

Penny Edlund, RN, BSN, MBA, CPHQ

Healthcare Management Consultant



EDUCATION

BSc Nursing, University of Toronto
MBA, Pepperdine University
Nurse Leadership Executive Program, University of St Thomas



PROFESSIONAL QUALIFICATIONS

Registered Nurse, California License
Certified Professional in Healthcare Quality (CPHQ)



OVERVIEW OF EXPERIENCE

Penny Edlund is a Healthcare Management Consultant at Milliman. She joined the firm in 2019. Penny has more than 30 years of healthcare leadership experience, which includes acute care, long term care, skilled nursing and subacute care, managed care, medical management, and population health with a focus on strategy, innovation, design and implementation, clinical operations, outcomes, and performance assessment and improvement. She served as Vice President Medical Management for a large Medicaid managed care organization and currently she is also a clinical assistant professor at the University of Washington, teaching Clinical Systems Management and Population Health Management Strategy at the graduate level. She has extensive clinical leadership experience with Medicare, Commercial, and Medicaid populations and with conducting data-driven, evidence-based performance assessments and audits to improve operational performance, quality of care, and health outcomes. She also has training in Generally Accepted Government Auditing Standards (GAGAS). Her responsibilities have included:

- Leading medical management services, including utilization management, care management and population health programs
- Implementing medical/behavioral care integration, service, and operations
- Designing, assessing, and implementing clinical staffing models and nurse recruitment, training, development, and retention strategies
- Leading collaborative "Triple Aim" initiatives across multidisciplinary stakeholders to improve quality, efficiency, effectiveness, and coordination of clinical services
- Preparing for and participating in regulatory and accreditation surveys
- Conducting strategic planning, business development, product innovation and RFP responses





RELEVANT WORK EXPERIENCE:

- Several years of leadership experience designing and developing clinical programs and overseeing operations to improve clinical outcomes, operational performance, savings, and compliance with contract requirements and accreditation standards. Examples include:
 - For Medicaid, Commercial, and Medicare managed care plans – leading or supporting ongoing compliance with contract requirements, regulations, and accreditation standards and survey process
 - For a national healthcare organization – leading a performance improvement/savings initiative to establish an evidence-based process for readmission risk identification, stratification, and intervention. This involved identifying and convening key stakeholders and SMEs, collecting and synthesizing their inputs, conducting a literature search and review, leading the pilot project, presenting the findings, and then convening a larger group of stakeholders to inform organization-wide expansion.
 - For a Medicaid managed care plan – analyzing utilization, cost, and clinical data, comparing across Medicaid populations and delivery system, to develop and implement new programs, performance improvements, and savings initiatives with clearly defined performance targets and measurement methodologies
- Several consulting projects working with subject matter experts (SMEs) and stakeholders to gather, synthesize, and assess complex information through a number of means, including site visits, document review, and observations; preparing and conducting structured interviews; establishing work groups, facilitating work sessions and focused discussions; preparing and presenting final work products to stakeholders. Project examples include:
 - For a state agency - convening, collecting, and synthesizing information from key stakeholders and subject matter experts to assess clinical program components and administrative costs. Managing this project involved developing structured interview tool, identifying the key stakeholders and SMEs, distributing the tool and guidelines, scheduling and planning the interviews, collecting and synthesizing the inputs, researching and comparing to state and national standards, and preparing a final report for the agency.
 - For a state agency – as part of a state audit team under the state Office of Plan Monitoring, performed routine and non-routine audits of licensed health plans to assess for compliance with regulations and requirements to protect consumers' health care rights and ensure compliant delivery of health care services
- Extensive experience evaluating and improving program performance and overall clinical, quality, and utilization outcomes. Leveraging innovative designs and leading practices, consistent with community-based, person-centered models of care, examples include:
 - Utilization trend management to reduce avoidable admissions
 - Transitional care management programs to reduce preventable readmissions and improve clinical outcomes
 - Emergency department utilization reduction and improved coordination/connection to primary care
 - Clinical and quality initiatives aligned to pay-for-performance measures (e.g. HEDIS measures)



PROFESSIONAL CONTRIBUTIONS

Publications

- “Racial disparities in cardiovascular conditions. An analysis of prevalence and provider care patterns” Article, 2021
- “Care management for Medicaid. Optimizing new models of care for better population health and lower costs” White paper, 2021
- “Leveraging health plan medical management teams during the COVID-19 pandemic” White Paper, 2020
- “Pursuit of accreditation – What, why and how” White Paper, 2020

Affiliations

- Academic Clinical Assistant Professor, University of Washington, MHA Program. November 2019 – present
- Equity, Diversity and Inclusion Committee Member, Department of Health Services, University of Washington. Aug 2020 - present
- MHA Program Admissions Committee, University of Washington. 2020 – present
- Board Member, Project Access Northwest. Jan 2017 – Jan 2022
- Executive Committee Member, Puget Sound Asthma Coalition (2017–2018)
- Member: Institute for Healthcare Improvement
- Member: National Association for Healthcare Quality

