboarding change

### **MDWise, Indianapolis, IN, Health Plan Operations Project Coordinator, September 2020–October 2021**

- Facilitated and coordinated small- to large-scale projects for marketing, provider relations, customer service, and community outreach
- Developed new processes to improve initiatives and implementation and identified opportunities for improvement, including development of procedures and staff training
- Developed and implemented a communication process to ensure transparency across the organization and management levels
- Identified areas for process improvement and implemented new software, training, and processes into the organization

**Eskenazi Health, Indianapolis, IN, Care Coordinator Assistant, October 2018–October 2020**

- Coordinated care for a geriatric panel of 170 patients, working as a liaison and in conjunction with team physicians, social workers, and community resources
- Assisted in monitoring medication adherence; evaluated and tracked patient/caregiver enrollment status in the program; and provided education, training, and coaching to introduce or improve coping skills of patients and caregivers
- Advocated, coordinated, and devised patient material for Spanish-speaking patients, which increased clinic patient enrollment by 15 percent
- Developed and implemented a home program for the Spanish population to expand community outreach

**US Army (Reserve Status), Fort Liberty, North Carolina, Executive Aide, October 2023–present**

- Serves as the enlisted executive assistant for the command sergeant major of the United States of America Civil Affairs and Psychological Affairs Command
- Provides administrative and planning support for projects spanning the entire command

**Section Sergeant, February 2018–September 2023**

- Led technical and tactical planning, leading to increased mission readiness
- Developed an onboarding sponsorship program for incoming personnel
- Led the unit's drug prevention program and operations, leading to 100 percent yearly testing per US Army standards

**Platoon Sergeant / Section Leader, January 2015–January 2018**

- Led 40 cross-functional chemical and logistics specialists and supervised the management of operations, including accounting for and maintaining essential equipment valued at more than \$15 million
- Orchestrated and advised the commander on tactical operation scenarios, which led to 100 percent of training standards being met
- Conducted quarterly and performance-based counseling and provided guidance/mentorship

**Maintenance Administrative Technician, January 2010–December 2011**

**Fragmentation Order Manager (Active Status), September 2009–October 2010**

**Education and Certification**

Bachelor of Science, Healthcare Advocacy, University of Indianapolis

Project Management Professional Certification





**Michael Butler, MA**  
Associate Principal  
*Los Angeles, California*

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## Range of Experience

- Professional Development and Staff Capacity Building: Providing coaching, professional development, and other technical assistance to equip leaders with skills and knowledge to realize the benefits of continuous improvement and implement data-driven decisions
- Evaluation and Needs Assessment: Conducting mixed-method program evaluations and comprehensive assessments of community and organizational needs
- Community Engagement and Facilitation: Leading stakeholder engagement and facilitating discussions and planning for accelerating equity, continuing improvement, and enhancing organizational culture and climate
- Strategy and Planning: Developing strategic and sustainability plans for agencies and organizations and leading task forces and steering committees in tailored organizational development and planning efforts
- Systems Design and Policy Analysis: Assisting organizations with program design, system redesign, and the analysis of policies impacting equity and sustainability
- Public Education: Extensive experience with public education (Pre-K–16), including system redesign, teaching and learning initiatives, program evaluation, and accountability planning
- Integrated Social Services: Broad experience with health and human service interventions and integration models, particularly in integrating social services in school-based settings
- Child and Youth Development: Comprehensive knowledge of child and youth development, including enrichment and intervention services, social-emotional learning, and multitiered systems of support; experience with family engagement, including outreach, education, and empowerment in community and school settings

## Professional Experience

### **Health Management Associates, Inc., December 2019–present**

- Designing and directing major evaluation projects funded by federal grants as well as locally funded projects and those receiving foundation support
- Developing strategic and sustainability plans for nonprofits and public agencies
- Conducting needs assessments and resource mapping to inform planning and resource allocation
- Facilitating leadership teams and providing data coaching to guide program implementation and ensure accountability
- Designing and coordinating large surveys on employee engagement and strategic alignment
- Organizing professional development and training tied to organizational restructuring

### **NPO Solutions, Studio City, CA, Senior Consultant, August 2015–December 2019**

- Led strategy and capacity-building projects for nonprofit and public-sector clients

- Directed program evaluations and embedded evaluation metrics and accountability into strategic planning
- Directed comprehensive needs assessments and evaluations of family and youth intervention programs, college readiness programs, arts and music education, and civic leadership
- Facilitated policymaking and linkages to research-based practices in a variety of strategic planning efforts, task forces, and committees
- Advised clients on assessment, metrics, dashboards, and other vehicles for formative data use, as well as on organizational accountability and building cultures of collaborative inquiry
- Worked on projects involving public education, college and career readiness with higher education linkages (for both two-year and four-year public colleges and universities), community-based nonprofits, public-sector unions / employee associations, and nonprofit leaders and board members

**Public Works, Inc., Pasadena, CA, Co-founder and Vice President, 1998–2015**

- Co-founded and led a nonprofit organization dedicated to utilizing data to improve the effectiveness of the public and nonprofit sectors
- Designed and directed hundreds of program evaluation projects in a wide array of public policy areas, primarily involving public education, workforce development, and intervention support programs for youth and families
- Conducted instructional audits and needs assessments focused on school turnaround initiatives, state and federal accountability, and philanthropic efforts to provide social service supports to children and youth
- Provided professional development, technical assistance, and coaching to educators, nonprofit leaders, and parent organizations

**Evaluation and Training Institute, Culver City, CA, Senior Consultant, 1995–1998**

**RAND Corporation, Santa Monica, CA, Researcher, 1991–1995**

**Professional Affiliations**

Board Member, California Mathematics and Teaching

Board Member, Social Model Recovery Systems

Board President and Secretary, Learning Works Charter School

Member, American Educational Research Association and Phi Delta Kappa

**Education**

Executive Education Certificate, University of Southern California, Price Center for Social Innovation

Master of Arts, Political Science, University of California, Los Angeles

Bachelor of Arts, Political Science, Occidental College



**Carmen Ayes, MS**  
Consultant  
*Nashville, Tennessee*

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## Range of Experience

- More than 10 years of experience in diverse healthcare settings, including working in information and data analysis, research management, and direct patient care
- Skilled in project management and relationship building, encouraging cross-collaboration and stakeholder engagement to coordinate resources and drive operational efficiencies
- Bilingual (English and Spanish), with experience working in community outreach, education, and engagement
- Adept at strategic planning and process improvement, leveraging technical skills to make data-informed decisions based on historical analysis and forecasting
- Proficient in customer relationship management software, clinical trial management systems, project management platforms, and data analysis software
- Experience working in quality assurance with knowledge of regulatory frameworks, including Good Clinical Practice and the US Food and Drug Administration

## Professional Experience

### **Health Management Associates, Inc., June 2024–present**

#### **CHI Memorial, Nashville, TN, Patient Navigator, January 2024–May 2024**

- Applied understanding of all functions of the scheduling process, including patient navigator duties, to provide management with high-level, cross-coverage ability
- Worked with staff to increase the quality of processes and improve productivity, primarily in the Neuroscience Institute and Vascular Surgery Department
- Improved the referral workflow, assisted with patient experience initiatives, and assisted managers with resolutions to improve patient access for assigned departments
- Assisted with quality improvement initiatives within the departments
- Developed reports and projects for the assigned department

#### **Vanderbilt-Ingram Cancer Center, Nashville, TN, October 2022–January 2024**

- Collaborated on 10 concurrent projects in partnership with other clinical research organizations, such as Sanofi, Kadmon, MedPace, and Covance; consulting companies, including Confluence; and academic institutions, including Duke University and Stanford University, among others
- Developed and optimized an end-to-end RAD51 immunofluorescence staining protocol by optimizing titrations and connecting with partner labs to troubleshoot process workflows
- Planned, conducted, and evaluated experiments and assays of varying complexity under minimal supervision, recording and reporting data to analyze and interpret results
- Conducted hands-on research, including RNA and DNA extraction, isolation, and sequencing; western blots; immunofluorescence; immunohistochemistry; and manipulation of tumor samples from tonsil, renal, bone, breast, and lung tissues

- Translated basic industry research to clinical research needs, participating in exploratory research and clinical trials in all phases

**Tennessee Community Organizations, Nashville, TN, Program Coordinator, February 2020–August 2022**

- Established a nonmember database of qualified potential members to drive membership growth and outreach efforts
- Spearheaded conference planning for more than two years, adapting to the COVID-19 pandemic's complications and rescheduling a 2020 in-person event to a virtual event in 2022
  - Led fundraising efforts and earned more than \$65,000 in sponsorships and donations over three months
- Managed several sponsors, campaigns, committees, and board meetings, facilitating virtual communications from the ground up by establishing audio and video feeds and coordinating agendas
- Served as a registered lobbyist in 2022, participating in legislative weeks and distributing proposed bills to members during legislative sessions
  - Played a key role in raising direct support professionals' wages to \$15 per hour in 2022
- Created innovative publicity programs that increased awareness and positive perception of the organization
  - Promoted these publicity programs through the organization's website and social media accounts

**Aegis Sciences Corporation, Nashville, TN, Molecular Biologist, September 2021–February 2022**

- Prioritized and coordinated daily workload in a high-volume, deadline-driven environment by managing schedules and evaluating testing needs to drive quality assurance practices
- Worked cross-functionally with internal teams, coordinated testing operations to meet and exceed productivity goals, maintained internal policies, and facilitated communication across teams
- Participated actively in staff meetings to address questions and concerns, review lab performance, and implement improvement initiatives
- Utilized a variety of specialized equipment and software to facilitate molecular testing, including DNA and RNA extraction, qPCR, Sanger sequencing, and next-generation sequencing

**Biopharma Technician, September 2020–May 2021**

- Built and maintained excellent working relationships with coworkers to maximize efficiency and create a positive working environment
- Analyzed complex datasets to identify trends and communicate issues in real time, enhancing lab workflows while reducing downtime
- Verified information prior to processing, ensuring specimens were labeled correctly, suitable for testing, and complied with chain-of-command protocols to eliminate errors and improve testing efficiency
- Supported the training and development of new and less experienced team members, providing professional development and learning opportunities

**Vanderbilt Health Care, Option Care IV Services, Nashville, TN, Sterile Pharmacy Technician, April 2015–December 2020**

- Served as a resource and subject matter expert for patients, ensuring medical needs were met in a timely manner while answering questions and providing medical and prescription advisement under the supervision of pharmacists
- Contacted patients, doctors, and medical offices by phone, fax, and email to gather and verify information, ensuring the accuracy of medication orders and fulfillment
- Utilized pharmacy systems to enter patient and drug information, ensuring information was entered correctly
- Filled prescriptions by retrieving, counting, and pouring pharmaceutical drugs, verifying medicine was correct before release
- Gathered information regarding medication lists, allergy history, vaccine history, medical conditions, and other pertinent member-related information and entered the data into the company database
- Established positive relationships with vendors to manage and supply inventories, minimizing disruptions to patient care
- Mixed intravenous medications and total parenteral nutrition while maintaining sterile practices

**Elite Sports Medicine and Orthopedics, Nashville, TN, Physical Therapy Technician, April 2019–June 2020**

- Progressed patient treatment based on care plan evaluations and patient needs, providing patient education, general exercise, gait training, mobility/transfer skills, and balance/coordination activities
- Streamlined company operations by efficiently documenting patient data, updating account records, and corresponding with colleagues to provide accurate medical information
- Increased patient satisfaction by utilizing active listening, empathy, and compassion to connect and build rapport with patients
- Provided exceptional care to patients, performing one-on-one assessments and reassessments to determine needs and adjust care plans

**Lipscomb College of Pharmacy, Nashville, TN, Research Fellow and Student Volunteer, February 2017–May 2019**

- Explored protein-protein interactions of the C terminal domain in topoisomerases, recorded in a database any failed protein interactions, and explored new approaches
- Attended meetings and conferences, recorded new findings and relevant data, and transcribed findings and data into a detailed document
- Presented laboratory findings at symposia and to peers

**Community Involvement / Board Affiliations / Membership in Professional Organizations**

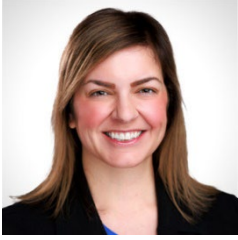
- Nashville Healthcare Council, December 2023–present
- American College Health Foundation, January 2019–December 2019
- Young Women's Connect, January 2018–December 2019
- Pi Delta Social Club, Chaplin Committee, September 2016–May 2019
- IDEAL, January 2018–December 2018
- Joshua Project, Mentor, August 2016–August 2018
- Celebrate Recovery, August 2017–December 2017
- Global Mentorship Program, Mentor, January 2017–December 2017

- Global Mentorship Program, Mentee, January 2016–December 2016
- IDEAL, August 2015–May 2016
- Joshua Project, Mentee, August 2015–May 2016

## Education

Master of Science, Public Health, Liberty University

Bachelor of Science, Biology, Lipscomb University



## **Christine M. VanDonge, PhD**

Senior Consultant

*Raleigh, North Carolina*

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### **Range of Experience**

- More than 10 years of experience in behavioral health research and evaluation, including substance use disorders, child welfare, juvenile justice, and recovery courts
- Skilled in project management and strategic planning, having led local evaluation plans and more than 25 strategic planning processes for state agencies, counties, and community-based organizations
- Successful in performing needs assessments, gap analysis, program development and implementation, and RFP development and evaluation
- Adept at facilitating stakeholder engagement, interviews, and focus groups and in coding data from these activities to establish themes and data-to-action frameworks
- Demonstrated proficiency in designing data-collection systems, managing data, and analyzing data
- Successful in utilizing data to develop action strategies for agencies and organizations

### **Professional Experience**

#### **Health Management Associates, January 2024–present**

##### **Mecklenburg County, Charlotte, NC, County Manager's Office, Behavioral Health Program Manager, September 2023–December 2023**

- Supported Mecklenburg County through two initiatives: the development of the behavioral health strategic plan and the management of opioid settlements
- Developed collaborative relationships with internal and external stakeholders
- Facilitated focus groups and community engagement sessions to understand the needs of the community
- Led a competitive RFP process that resulted in disbursement of \$6.25 million to 16 community-based programs

##### **Department of Social Services, Senior Management Analyst, June 2021–September 2023**

- Developed systems to collect data and managed and analyzed data for the divisions within the Department of Social Services
- Developed reports and memos to summarize key findings for department and division directors
- Conducted literature reviews to inform the department on best practices locally and nationally
- Supported the division in any data requests received from the county manager, Board of County Commissioners, and other relevant stakeholders

##### **Juvenile Court Coordinator, April 2019–June 2021**

- Served as a source of information and a face for the court's various supported services, informing and explaining procedural steps, timelines, and requirements



- Produced data reports for key stakeholders to determine the extent to which the timeline standards were met
- Conducted strategic planning sessions and made recommendations for changes to improve juvenile court functioning
- Navigated the juvenile court and relevant stakeholders through the pandemic, including transitioning from in-person to virtual court through planning and stakeholder engagement sessions
- Served as an associate and representative of the Family Court Administration, increasing participation in the Family Court Office's support of and involvement in juvenile court initiatives and related case management

**San Mateo County Probation, San Mateo, CA, Management Analyst, April 2018–April 2019**

- Supported the Juvenile Division for San Mateo County Probation through various activities, including the following:
  - Developing RFPs for relevant services
  - Negotiating contracts with external providers
  - Developing systems to collect data
  - Managing and analyzing data for the juvenile divisions
- Supported the division in any data requests received
- Oversaw annual evaluation of programs funded via the Juvenile Justice Crime Prevention Act

**Applied Survey Research, San Jose, CA, Senior Research Analyst, February 2016–April 2018**

- Led the development of research projects, including writing proposals, meeting with new clients, helping develop evaluation plans, and creating logic models
- Led project data-collection activities and analysis
- Conducted scientific literature reviews of best practices and evidence-based practices for at-risk youth
- Served as the project manager for all projects for San Mateo Probation, including the annual evaluation of the Juvenile Justice Crime Prevention Act and the gaps and needs assessment of commercially and sexually exploited youth

**Center for Research on Education Outcomes at Stanford University, Stanford, CA, Senior Research Analyst, July 2014–February 2016**

- Designed and executed components of larger projects, including the following:
  - Contributing to the selection of research projects
  - Formulating research questions
  - Designing analysis
  - Identifying required data for rigorous tests of hypotheses
  - Negotiating successfully with public agencies and other organizations to secure required data in a timely and efficient manner
  - Managing processes for data acquisition and data quality assessment
  - Building datasets for analysis
  - Producing analytic results using both quantitative and qualitative methods





**Autumn Carparelli, MPH**  
Business Intelligence Architect  
*Denver, Colorado*

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## Range of Experience

- Working with health information technology systems and large datasets to analyze populations and programs
- Evaluating patient outcomes and the effectiveness of healthcare programs and systems
- Developing strategies to improve the efficiency, accessibility, and affordability of healthcare
- Professional experience working for a national private organization, a regional quality improvement organization, a local hospital, a state government, and local health departments
- Statistical/querying software experience with structured query language (SQL) Server, Statistical Analysis System (SAS), Statistical Package for the Social Sciences, Epi Info, ArcGIS, and Geographic Information System (GIS) ArcPro
- Data visualization software experience with Tableau and Power BI
- Automation/process improvement software experience with Power Apps, Power Automate – Microsoft Flow, and SharePoint (includes Lists, Forms, Teams)
- Electronic health records experience with Meditech

## Professional Experience

### **Health Management Associates, Inc., April 2022–present**

- Serves as project manager and subject matter expert on projects related to healthcare data extraction, analytics, and visualization
- Leverages data visualization expertise to help clients understand drivers in lines of business, outliers, trends, and areas of opportunity in processes
- Assisted a client in building out an internal data warehouse for health system payer data spanning 18 different contracts and data sources
- Developed return-on-investment estimate models for innovative population health initiatives, including medical-legal partnerships, health information exchanges, and behavioral health quality metrics

### **Saint Peter's Health, Helena, MT, Population Health Data Scientist, July 2020–March 2022**

- Led a team of varying subject matter experts in upgrades and improvements to the Quality App (clinical decision support tool)
- Used SQL Server to query electronic medical record data and create visualizations and reports for program cost projections, value-based contract outcomes and estimates, and operational and clinical decision support
- Advised provider quality improvement efforts in a consultative population health role within the clinics
- Designed reports and visualizations to track program outcomes and opportunities for improvement in the following areas: behavioral health, maternal mental health, social

work, value-based contracts, preventive quality metrics, pharmacy, complex care, clinical pathways, employee wellness, and a variety of grants

- Researched Centers for Medicare & Medicaid Services (CMS) payment models and policy changes and used the hospital data to estimate the implications

**McKesson Life Sciences, Commercial Intelligence, the Woodlands, TX, Clinical Data Analysis, January 2020–July 2020**

- Leveraged McKesson's electronic health record and claims data for a pharmaceutical company's strategic brand planning and marketing
- Built queries and dashboards to explore oncological trends in pharmaceutical data, including market share analyses, product persistency, the impact of COVID-19 on oncology treatment, and product discontinuation reasons
- Contributed to team efficiency by automating recurring reports using SAS and dynamic data exchange, leading to an average of six hours saved per iteration
- Presented findings to clients and learned to anticipate follow-up analyses prior to presentation

**Mountain-Pacific Quality Health Foundation, Helena, MT, Statistician / SAS Programmer / Data Team Lead, May 2018–January 2020**

- Conducted Medicare data analyses for explanations of health trends, costs, or outliers
- Evaluated the following focus areas: readmission rates, healthcare-acquired conditions, emergency room utilization, and prescription utilization
- Used epidemiologic and payer knowledge to assist in responding to RFPs from various entities
- Developed maps and infographics using SAS, SQL, Excel, and GIS to assist communities or facilities in community outreach and/or explaining data to various stakeholders

**Health Resources Division, Montana Department of Public Health and Human Services, Helena, MT**

**Medicaid Epidemiologist / Program Analyst, Member Care Management Bureau, January 2017–May 2018**

- Performed program data analyses for several member care management programs, including patient-centered medical homes, comprehensive primary care, health improvement programs, Tribal health improvement programs, and health passports
- Served as subject matter expert on an RFP evaluation committee for the state procurement of a population health analytics tool as part of a Medicaid Management Information System (MMIS) legacy system replacement
- Assessed member health trends, key focus areas for care opportunities, and the impact on members due to potential program changes, resulting in the development of a chronic care coordination program for super utilizers
- Secured funding for programs through various CMS waivers' cost-effectiveness and budget neutrality analyses
- Assisted in program implementation and strategic planning to address health inequalities in specific populations

**Medicaid Analyst, Hospital and Physician Services Bureau, June 2016–January 2017**

- Assembled monthly reports for various programs using a legacy query system, MMIS data, SAS, and Excel
- Responded to inquiries from management and leadership about specific programs and identified areas for improvement

- Compiled reports for the state Medicaid director assessing expenditures for all Tribal entities within the state to be delivered to the tribes biannually

**North Central District Health Department, O'Neill, NE, Epidemiologist, September 2015–June 2016**

- Worked on community health assessments / community health improvement plans (CHAs/CHIPs)
- Collected, analyzed, and utilized data to educate and mobilize rural communities, develop priorities, garner resources, and plan actions to improve public health in rural communities
- Compiled and analyzed data from CHAs/CHIPs from the nine rural counties within the district using SAS and Excel
- Assisted in various health department goals through accreditation, coalitions, Working on Wellness, VetSet, Miles of Smiles, Disease Surveillance, and environmental epidemiology

**Elkhorn Logan Valley Public Health Department, Norfolk, NE, Midwest Public Health Training Center Intern, March 2016–May 2016**

**University of Nebraska Medical Center, Omaha, NE, and Tanzania, Africa, Cancer Epidemiology Research Intern, January 2016–May 2016**

**Memberships and Volunteer Experience**

Helena Leaders Network, member, 2018–present

Leadership Helena, alumni, class of 2020

Big Sky Care Connect, Montana Health Information Exchange Board, member, 2019–2020

**Education**

Master of Public Health, Epidemiology, University of Nebraska Medical Center

Bachelor of Science, Pre-Medicine/Environmental Studies, University of Nebraska, Lincoln



**Jennifer Bridgeforth, MBA, CPhT, CPC, CPMA, CHC**

**Associate Principal**  
*Nashville, Tennessee*

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## **Range of Experience**

- Dedicated executive and certified coder with more than 18 years of experience in the healthcare industry, including in consulting providers, health plans, and physician practices
- Subject matter expert in the following areas:
  - Claims and billing
  - Coding and payment integrity
  - Fraud, waste, and abuse
  - Risk and compliance
  - Physician and facility contracting and compensation
  - Healthcare technology
- Expert in Medicare, Medicaid, Tricare, clinical pharmacy, hospice and home health, behavioral health, and HIPAA regulations
- Extensive experience working with vulnerable populations affected by opioid use disorder (OUD) by conducting community needs assessments
- Strong understanding of the impact of OUD on mental health and the importance of integrated care
- Knowledgeable about community resources and referral networks for individuals seeking assistance with opioid addiction
- In-depth knowledge of regulatory requirements, industry standards, and healthcare privacy and security regulations, including HIPAA and HITECH
- Skilled in developing and implementing compliance policies and procedures to ensure adherence to applicable laws and regulations
- Proficient in conducting compliance audits, identifying potential risks, implementing corrective actions, and training personnel on best practices and ethical standards
- Demonstrated ability to conduct investigations and respond to compliance-related incidents and complaints
- Knowledgeable regarding healthcare fraud and abuse laws and practices for preventing and detecting fraudulent activities
- Experience collaborating with cross-functional teams and organizations to develop and maintain a culture of compliance based on the Office of the Inspector General's guidance

## **Professional Experience**

### **Health Management Associates, Inc., July 2022–present**

- Focuses on assisting clinicians, hospitals, and public health agencies in addressing the opioid epidemic through the adoption of innovative clinical practices and intelligent policy to improve quality of care, health equity, and population outcomes

- Serves as an advisor to healthcare providers seeking revenue cycle insight and guidance on complex regulatory issues under Medicare's Outpatient Prospective Payment System, Inpatient Prospective Payment System, Medicare Physician Fee Schedule, rural health clinics, and critical access hospitals reimbursement methodologies
- Completes revenue cycle assessments by conducting interviews with clinical department leaders to assess appropriate charge capture, identify coding irregularities, and ensure services provided are charged appropriately and reported accurately
- Provides clinical pharmacy support and expertise in areas such as medications for OUD / medication-assisted treatment (MOUD/MAT) for prescribers
- Assists providers in creating collaborative systems for behavioral health, MOUD/MAT, and harm reduction
- Conducts education, mentorship, and advocacy campaigns for substance use disorders (SUDs) across California
- Provides comprehensive community needs assessments to identify gaps in services and resources for individuals with OUD
- Develops and implements targeted interventions and programs to address the unique needs of vulnerable populations affected by OUD
- Collaborates with community organizations, healthcare providers, and stakeholders to enhance access to prevention, treatment, and recovery services for individuals with OUD
- Utilizes data analysis and evaluation techniques to assess program effectiveness and make evidence-based recommendations for improvement
- Provides education and training to community members, healthcare professionals, and social service providers on OUD prevention, harm reduction, and treatment options
- Advocates for policy changes and resources to support individuals with OUD and their families, ensuring equitable access to care and support services
  - Developed and implemented strategies to reduce stigma and increase awareness about OUD, promoting a compassionate and understanding community response
- Engages providers via webinars to raise awareness about the impact of OUD on patient populations from a clinical pharmacy perspective
- Maintains knowledge of trends, best practices, and evidence-based interventions related to OUD and vulnerable populations through professional development and networking opportunities
- Writes and supports behavioral health and SUD/OUD-related grants for rural healthcare entities, including federally qualified health centers and critical access hospitals
- Identifies opportunities for health plans to scale efficiencies and guide work horizontally across environments to help payer clients and partners be more effective, including through financial transformation, performance improvement, and payment systems optimization
- Assists providers with obtaining the industry's highest accuracy standards and provides compliance, auditing, and clinical documentation support
- Conducts compliance risk assessments to assist healthcare and public health organizations in overall risk mitigation

### **American Health Plans, Franklin, TN, Director of Health Plan Administration, September 2019–July 2022**

- Managed the day-to-day health plan payer functions for an institutional special needs plan and an institutional equivalent special needs plan, focusing on internal operational functions, oversight of partner third-party administrators, and other vendor services

- Oversaw multiple operational departments and vendors to ensure the health plan's performance remained consistent with Centers for Medicare & Medicaid Services (CMS) regulatory requirements
- Completed a weekly check run for multiple health plans of more than \$1.5 million cumulatively
- Created training documents related to protected health information, claims, HIPAA, and patient privacy and participated in provider education to ensure appropriate billing practices
- Managed provider education for all state markets of the health plan's operation
- Utilized *Medicare Program Integrity Manual* guidelines to ensure fraud, waste, and abuse processes followed CMS and law enforcement standards
- Conducted investigations, referred providers to law enforcement agencies, and provided detailed analytics reports
- Ensured investigations flowed through the program integrity team appropriately while conducting extensive quality assurance on all deliverables
- Oversaw departments, including those for claims and claims auditing, disputes, appeals and grievances, and revenue integrity
- Reviewed and audited claims daily for trends and outliers while also conducting data analysis as part of pre- and post-payment reviews and assessed overpayments and recoupments based on review results
- Created internal reporting to identify upcoding and unbundling providers
- Reviewed the claims system for appropriate edits, including medically unlikely edits and National Correct Coding Initiative edits
- Directed daily coding operations for the revenue integrity team, implementing new standards and methods to measure team effectiveness
- Coordinated the accurate and timely coding and classification of all inpatient, outpatient, and physician medical records
- Oversaw the quality control of data and reports for revenue integrity and coding, education, and communication between revenue integrity and the utilization management team
- Collaborated with other departments to effectively oversee projects, identify resources, resolve issues, and mitigate risks
- Monitored, organized, and compiled coverage determinations appeals and grievances, organization determinations appeals and grievances, and one-third financial audits required by CMS
- Oversaw the benefit configuration, maintenance, and modification of claim payment policies to ensure accurate and timely claims payments
- Managed employees overseeing vendor-delegated functions and internal employees responsible for plan operational functions
- Facilitated the development of reporting tools to monitor operational functions and identify opportunities for improved performance, including developing and analyzing reports
- Created and hired a qualified team of professionals, including certified coders, nurses, and certified fraud examiners
- Worked directly with law firms on subrogation requests for impacted members, which sometimes required recoupments or overpayments

**Pershing Yoakley and Associates, PC, Brentwood, TN, Senior Healthcare Consulting Professional, November 2015–September 2019**

- Led the execution of internal healthcare projects, including revenue growth and contribution, as well as multiple complex consulting projects and engagements



- Managed a team of consultants and client staff, providing motivation through high-engagement and results-oriented approaches
- Completed risk and program assessments to ensure providers met Office of Inspector General guidelines for effective compliance programs
- Functioned as an interim C-suite member for healthcare organizations as needed, including the role of chief compliance officer
- Developed long-term relationships with key client influencers and buyers, ensuring meaningful value was delivered based on client goals and expected outcomes
- Contributed to firm growth by identifying opportunities with existing clients and developing new clients
- Assisted health plan and pharmacy benefit management clients with day-to-day operations, including claims review, utilization review, appeals, and medical necessity
- Instructed staff on business development skills, tools, and templates
- Conducted medical record reviews for various provider types, such as pharmacy, hospice, home health, skilled nursing facilities, and behavioral health
- Assisted providers throughout the appeals process with multiple payer types, including Medicare and Medicaid
- Conducted healthcare technology assessments and assisted clients with electronic health record implementation
- Completed data analysis to determine potential underpayments and overpayments from multiple payer types, including Medicare and Medicaid
- Worked with law enforcement and client counsel to determine audit direction
- Completed 340B on-site pharmacy assessments for clinics and hospitals
- Supported business expansion with existing clients and identified new business opportunities
- Functioned as a project manager for new engagements while also tracking project budget, billing, employee utilization, and realization
- Developed detailed, written proposals for existing and prospective clients
- Traveled to facilities and provider offices to conduct on-site audits, risk assessments, and documentation reviews
- Participated in industry conferences and lunch-and-learn trainings, partnering with C-suite staff to accurately assess needs during engagements

**Community Health Systems, Franklin, TN, Consulting Project Manager, January 2015–October 2015**

- Mitigated the use of diagnosis codes in the clinical electronic medical records from the International Classification of Diseases, Ninth Revision (ICD-9) code set to be compliant with ICD-10 codes
- Translated high-level business requirements into functional and system requirements for the organization and managed changes to specifications
- Documented business, system, and functional requirements for all approved changes to business processes, systems, and policies
- Documented user acceptance test plans and test cases
- Defined and documented requirements utilizing standardized tools and techniques
- Assisted with the review of test results, including defect research, resolution, documentation, and action-item tracking
- Demonstrated expertise in business processes and systems
- Served as the liaison between developers and the business
- Facilitated communication and sign-offs between the business and information technology teams, from initial requirements to final implementation
- Escalated requirements, testing issues, and changes to the testing support manager

**Optum (formerly Change Healthcare), Nashville, TN, Business Analyst and Project Coordinator, August 2011–January 2015**

- Coordinated the ICD-10 project to increase system editing productivity by 27 percent
- Performed complex analyses of business goals, objectives, and needs for the overall business environment
- Assisted the implementation team and account managers with various aspects of go-live or provider education for more than 10 clients by conducting weekly meetings and visiting provider sites
- Designed processes to improve and support business activities that resolved issues in a more effective and productive manner
- Reviewed and analyzed public policies, industry changes, and mandates to produce detailed documentation for programmers on existing systems
- Provided support on client claims to ensure proper claim payments for client billing in Medicaid, Medicare, and other commercial plans
- Updated functional specifications for medical software development to enhance systems
- Assisted with updates and changes to code sets, payer edits, and industry changes by providing support for HIPAA compliance
- Determined operational objectives and conducted trend analyses and projections to improve systems and design modifications based on identified project milestones, phases, and elements
- Monitored project progress by tracking activity, resolving problems, publishing progress reports, and recommending necessary actions

**AdvanceMed, Nashville, TN, Fraud Investigator and Benefit Integrity Analyst, June 2010–July 2011**

- Performed in-depth evaluations of potential healthcare fraud directed toward Medicare's payment systems
- Developed complex fraud investigations that involved high dollar amounts and sensitive issues
- Traveled to on-site providers to conduct interviews and reviews of collection records, decreasing fraud by more than 20 percent
- Reviewed claim information for improper billing
- Coordinated retrieval and preparation of data as requested from external customers, including law enforcement and other government partners
- Identified and reported processes and procedures that increased vulnerability to fraud or abuse within the Medicare program
- Educated providers on audit results, providing additional protection to the Medicare Trust Fund

**Education and Certification**

Master of Business Administration, Healthcare Administration, South University

Bachelor of Arts, Healthcare Administration, Ashford University

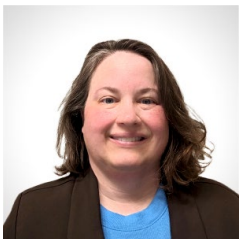
Pharmacy Technician Certification, Pharmacy Technician Certification Board

Professional Coder Certification, American Academy of Professional Coders

Professional Medical Auditor Certification, American Academy of Professional Coders

Healthcare Compliance Certification, Health Care Compliance Association





## **Amy Bauman-Dontje, PMP**

Senior Product Manager, Data Analytics Resource  
*Lansing, Michigan*

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### **Range of Experience**

- More than 25 years of experience in project and program management, service delivery management, solution design, release management, and quality assurance
- Knowledgeable in public health, insurance, eligibility, Medicaid, and Medicare
- Skilled in collaboration and stakeholder engagement, including with federal and state governments
- Proficient in data analytics, data mining, and agile software development

### **Professional Experience**

**Health Management Associates, Inc., February 2024–present**

**Optum State Government Solutions, Lansing, Michigan, Senior Manager,  
Project/Program Management, April 2018–February 2024**

- Acted as the principal interface for Optum with State of Michigan clients at all organizational levels for Optum-developed products and services, including the following:
  - Health Services Data Warehouse
  - Master Person Index
  - CareConnect360
  - Database Security Application
  - Waiver Support Application and Symmetry
- Designed a custom solution for the Michigan Integrated Data Application for the sexually transmitted infection and HIV system development bid, which was successful, increasing Optum's footprint and revenue in Michigan
- Managed the day-to-day work of more than 60 business analysts, data analysts, infosphere developers, business intelligence developers, web developers, and project managers
- Ensured quality, on-time service delivery across the State of Michigan Health Services engagement
- Managed vendor relationships, including contract renewal and creation, resource management, and amendments
- Collaborated with internal and external business partners to gain an understanding of their business needs, guide the Optum team to develop a solution that met those business needs, and celebrate successes
- Created, managed, and tracked progress toward revenue and budgetary goals
- Provided strategic guidance for Optum-developed applications in Michigan to ensure alignment with the strategic goals of Optum and our clients
- Designed integration solutions between disparate systems, including real-time web services, direct database connections, and secure file transfer
- Advised the State of Michigan Department of Health and Human Services (MDHHS) on strategic use of master data management

**Dewpoint, Lansing, Michigan, Senior Program Manager, September 2014–April 2018**

- Led a team of project managers who developed comprehensive project plans for MDHHS strategic applications and ensured that the projects were managed according to State of Michigan's State Unified Information Technology Environment project management methodology
- Collaborated with architects, business analysts, and developers to provide excellent customer service
- Cooperated with large external vendor teams in constructing applications and infrastructure to benefit the State of Michigan
- Created and managed project budgets for internal State of Michigan teams and external vendor partners
- Proactively managed and mitigated project risks; resolved project issues; and managed changes to project scope, budget, and schedule

**Vertafore, East Lansing, Michigan, Technical Project Manager, November 2013–September 2014**

- Developed comprehensive project plans for insurance carrier implementations to the producer licensing manager products and managed the projects for the plans
- Developed a comprehensive project plan for the National Association of Insurance Commissioners' uniform application change for 2014 and managed the project for the plan
- Collaborated with sales executives, account executives, product management teams, business analysts, client consultants, and client services analysts to provide a seamless customer experience

**Hewlett Packard Enterprise (HPE) Services, Dimondale, Michigan, Technical Project Manager, Release Manager, Test Manager, September 2009–November 2013**

- Developed comprehensive test plans for system integration testing, user acceptance testing, and joint acceptance testing, including performance testing, interface testing, and automated testing
- Collaborated with the joint Michigan Department of State (MDOS) / Michigan Department of Technology, Management, & Budget / HPE Services project management team to develop a project scope and schedule and ensured that the testing team met all deadlines and deliverables required by that schedule
- Provided daily assignments for 30–40 testing resources, mentored on the testing process and proper use of testing tools, and developed technical and business knowledge
- Provided detailed and weekly metrics, including execution counts and defect analysis, to the HPE/MDOS program management team
- Produced exit reports from each testing phase, including lessons learned and defect mitigation plans
- Managed the comprehensive data process for each round of system testing, which included mentoring the two to four data miners, providing structured query language queries for testing and production databases, and ensuring proper data usage by the testing team
- Understood the complexity of vehicle titling, registration, and fees

**HPE Services, Electronic Data Systems, Lansing, Michigan, Software Engineer, May 1997–September 2009**

- Created the yearly project plan for the Medicare profile build, a six-month-long process to build all procedure code pricing for the upcoming fiscal year, and provided advanced technical support and problem-solving for the six contracted insurance carriers
- Assisted Medicare business solutions clients with round-the-clock claims processing support and issue resolution for more than 30 claims-processing cycles, which processed the claims for 25 of the 50 states
- Performed numerous system enhancements and ad hoc projects to improve on areas of the Medicare Multi-Carrier System and facilitate ease of use for clients
- Developed and executed unit testing and systems integration test plans for code enhancement
- Participated in the Lansing Solution Center Software Development workgroup's successful Capability Maturity Model Integration level 5 assessment
- Created and maintained common business-oriented language and assembler code for multiple Medicare business solutions clients and General Motors systems

**Education and Certification**

Bachelor of Arts, History, Michigan State University

Project Management Professional, Project Management Institute



## **Jennifer Maslowski, PhD**

Associate Principal

*Chicago, Illinois*

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### **Range of Experience**

- More than 20 years of experience in the healthcare field, including work in hospitals, ambulatory clinics, and inpatient and outpatient substance use disorder treatment and crisis stabilization facilities
- Extensive experience in Medicaid compliance, including subject matter expertise with federal Medicaid regulations, Medicaid waivers, and quality reporting requirements

### **Professional Experience**

#### **Health Management Associates, Inc., January 2023–present**

- Working with the Centers for Medicare & Medicaid Services (CMS) to improve the managed care contract review process to include developing an operational assessment, readiness review process, and various tools for monitoring and oversight
- Supporting Indiana's End-Stage Renal Disease waiver and providing subject matter expertise on CMS-required waiver requirements
- Working with Utah state Medicaid agency on developing and updating quality strategies
- Assisted Indiana state Medicaid agency to implement long-term services and supports and develop quality improvement strategies to comply with waiver assurances
- Assisted Iowa state Medicaid agency with developing a CMS-required 1115 waiver evaluation plan

#### **CMS, Baltimore, MD, Health Insurance Specialist, February 2012–December 2022**

- Served as acting technical director for managed care quality and quality improvement
- Implemented a process to improve state compliance with federal managed care quality regulations
- Reviewed more than 40 state/territory managed care quality strategies and provided feedback that resulted in improved compliance
- Led the development of the CMS quality strategy tool kit and external quality review network adequacy validation protocols
- Contributed to developing Medicaid managed care regulations
- Served as state lead and a home and community-based services analyst responsible for reviewing and approving state plan amendments and waiver applications
- Reviewed quality evaluation components of state-directed payments, including value-based purchasing and fee schedule proposals
- Developed state-directed payment evaluation measure templates, including for payment proposals
- Reviewed 1915(b) waiver applications and 1115 demonstration evaluation plans to ensure alignment with managed care quality provisions and made recommendations for approval or revision

**United States Army, Fort Dix, NJ, Director of Process Improvement / Chief of Quality,  
April 2010–February 2012**

- Served as chief of quality management and director of process improvement providing Joint Commission oversight, risk management, patient safety, infection control, staff education and development, and credentialing
- Developed quality assurance goals and quality improvement initiatives
- Assisted departments with process improvement projects, including developing SMART (specific, measurable, achievable, realistic, and timely) aim statements, PDSA (plan, do, study, act) cycles, failure mode and effect analyses, and reserve component automations (RCAs)
- Analyzed and interpreted medical, nursing, federal, and accreditation regulations and directives, as well as Department of Defense regulatory policies and procedures
- Advised management, command staff, the chief of medical staff, and 16 functional management teams regarding compliance, patient safety, and performance improvement issues
- Collected, organized, and analyzed data from all levels in the organization identified as actual or potential risks and near misses; facilitated several process/performance quality improvement projects
- Researched and analyzed complex issues for project developments and identified potential quality management program problem areas
- Performed periodic safety rounds and audits of programs to ensure continued compliance; maintained audit logs and briefed leadership on action plans

**United States Air Force, McGuire AFB, NJ, Patient Safety / Process Improvement  
Program Manager, June 2008–April 2010**

- Planned, organized, and directed the operation of the Military Health System Patient Safety Program at the medical treatment facility (MTF) ambulatory clinic and hospital levels
- Oversaw all incident reporting related to patient safety, supporting/implementing national initiatives such as the Accreditation Association for Ambulatory Health Care (AAAHC) and the National Patient Safety Goals in hospital, ambulatory, and behavioral healthcare settings
- Collaborated with facility functions on issues related to risk identification, assessment, and control, including (but not limited to) risk management, quality services, infection control, medication safety and reporting, facility safety, medical logistics, education, and training
- Performed periodic inspections of the ambulatory clinic and provided recommendations for program process improvement
- Worked closely with the commander and the chief of medical staff to promote a culture of safety throughout the MTF and formulated policies to ensure safer care
- Made recommendations for organizational changes and administered and managed day-to-day patient safety program operations to encompass all aspects of ambulatory care and support functions
- Facilitated RCAs, failure mode and effect analyses, and other process improvement initiatives brought about by the event reporting and proactive risk assessment functions of the Patient Safety Program
- Assisted with the development of rapid response team protocols in response to a sentinel event and recommendations from the RCA
- Conducted periodic mock emergency events, observed and assessed the response team's performance, and adjusted training curriculum as needed

- Actively prepared for and participated in the 2008 AAAHC survey and Air Force Health Services Inspection (HSI), where the MTF received continuous accreditation and a rating of “excellent”
- Assisted another MTF with their AAAHC and HSI inspection and received accolades from the MTF’s chief of quality management and chief of medical staff

### **Awards/Recognition**

- Air Mobility Command Award for Ambulatory Clinic Patient Safety of the Year, Air Mobility Command, 2009
- Medical Service Award, United States Air Force, 2009
- Civilian of the Year, Walson Medical Support Element, 2011
- Commander’s Achievement Award for Immunizations Process Improvement RCA, Walson Medical Support Element, 2011
- Commander’s Achievement Award for Civilian Service, Walson Medical Support Element, 2011

### **Education**

Doctorate, Industrial/Organizational Psychology, Capella University

Master of Arts, Human Resource Development, Webster University

Bachelor of Science, Social Psychology, Park University



**Cha Lee, MPH**  
Associate Data Analyst  
*Chicago, Illinois*

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## Range of Experience

- More than four years of experience in data collection, management, analysis, interpretation, and visualization of health data
- Strong programming skills in Statistical Analysis System (SAS), Stata, R, ArcMap, structured query language (SQL), Power BI, Python, and Excel Visual Basic for Applications (VBA)
- Specializes in statistical analysis and model building (regression models)
- More than five years of research experience, working with pharmaceutical companies and universities from the institutional review board (IRB) approval stage to the data analysis stage
- Knowledgeable of US claims data

## Professional Experience

### **Health Management Associates, Inc., June 2022–present**

- Builds in-network and out-of-network reports at the provider, specialty, and procedure levels
- Organizes and creates population health reports through VBA coding
- Builds interactive data visualization dashboards on Power BI
- Validates US claims data across different data vendors at the back end to ensure data quality and reporting at the front end
- Uses data software to automate data cleaning processes

### **Mayo Clinic Health System, La Crosse, WI, Clinical Research Coordinator, October 2021–June 2022**

- Provided information to patients about open studies
- Acquired patient consent to open studies
- Scheduled research labs for patients
- Managed research regulatory documents
- Maintained studies and patient files
- Assisted with data management
- Created Epic reports for open studies

### **Kornel Ritz Academy, Taichung, Taiwan, Math and Science Teacher, December 2020–August 2021**

- Taught math and science classes in English
- Developed teaching curricula for students in math and science courses

### **Emory University, Atlanta, GA, Clinical Research Coordinator, September 2018–May 2020**

- Drafted IRB protocols, consent forms, and manuals of operation for the Exercise is Medicine (EIM) with Anytime Fitness Project



- Monitored the EIM Global Research and Collaboration Center platform for new and existing patients
- Helped patients link the EIM Global Research and Collaboration Center mobile application with their fitness applications
- Collected weekly health data from the Emory Seavey Clinic
- Organized and encoded data on REDCap
- Ran SAS codes for randomization
- Performed fitness measurements, including weight, height, hand grip strength, blood pressure, and a six-minute walking test

**Progressive Community Health Centers, Milwaukee, WI, Patient Care Coordinator, August 2017–June 2018**

- Served as a Wisconsin HealthCorps/AmeriCorps member to reduce barriers to healthcare
- Assisted in chronic disease management and preventive care efforts
- Connected patients to ancillary support services and community resources
- Implemented the Seal-A-Smile, Stork's Nest, Reach Out & Read, and Healthy Eating Active Living programs
- Assisted with outreach activities, promoting access to clinic services and insurance options
- Performed no-show data analysis to improve clinic performance

**International Institute of Wisconsin, Milwaukee, WI, Immigration Intern and Interpreter, September 2016–January 2017**

- Managed and stored client records
- Assisted clients with the US immigration process to ensure accuracy
- Provided Hmong/Thai interpretation to clients across the city of Milwaukee

**Office of Mayor Tom Barrett, Milwaukee, WI, Kleczka Intern, September 2015–December 2015**

- Wrote issue letters and drafted proclamations for constituents
- Assisted members of the community with identifying appropriate resources

**Marquette Educational Opportunity Program, Pre-College Division, Milwaukee, WI, Teaching Assistant and Tutor Counselor, June 2014–May 2015**

- Taught math, science, and English to Upward Bound and Upward Bound Math/Science students
- Supported Upward Bound juniors' crime scene investigation projects
- Organized and led teaching and social activities

## Education

Master of Public Health, Emory University, Rollins School of Public Health

Bachelor of Arts, International Affairs with a concentration in Asian Studies, Marquette University





**Karis Burnett**  
Consultant  
*Denver, Colorado*

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## Range of Experience

- Experience with structured query language (SQL), Python, and Microsoft Office
- Skilled in customer service, leadership, public speaking, social media, event planning, time management, machine learning, computer languages, and qualitative and quantitative data analysis

## Professional Experience

### **Health Management Associates, Inc., May 2023–present**

- Analyzes community needs assessments for states and counties
- Conducts trend analysis for Medicare enrollees nationally
- Builds dynamic and interactive dashboards using Power BI and Tableau
- Analyzes family services and foster care data
- Provides expertise in financial feasibility

### **Wakely Consulting Group, LLC, an HMA Company, Denver, CO, Data Analyst, January 2022–May 2023**

- Managed 42 publicly available healthcare-focused databases across three different servers and communicated the content of these datasets across the company
- Curated public data into useful tables for consultants and analysts using Python and SQL
- Parsed data from multiple different files (JSON, .T01, XML, GZ, .DAT)
- Created effective data visualizations
- Created and automated three different reports in Excel using Visual Basic algorithms
- Analyzed claims and cost-share reconciliation data
- Provided ad hoc analysis in support of 15 consulting engagements
- Provided support for broker consulting services, including incurred-but-not-reported data input and analysis and Wakely pricing model data input

### **Administrative Assistant, April 2019–January 2022**

- Managed the culture committee's budget for two years and allocated funds to 10 different organizations
- Assisted with coordinating 20 RFPs and ensuring proposal requirements were met
- Assisted with marketing, using Google Analytics to gauge website views and target market acquisition

### **Offbeat LLC, Denver, CO, Assistant Manager, February 2018–April 2019**

- Interviewed, hired, and trained 22 employees for the restaurant
- Created the weekly schedule for a team of 15 for front- and back-of-house operations
- Ensured licensing and health and safety compliance

- Assisted with social media promotions and marketing on Facebook, Twitter, and Instagram

**doTerra International, Westminster, CO, Wellness Advocate / Brand Partner, October 2010–January 2018**

- Achieved the rank of Elite by achieving annual team sales of \$60,000
- Grew the sales team to 22 members
- Developed skills in public speaking and presented to groups of up to 30 people
- Developed successful marketing and advertising campaigns

**Education**

Bachelor of Science, Business Management, Colorado State University Global Campus

Data Analytics Certificate, University of Denver



## **Brandon Greife, JD**

Principal

*Raleigh, North Carolina*

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### **Range of Experience**

- More than 10 years of experience helping health and human service agencies apply innovative technology as a strategic enabler
- Results-oriented professional with unique insight into the intersection of health policy and information technology
- Background developing and implementing enterprise data warehouses, decision support systems, social health information exchanges, and other data integration platforms
- Successfully translates outcome goals and business requirements into effective technology solutions

### **Professional Experience**

**Health Management Associates, Inc., February 2024–present**

**University of North Carolina Health, Chapel Hill, NC, Board of Directors, January 2024–present**

- Provided strategic counsel and advice to assist the UNC Health system in improving the health and well-being of North Carolinians

**Innovaccer, San Francisco, CA, Senior Director for Public Sector, August 2022–February 2024**

- Oversaw end-to-end strategic efforts to build a new public-sector-focused sales vertical
- Served as a subject matter expert on several health and human service opportunities, including the delivery of a case management solution to meet California's Innovation Waiver requirements
- Created a full range of go-to-market capabilities, including capture, proposal development, pricing, and contracting, requiring enterprise-wide modifications in strategy and tactics to ensure success in the public sector
- Built market presence and forged key industry relationships, enabling participation in a myriad of Medicaid enterprise systems opportunities
- Worked closely with product teams across the software development life cycle to build Medicaid-focused technology capabilities and solutions

**SAS, Cary, NC, Health Outcomes Practice Manager, April 2020–August 2022**

- Advised government agencies and insurers on how they can use data and analytics to drive programmatic and policy change, optimize health outcomes and overall well-being, and improve service delivery
- Served as the lead policy consultant on implementations, including those focused on:
  - Improving health outcomes
  - Transitioning to value-based payment arrangements
  - Leveraging social determinants to improve whole-person care
  - Addressing the opioid crisis

- Worked with product management and research and development teams through the software development life cycle to design new product offerings tailored to the identified needs of health and human service agencies, payers, and healthcare providers
- Provided subject matter expertise by monitoring federal and state legislative, policy, and regulatory efforts, guiding their impact on customer deliveries and internal product development
- Identified and established new business-to-business partnerships to expand the utility of SAS solutions and expand into new geographic markets

**Senior Healthcare Industry Consultant, March 2016–April 2020**

- Assisted in the delivery of several projects with the North Carolina Department of Health and Human Services (DHHS), including the health information exchange, claims analytics to support Medicaid transformation, and the Controlled Substances Reporting System
- Acted as a liaison between agency customers and SAS solution delivery teams to ensure business requirements were being translated and policy needs were understood
- Developed sales collateral, presentations, white papers, and other pieces of thought leadership to expand the sales pipeline and improve SAS's position in the health and human services market
- Worked in conjunction with the sales and technical teams to position opportunities, pitch software and solutions to potential buyers, and develop proposals

**North Carolina General Assembly, Raleigh, NC, Senior Healthcare Policy Adviser, March 2012–February 2016**

- Served as the principal adviser to Senate leadership throughout the development and passage of Medicaid transformation legislation
- Played a critical role in generating and passing key health information technology legislation, including the creation of:
  - North Carolina's designated health information exchange
  - Prescription Drug Monitoring Program enhancements
  - Medicaid claims analytics
- Counseled leadership on Medicaid, health, social service, and insurance policy decisions
- Worked directly with DHHS leadership to identify policy challenges, draft legislation, and formulate strategies to achieve passage
- Developed and maintained relationships with members of the General Assembly, the healthcare provider community, health insurers, DHHS, the Department of Insurance, and the governor's office
- Aided in developing, drafting, and negotiating the DHHS section of the biennial budget

**National Taxpayers Union, Alexandria, VA, Federal Government Affairs Manager, February 2011–March 2012**

- Developed and maintained relationships with members of Congress on a range of issues, including healthcare policy, Medicaid and Medicare reforms, insurance regulations, and tax reform
- Authored policy papers, endorsement letters, key vote alerts, and other idea-based leadership in support of organizational goals
- Monitored relevant bills throughout the legislative process, including providing drafting recommendations to members, improving the bill during the committee process, making amendment suggestions, and advising on floor votes

- Served as a liaison with other issue-focused groups and constituencies to create and coordinate lobbying strategies

**College Republican National Committee, Washington, DC, Political Director, August 2009–February 2011**

- Served as the committee's primary political and policy analyst, researching complex issues and developing a constituency-specific strategy to grow the committee's political influence
- Spearheaded the committee's first-ever issue advocacy campaign, leveraging television advertisements, issue microsites, social media, and online petitions to draw attention to issues relevant to college students
- Designed and implemented campus recruitment and get-out-the-vote efforts that led to more than 2.5 million voter contacts in the 2010 midterms
- Operated as the primary content creator, placing op-eds in publications that included US News and World Report, the Washington Post, the Pittsburgh Post-Gazette, the Miami Herald, and others

**Education**

Juris Doctorate, University of North Carolina School of Law

Bachelor of Arts, Political Science and Government, University of North Carolina at Chapel Hill

## **Proposed Subcontractor(s)**

### **VECRA, Inc.**

Please see the following pages for resumes for the proposed subcontractor, VECRA, Inc.



**INGRID D. CAMPBELL**

4501 Forbes Boulevard, Suite 100, Lanham, MD 20706

Main: 240-331-5301 Fax: 301-576-7976

[www.vecrainc.com](http://www.vecrainc.com)

**Summary**

Demonstrated leadership and proven success in building and sustaining strong working partnerships across government agencies, academia, and industry. Highly ethical with a commitment to excellence, exceptional judgment, work ethic, and integrity. Recognized for outstanding leadership qualities and the ability to work in highly dynamic environments. Experienced in project management with excellent organizational skills and recommendations for departmental growth. Proficient in written and oral communication, leading diverse teams, and possessing strong research and technology skills. Skilled in motivational speaking for mentorship and outreach programs.

**Professional Experience**

**Sr. Task Manager**

Space Force - Office of Information Technology Services (Rigil Corporation)

December 2022 – Present

- Provide project management support for Aviation Cyber Initiative.
- Facilitate weekly coordination meetings with Tri-Chairs consisting of multiple government agencies.
- Monitor project activities and resources to mitigate risk.
- Implement or maintain quality assurance processes.
- Solve problems and take corrective actions when issues arise.
- Provide presentations or briefings on all aspects of the project.
- Participate in phase milestone and final project reviews.
- Identify project documentation requirements or procedures.
- Develop and implement product release plans.
- Facilitate cross-agency meetings.
- Ensure organizational Agile/Scrum process implementation.
- Assist the product owner with backlog management and quality user stories.
- Liaise with the director to manage external dependencies and ensure cross-team coordination.
- Identify and resolve risks and issues during sprints.
- Maintain relevant metrics and artifacts for compliance and regulation.
- Lead and mentor other Scrum Masters.

**Sr. Project Manager**

Department of Homeland Security – U.S. Citizens and Immigration Services (USCIS)

September 2021 – November 2022

- Provided program management support services for OSI-related projects and initiatives.
- Created project schedules using MS Office Suite and other tools.
- Met with USCIS stakeholders to assess needs and communicate vision and direction.



## First Steps Program Evaluation

- Supported the Senior Project Manager on OSI-related projects and initiatives.
- Provided management support to OSI in managing the USCIS enterprise security effort.
- Analyzed, documented, and diagrammed business models and processes.
- Provided project risk management and executive communications.
- Ensured compliance with work contract and quality control.
- Developed acceptance criteria for project phases and key deliverables.
- Fostered a high-performance team environment.
- Mentored staff and ensured compliance with all quality regulatory and security processes.
- Collaborated with various groups and multiple client organizations.
- Identified analysis of all project risks and preparation for risk response plan.
- Provided proactive communication of risks to concerned stakeholders.
- Identified and ensured resolution of all project level issues.
- Managed all communications between internal stakeholders, clients, and third parties.
- Aligned all the project components and groups to ensure project success.
- Fostered a high-performance team environment where diversity is valued and people are treated with respect and dignity.
- Applied innovative and effective management techniques to maximize employee performance.

### **Project Management Administrator**

Department of Homeland Security - TSA (Reli Group)

March 2020 – June 2021

- Assisted with project tracking, scheduling, and updates for TSA Pre-Check Program.
- Created project schedules and documentation using MS Office Suite.
- Assisted with TSA Social Media Campaign planning and coordination.
- Performed general Executive staff support and managed confidential tasks.
- Assisted with executive communications and meeting coordination.
- Led and managed projects in support of the client's mission.
- Participated in Scrum meetings and meetings across functional teams.
- Created reports, metrics, and tracking mechanisms and provided analysis to relevant stakeholders.
- Tracked program level risks, issues, scope, and timing changes.
- Organized and facilitated meetings; including developing detailed agendas, capturing meeting minutes, defining meeting outcomes, and tracking action items.
- Coordinated and consolidated status report information on a weekly & monthly timeframe.
- Established a pathway to project success based upon key performance indexes as defined by the stakeholders.
- Oversaw development of the Project Roadmap leading the team from the initial project concept through final punch-list and close-out.

### **Project Analyst/Assistant to Deputy Associate Administrator**

Federal Aviation Administration (FAA) Headquarters (Belamy Management)

July 2019 – March 2020

- Managed Deputy Associate Administrator and Assistant Deputy of Information Technology and frequently changing travel arrangements and coordinate pre-planning of trips.



## First Steps Program Evaluation

- Created expense reports, reimbursements, and filing systems.
- Conducted research to prepare, gather, and proof briefing materials, agendas, and presentations for all executive level meetings.
- Supported management and support using NIST, OMB, and IRS IRM guidance to integrate risk-based security principles throughout the program implementation life cycle for medium-scale systems deployments.
- Supported RISK MANAGEMENT FRAMEWORK (RMF).
- Categorized the information system and the information processed, stored, and transmitted by that system based on an impact analysis.
- Monitored and assessed selected security controls in the information system on an ongoing basis.
- Worked with Chief Information Officers (CIO), Information Security Officers (ISO), and Security Administrators to assess system security controls or to define security and functional system requirements.
- Coordinated assessment activity for project teams.
- Provided other project support functions as needed.

### **Science Project Manager/Assistant to Deputy Associate Administrator**

National Aeronautics and Space Administration (NASA) Headquarters

December 2014 – Present

- Led a manpower management science engineering team as a project manager.
- Conducted management consultant studies and provided solutions to improve processes.
- Tracked and analyzed coding for the International Space Station.
- Provided management support to the Earth Science Projects Division (ESPD).
- Proactively interfaced with all levels of management and other project team members to ensure the Program Office has all areas of support covered.
- Managed and tracked action items and document routing.
- Lead/support efforts on selected projects to develop agency and aerospace positions and plans.
- Provided technical direction in project management, team building, facilitation, process improvement analysis, and methodology/tool required to develop, substantiate, and defend result.
- Served NASA Process Improvement (PI) and Continuous Process Improvement (CPI) projects for Office of the Under Secretary of NASA; Director Business Transformation and Deputy Chief Management Officer and the Director of Manpower Organization and Resources.
- Analyzed agency-wide automated related tracking systems to determine the need and viability to establish a formal product count system for a customer.
- Procured agency-wide functional manager and senior leadership's approval to establish and implement the formal reporting system.
- Traveled on the Science Review Team to all NASA Centers to discuss project status and procedures.

**Aviation Weather Project Lead**

National Oceanic and Atmospheric Administration (NOAA) (INNOVIM Consulting)

June 2012 – December 2014

- Conducted extensive Internet research on weather findings and maintained aviation databases.
- Acted as liaison for meteorologists, engineers, and project stakeholders.
- Monitored and tracked project progress with MS Project.
- Tracked project changes and produced updated schedules as agreed by engineering and project management.
- Maintained record management system for all project documents.
- Facilitated team meetings.
- Coordinated and managed content for National Weather Service web presence.
- Worked with web developers and content managers to maintain a consistent look and feel throughout all websites.
- Assisted with logistics coordination and policy compliance.

**Information Technology Administrative Trainer**

World Bank

March 2010 – December 2011

- Managed the capture and categorization of IT training demands.
- Developed and managed IT training project resource forecasts and capacity management plans across multiple regions.
- Provided resource (people, budget, report for training) capacity reporting orientation.
- Created monthly, weekly, and daily training schedules.
- Produced capacity plans in line with business planning cycles.
- Assisted with the technical aspects of Project Portfolio Management.
- Managed the flow of project requests through the training stage gates in a disciplined IT governance framework/approval process.
- Performed project status reporting.
- Created and maintained project documents.
- Assisted with new staff IT training orientation.
- Created online IT eLearning courses and activities.
- Participated in many IT Training tradeshow.

**Education**

**B.S. in Computer Science**

- Long Beach Business College, Long Beach, California - 1988

**Key Awards**

- Records Management Certificate – Department of Homeland Security, 2022
- Certified SAlFe® 5 DevOps Practitioner, 2021
- Space Technology Appreciation Award – NASA, 2017
- System Upgrade Appreciation Award – World Bank, 2010
- Procurement System Appreciation Award – USDA, 2009

## First Steps Program Evaluation

- YS Visit - System Assurance Appreciation Award – Homeland Security, 2007
- Configuration Management Certificate, 2007
- ISO Registration Training, 2003

### **Skills**

- Project Management
- Agile/Scrum
- Risk Management
- Quality Assurance
- Technical Writing
- Communication
- Team Leadership
- Research and Analysis
- Process Improvement

### **Outreach Programs**

#### NASA Headquarters

- Provided outreach support to SACNAS (Society for Advancement of Chicanos/Hispanics and Native Americans in Science), 2013
- Provided outreach support for Women at NASA Summer Mentor Program (Virtual), 2013/2014
- Provided outreach support for Space Technology Day on Capitol Hill, 2013-2016
- Provided support for Astrophysics/Heliophysics workshop at BOEING Corporation, 2014

#### NOAA (National Weather Service)

- Provided outreach support to USA Science & Engineering Festival, 2013-2014

#### Prince Georges County Youth Services (Maryland)

- Provided mentor/coaching support for Youth Center, 2018



**LASHEEDA FORNEY**

4501 Forbes Boulevard, Suite 100, Lanham, MD 20706  
Main: 240-331-5301 Fax: 301-576-7976  
[www.vecrainc.com](http://www.vecrainc.com)

**Summary**

Dedicated professional with 10 years of experience in call center customer service, specializing in coaching, data entry, training support, and team huddles. Proficient in major customer service software and conflict resolution with a positive attitude. Aiming to leverage proven skills to perform effectively. Authorized to work in the US for any employer.

**Professional Experience**

**Data Entry Customer Care Specialist II**

Cox Automotive, Remote - Sacramento County  
CA – September 2020 – Present

- Ensure contractual obligations are met for each client and resolve any issues that arise.
- Analyze data using statistical techniques and provide reports.
- Develop and implement databases and data collection systems.
- Acquire data from primary and secondary sources and maintain data systems.
- Identify, analyze, and interpret trends or patterns in complex data sets.
- Originate loan and title documents for automotive lending transactions.
- Participate in virtual team meetings, coaching, individual development, and team huddles.
- Interact meaningfully and successfully with prior lenders, dealers, tag agents, and DMVs to ensure transaction completion.
- Partner with other departments to resolve requests and issues in a timely, accurate manner.
- Handle confidential personal and business information with discretion.

**Eligibility Worker II**

San Bernardino County, Barstow, CA  
July 2018 – September 2020

- Interview applicants and recipients of aid to assist in completing and clarifying application forms for eligibility decisions.
- Conduct interviews by phone or in various locations such as homes, hospitals, and nursing homes.
- Obtain pertinent information concerning income, financial resources, and obligations from applicants and recipients.
- Resolve discrepancies in applications through telephone, correspondence, or personal interviews.
- Maintain 100% accurate work, provide extraordinary service, and write professional, error-free emails and letters.
- Find job placements and assist customers in becoming self-sufficient with resources.
- Manage 125 caseloads, handle 80-100 calls per day, and perform collections on delinquent accounts and processing repayment plans.

**Customer Service Call Center Supervisor**

Wells Fargo, Reno, NV

February 2010 – July 2018

- Handle an average of 80 escalated calls daily, servicing business and consumer accounts with over 99% accuracy.
- Evaluate customers' financial status to select effective product sales.
- Assist customers in reconciling their accounts and provide information on bank products.
- Resolve customer problems and provide tech support for the mobile banking app.

**Recruiter**

Wells Fargo, Reno, NV

January 2008 – January 2010

- Interview applicants, analyze responses, verify references, and compare qualifications to job requirements.
- Collect and analyze data, perform accurate calculations, and sort data.

**Education**

**Associate's Degree in Criminal Justice**

- Barstow Community College, Sacramento, CA, January 2020 – May 2021

**Trainings and Certifications**

**Senior Professional in Human Resources**

**Skills**

- |                             |                               |                                 |
|-----------------------------|-------------------------------|---------------------------------|
| • Microsoft Office          | • Customer Service            | • Word Processing               |
| • Microsoft Word            | • Administrative Assistant    | • Workforce Development         |
| • Typing (65 wpm)           | • Scheduling                  | • Social Work                   |
| • Excel                     | • Billing                     | • Accounts Receivable           |
| • Good communication skills | • Software Development        | • Financial Report Writing      |
| • Approachable demeanor     | • Analyze (4 years)           | • Payroll                       |
| • Good listener             | • Office Experience (8 years) | • Bank Reconciliation           |
| • Strong sales skills       | • Interviewing                | • Human Resources               |
| • Target driven             | • Account Reconciliation      | • General Ledger Accounting     |
| • Good at multi-tasking     | • Case Management             | • General Ledger Reconciliation |
| • Data entry (7 years)      | • Phone Etiquette             | • Budgeting                     |
| • Reception                 | • Office Management           | • Technical Support             |
| • Front Desk                | • Recruiting                  |                                 |
| • QuickBooks                |                               |                                 |

## First Steps Program Evaluation

- Accounts Payable
- Human Resources Management
- Journal Entries
- Databases
- Conflict Management
- Contracts (4 years)
- Forecasting
- Quality Assurance





**FRANCESCA D. WOODS**  
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## Summary

Experienced educational professional with a strong background in strategic planning, instructional leadership, and data analysis. Proven ability to develop and implement innovative solutions to enhance educational outcomes. Skilled in project management, public engagement, and educational technology integration. Committed to fostering a collaborative and culturally informed learning environment.

## Professional Experience

### Strategic School Planning Specialist

DCPS - Central Office, Washington DC

October 2022 - Current

- Develop strategic initiatives based on research and engagement with key stakeholders
- Create detailed timelines for workstreams and tracked progress towards deadlines
- Manage projects involving multiple departments to ensure timely completion of tasks
- Draft memorandums and public communication regarding decisions that impact the community
- Analyze data to identify root causes of problems and present district-wide recommendations to executive leaders
- Communicate effectively to urgent requests from both internal and external DC agencies
- Create customized reports summarizing and presenting data in a visually appealing format
- Develop annual enrollment projections for 117 schools based on several key metrics
- Manage QuickBase applications for school-based leaders to view historical enrollment data
- Create interactive visuals and Power BI dashboards to display meaningful data insights for internal and public consumption
- Assisted with planning and implementation of professional learning summit for over 200 employees

### Instructional Lead Teacher

Additional Roles: Engagement & Technology Lead, School Test Coordinator, Master Scheduler  
Prince George's County Public Schools, Upper Marlboro MD

July 2020 - July 2022

- Conducted needs assessments to tailor professional learning opportunities effectively
- Developed e-learning modules to enhance staff proficiency in remote teaching
- Developed and delivered professional development sessions for adult learners
- Supervised, evaluated, and provided feedback to teachers and support staff to help improve pedagogy
- Anticipated and troubleshooted issues/barriers to develop timely resolutions
- Established culturally informed instructional practices driven by statistical performance data



## First Steps Program Evaluation

- Monitored and evaluated learning outcomes based on assessments and participant surveys
- Produced, edited, and published technology tutorials to support distance learning
- Managed logistics for school-wide testing for a student population of 700
- Supervised ethical administration of local, district, and state assessments
- Analyzed school-wide performance data and growth trends to develop school improvement plans
- Assisted with hiring, onboarding, and training of new educators
- Collaborated with the administration team to develop functional budgets with allocated funds

### **Network Facilitator (Contract)**

University of Maryland – Remote

January 2021 - July 2021

- Facilitated virtual training sessions achieving high participant engagement and satisfaction scores
- Supported teachers engaging in reflective dialogue to foster collaborative communication amongst peers
- Assisted teachers with developing solutions to challenges faced in hybrid/virtual classrooms
- Recorded and uploaded video content for consumption
- Provided feedback during debriefing sessions to help steer the direction of the program

### **Adjunct Professor – Workforce Development**

Prince George's Community College, Largo MD

November 2018 - December 2020

- Implemented various learning modalities and support materials to facilitate the learning process
- Boosted class participation rates by fostering a positive and collaborative learning environment
- Provided instruction through use of Learning Management Systems leading to 98% participant success rate
- Strengthened critical thinking skills in students through the incorporation of problem-based learning activities
- Evaluated and revised lesson plans and course content to achieve student-centered learning
- Coached students in areas of workplace ethics, effective communication, customer service, etc.

### **Grade Level Chair**

Prince George's County Public Schools, Upper Marlboro MD

August 2016 - June 2020

- Resolved education-related issues and problems with students, parents, and staff
- Held conferences with parents to discuss academic progress and encourage learning goals
- Scheduled, planned, and executed educational activities, assemblies, and special events
- Developed and managed academic action plans to increase student achievement by 20%
- Facilitated grade-level staff meetings to foster interdisciplinary collaboration and address academic needs of students

## First Steps Program Evaluation

- Cultivated a highly motivated team of volunteers who acted as mentors and role models

### **Social Studies Educator**

Prince George's County Public Schools, Upper Marlboro MD

August 2013 - June 2020

- Developed and implemented differentiated instruction strategies for diverse learners ensuring individualized attention and success
- Planned engaging and rigorous activities that provided students with opportunities to observe, question, and investigate social studies topics
- Established and communicated clear learning objectives and expectations to students
- Produced, edited, and published multimedia educational content for student consumption
- Cultivated a safe classroom culture of positive learning and development
- Fostered positive professional relationships with students and parents
- Kept abreast of relevant current events and quickly incorporated study into the curriculum
- Analyzed student performance data to adapt lessons as needed
- Integrated technology to increase access and promote student engagement

### **Education**

#### **Master of Arts: Educational Leadership**

- Notre Dame of Maryland University - Baltimore, MD

#### **Bachelor of Arts: Political Science**

- Howard University - Washington, DC

### **Skills**

- |                              |                               |                              |
|------------------------------|-------------------------------|------------------------------|
| • Process Improvement        | • Project Management          | • Technology Integration     |
| • Strategic Planning         | • Instructional Design        | • Statistical Modeling       |
| • Public Engagement          | • Learning & Development      | • Website and App Management |
| • Educational Technology     | • Interpersonal Communication | • Training & Development     |
| • Data Collection & Analysis |                               |                              |

## **Allied Business Solutions, LLC**

Please see the following pages for resumes for the proposed subcontractor, Allied Business Solutions, LLC.

**Kevin L. Johnson, MBA, RT**  
**1449 N. Pennsylvania Street**  
**Indianapolis, IN 46202**  
**317-712-7455**  
**kljohnson@alliedhealthcaresolutionsllc.com**

### **Career Summary**

With over 15 years of dynamic leadership in the health industry and a distinguished military background, I bring a wealth of expertise in management, training, and community engagement. My journey includes:

#### **Professional Background:**

- **Allied Healthcare Solutions LLC. (AHS) CEO:** AHS provides products and services to Health, and non-health-based organizations.
- **IMSG, Inc. President:** Spearheaded the establishment of IMSG, Inc., a thriving non-profit health organization, recruiting a diverse team of primary care physicians and specialists. Together, we provided free clinics, screenings, and consultations, benefiting over 1000 individuals and families. I forged strategic partnerships with universities, health organizations, and corporations to amplify our impact.
- **Director Level Administration:** Directed and managed imaging departments, ensuring top-notch diagnostic services and regulatory compliance. Introduced cutting-edge technologies like PACS and EMR/EHR systems. Directed and managed several specialty clinics in a standard hospital environment, as well as critical access healthcare systems.
- **Combat Medic/ Radiologic Technologist:** Served as a Combat Medic and Rad Tech in the US Army, honing critical skills in emergency response and medical care.

#### **Community Engagement and Partnerships:**

- Collaborated with educational institutions like Ivy Tech and Marian University, integrating nursing students into our clinics for hands-on training and community service.
- Forged partnerships with top businesses and organizations, securing over \$150,000 in financial and in-kind support for IMSG, Inc.'s initiatives.

**Personal Touch:**

- As a Substitute Teacher, I've mentored and inspired students while advocating for the importance of health and nutrition.
- Active involvement in youth sports and community organizations underscores my commitment to nurturing future leaders.

**Skills and Recognitions:**

- MBA/BA
- Certified Radiological Technician with a strong understanding of hospital operations.
- Engaged member of professional networks like INDY Chamber of Commerce and Rotary Club of Indianapolis.
- Recognized for outstanding service by esteemed professionals in the healthcare and legal sectors.

**References:**

- Sam Odle, retired COO IU Health
- David B. Goldenberg MD
- Mike McCrory, Barnes and Thornburg Partner
- Dr. Virginia Caine, director and chief medical officer of the Marion County Public Health Department.

**Conclusion**

My journey reflects a deep-seated passion for serving others and driving positive change in healthcare and beyond. Let's connect to explore how my expertise can benefit your organization's mission.