

Senior Executive Professional

Respected senior executive professional with twenty-five plus years in management consulting, governance, risk, and compliance experience relied on throughout progressive career of cumulative responsibility. Ability to adapt to a continuous changing environment while establishing “trusted advisor” relationships among senior management instilling a high level of confidence with technical ability through consultative approach. Skilled at identifying complex situations, developing “root cause” analysis, and organizing priorities while developing alternative courses of action to increase business process efficiency and effectiveness.

Professional Qualifications Cross Functional & Industry Experience

Grasps the “**Big Picture**” while evaluating process accountability and effectiveness; utilizes deep functional expertise to identify process inefficiencies in, audit and compliance exposure across the enterprise. A strategic thinker and inclusive team builder conveying a calm demeanor and controls-based analysis approach to resolve complex business challenges.

Proven ability to deliver innovative **Audit and Compliance** led initiatives, exercising keen professional judgment to effect process control integrity. Exemplifies a “Can Do” attitude to motivate timely resolution and direct solutions-based responses enabling corrective action.

Proven ability in execution of comprehensive **Revenue Cycle** integrity reviews through assessment of operational performance, financial metrics, and detailed process analytics. Process control workshops conducted to analyze, assess, and enhance control design and process integrity.

Tailored **Risk Assessment** analysis based on integrated approach aligned with strategic objectives, support of overall mission and unique business model concepts. Developed customized risk assessments embedding risk awareness into the management culture for the purpose of assisting management in optimizing operational efficiency and effectiveness across the organization. Detailed risk analysis and assessment designed to examine exposure areas in audit and compliance, while providing education and awareness of management’s risk responses.

Healthcare Executive | Interim C-Suite Leader – Audit | Compliance | Privacy Officer

ARC Advisors, LLC | Nashville TN | Sandy Springs GA

3/2014 – Present

Served in long term interim C-Suite roles as healthcare and financial advisor in roles associated with Compliance, Privacy, Internal Audit, Risk Assessment and Revenue Cycle Management. Provided resident execution, program implementation and leadership guidance for teams associated within defined scope of services and contract commitment. Traditional reporting for Senior Leadership roles and Board reliance. Summary clients:

- **American Healthcare Systems (AHS) / Randolph Health | Compliance and Privacy Officer | Asheboro, North Carolina | 3/21 – Present**

- *Support Compliance and Privacy Program during transaction to AHS after bankruptcy at Randolph Health*
- *Assist is readiness for Joint Commission Survey = Deemed outcome*
- *Build preparatory response for Workplace Violence requirements for 2022= Built program response*
- *Conducted investigation and response for Grievances & Complaints for Quality of Care and Provider Peer review process*
- *Respond and investigate timely reaction for Compliance Hotline | Privacy | HR employee investigations/allegations*
- *Build new policy & procedures for EMTALA, Diversion, Retaliation, Paraphernalia, etc.*
- *Prepared regulatory reporting to Office of Civil Rights for substantiated Privacy Breaches*
- *Board and Graduate RN on site training for Compliance & Privacy Program*
- *Conducted review and revision of all annual training requirements for Compliance, Privacy, Workplace Violence, COI*
- *Prepared corrective action response for various survey requirements*
- *Respond to compliance / privacy inquiries for access to medical health records and amendments as such*
- *Completed reconciliation of all Business Associate Agreements and executed new “accepted contracts”*
- *Conducted audits of pharmacy scripts, credentialing, sanction validation,*
- *Implemented new translated access of Privacy and Amendment forms to Spanish speaking patients*
- *Provided monthly CEO status during interim management agreement to new owner, existing Owner, and transition firm*

- **Healthcare District of Palm Beach County** | VP, Chief Compliance & Privacy Officer, Internal Audit | West Palm Beach, Florida | 9/18 – 9/20
- **Sisters of Charity** | Revenue Cycle Compliance & Privacy Officer | Broomfield, CO | 7/18 – 3/2019
| Financial Controls Director (PFS) | 3/14 – 7/2014
- **Nuna Healthcare** | Privacy Officer | San Francisco CA | 8/2018 – 3/2019
- **Penn Medicine – Princeton Medical Center** | Compliance & Privacy Director | Princeton, NJ | 1/18 – 6/2018
- **Guardian Research Network** | Chief Compliance Officer | Spartanburg, South Carolina | 9/2017 – 4/2018
- **Colonial Family Partners (for PE firm)** | Chief Compliance Officer | Fort Mill, South Carolina | 12/2016 – 4/April 2018

VP, Chief Compliance Officer

Quorum Health | Nashville TN

4/2015 – 7/2016

(Spin off corporation of Community Health Systems/QHC/QHR comprised of 38 affiliated Hospitals, 100+ non-affiliated hospital relationships, external consulting advisory services and compliance for internal employees of QHR) Champion performance and effectiveness of the compliance program through oversight of multi-disciplinary team and hands on leadership within a multi-state and divisions. Specific accomplishments:

- Transformed region alignment of resources for managed hospitals for compliance program implementation.
- Raised profile and credibility of incident tracking and timely response from 48 days to 2 days by end of 2015.
- Updated compliance education, awareness, and alignment of Quorum Operating Practices across the network to ensure adherence to documented standards since 2010 (annual physician contract reconciliation/ hospital self-assessment requirements).
- Identified organizational gap in adherence to annual IT risk assessment and HIPAA requirements and led a team of multi-discipline resources Compliance, Management, IT) to execute corrective actions.
- Successfully coordinated disclosure protocols and response to regulatory events for network hospitals in coordination with legal counsel.
- Provided trend reporting beginning in 2016 to enhance training and awareness across Regional VP infrastructure.
- Created and conducted 30+ annual onsite Compliance/HIPAA and risk-based audits through consultative reporting structure, while coordinating management action plans with Hospital Compliance Officers and Chief Executive Officer under attorney client privilege; additionally, initiated 48+ self-assessments and developed an annual risk based rotational calendars for all hospitals in the network.
- Conducted comprehensive Compliance Boot Camp through coordinated education tracks and training materials to attendees.

Compliance Officer – Adult Medicine

Vanderbilt University Medical Center (VUMC) | Nashville TN

7/2014 – 2/2015

(A nonprofit – 626 bed - Academic Medical Center, Clinics and VHAN affiliate network with annualized revenues \$3M/22K FTE's)

To champion oversight and implementation of expanded Compliance Program for the Adult Enterprise in a new role for the Medical Center focused on alignment with the Federal Sentencing guidelines for effective Compliance Program implementation. Assist with build out of matrix Compliance Program across the University Medical Center entities. Specific accomplishments:

- Analysis and evaluation during pilot of computer assisted Physician Documentation implementation (ComplyMD) to increase Physician documentation supporting medical necessity for post-operative documentation for 626 Bed academic medical center.
- Provide collaborative advisory support for an enhancement to existing Alaris Pump capabilities for medication administration to ensure accurate charge capture for services provided in an academic medical center.
- Support VUMC policy workgroup to enhance regulatory policy reform within Physician Order, Documentation, Radiology and Billing Compliance.
- Conduct Orientation training and specific Compliance training for VUMC Physician/staff and ancillary resources.
- Enhance annual E/M chart review protocol and development of rotation on new Physicians. Developed annual audit and monitoring plan for specific education requirements based on outcomes.

Vice President, Audit & Compliance

PSA Healthcare | Atlanta GA

10/2011 – 5/31 – 2/2014

While obtaining Certified Healthcare Compliance certification (CHC), and Certified Risk Management Audit certification (CRMA) accepted leadership position responsible for developing and implementing the corporate compliance strategy and served as the ethics advisor to the CEO and other senior managers. Administered and managed the compliance and audit programs deemed effective in a multi-state (17), multi-location (65) decentralized environment as part overall control environment enhancement. Reporting to the CEO and Board of Directors, the position is responsible for reviewing and analyzing the organizations billing compliance and regulatory program exposure while championing a culture of compliance that will foster ethical behavior and adherence to appropriate laws and regulations. Specific Accomplishments:

- Directed strategic implementation of advanced training curriculum; Fraud Waste and Abuse (FWA) False Claims Act (FCA) annual Code of Conduct, Board Training and specific Privacy and Investigative training sessions across locations while implementing annual mandatory training requirements for 7700+ FTE's.
- Implemented monthly automated sanction exclusion validation across all FTE's, referring Physicians and outsourced vendor alliances in 2011.
- Developed and implemented annual Compliance framework, work plan, audit, and monitoring coverage in year one as multi-plan coverage proposal in alignment with OIG seven elements guidance and retained Board approval.
- Developed turn around guidelines for Hotline response; responded or conducted investigative audits for approximately 40+ reviews annually.
- Performed multi-state investigations and proactive self-disclosures aligned with OIG self-disclosure protocol. Enhancing people, process, and technology controls through "root cause" analysis and follow up.
- Drafted and received approval for annual compliance policies, provided guidance for Privacy, Security and Human Resources policy content as well as Code of Conduct.

Senior Director – Healthcare

Huron Consulting Group | Atlanta, GA

5/2007 – 11/2011

Execute management consulting engagements to provide performance improvement, revenue cycle and risk advisory services through multiple client facing delivery model. Specialized skills in performing tailored assessments of operational efficiency and effectiveness, control reviews, and compliance program effectiveness. Control assessments designed to enhance operational and financial outcomes through risk identification, prioritization, and measurement. Developed and structured initial practice methodologies, collateral materials, and specific industry forums complementing advisory product suite. Served the following client's industries, Healthcare, Higher Education and Financial Services. Specific Accomplishments:

- Provide leadership direction and oversight of multifaceted revenue cycle team consisting of process flow documentation and optimization of gap and exposure areas identified through on-site assessment for eight hospital system in a post Epic implementation.
- Developed and implemented unique risk assessments across continuum of client's core business processes for purpose of business process improvement, annual audit, or compliance coverage, as well as further internal controls assessments. Client industries; Higher Education, Healthcare and Financial Services
- Performed management consulting engagements for various Healthcare provider organizations to build, implement and assess compliance or audit program functions and program effectiveness.

Director Assurance Services

Memorial University Medical Center (MUMC) | Savannah GA

12/2005 – 4/2007

Provide direct oversight, guidance and implementation of audit and assurances services executed within integrated academic medical center. Initiated structural program implementation of enterprise risk management (ERM) initiative within teaching facilities various silo's containing risk management activities. Direction and development of risk-based audit plan activities executed under the direction and support of Audit Committee of the Board of Directors. Provided management consulting review of comprehensive revenue cycle for hospital and physician practice groups as directed by CEO based on outcome of detailed risk assessment depicting current state to desired state integration of hospital-based model. MUMC is a large 580 bed, two state acute care academic medical center in thirty-five counties, with a level 1 Trauma center, genetic and molecular cancer research facility, and teaching hospital. Audit plan execution focused on high-risk areas, revenue cycle process improvements, physician alliances & physician practice relationships, and financial, operational, compliance and strategic risk coverage. Specific Accomplishments:

- Conducted diagnostic review over entire Physician Network, including billing practices and financial metrics and central business office for process improvement and integration to academic medical center standardized business processes.
- Initiated structural program for implementation of enterprise risk management (ERM) within teaching facility and various risk assurance silos across the health system. Developed common nomenclature and influenced approach for risk rating, ranking and prioritization and risk coverage for enterprise risk approach across health system.
- Conducted approximately 4000+ hour annual audit plan coverage, coordination to annual compliance work plan to include contracting, physical access and security, Medicare settlement review, compliance with billing standards, comprehensive revenue cycle diagnostic review and development of strengthened reporting for Board Audit and Compliance committee structures.
- Developed and implemented standardized work template and work plan documentation across initiatives to support Board reporting, and Audit Charters purpose and scope.

Senior Director, Risk & Advisory Services (RAS)

KPMG, LLP (KPMG) | Atlanta GA

10/2000 – 12/2005

Performed in management consulting capacity in the Atlanta Risk & Advisory Services (RAS) practice. Led specific client engagements to include comprehensive business process assessments, operational improvement, and customized risk assessments. Expanded key client relationships to conduct process control enhancement reviews and detailed revenue cycle analysis while addressing audit & compliance issues. Development and training of risk assessment approach to promote implementation of enterprise risk management and risk awareness into the organizational cultures. Participated on key internal initiatives for recruitment and retention, industry participation, speaking engagements and initial Network of Women Leaders (KNOW) for mentoring of other women managers across the southeast region. Served the following client's industries, Healthcare, Non-Profit Organizations, Higher Education, and complex Financial Services. Specific Accomplishments:

- Developed internal audit, compliance, and risk assessment functions through ground up execution of management consulting engagements for clients in Financial Services, Regulated Entities and Healthcare providers.
- Provided customized business model risk assessments alignment within client's core business process control environment.
- Executed three simultaneous year one healthcare provider (for-profit) efforts for Sarbanes Oxley process documentation and control documentation. Testing for control design and effectiveness for assertion.
- Conducted large scale facilitated process workshops for risk identification for multi-state/multi division entity for year one Sarbanes Oxley control documentation effort.
- Conducted organizational assessment of Internal Audit and Compliance Program structure for Children's Hospital and Voluntary Health Organization for purpose of combining risk management functions across complex healthcare system.
- Participated in initial "war room" ground implementation of 9/11 Liberty fund financial controls effort.

Education & Certifications

Bachelor of Science in Business Administration (BSBA - Major Finance/Minor Psychology)

American International College

5/1988

Honor Student/President Business-Marketing Club/Varsity Volleyball

Certified Financial Services Auditor (CFSA)

Institute of Internal Auditors

11/2002

Certificate #6004 – *Active Status*

Certified HealthCare Compliance (CHC)

Compliance Certification Board- *Active Status*

11/2011

Certified Risk Management Assurance (CRMA)

Certificate # 8391 – *Active Status*

03/2013

Professional Affiliations & Civic Organizations

Healthcare Corporate Compliance Association (HCCA) Provide content for articles and conference attendance	member since 2005
Healthcare Financial Management Association (HFMA) Speaking engagement and meeting participation.	member since 2005
Society for Compliance and Ethics (SCCE) When preparing for compliance certification	member since 2008
Association of Healthcare Internal Auditors (AHIA) Various Committee / Education Committee (Regional & CAE events) and speaking engagements. Chapter participation (Baltimore, Atlanta). Huron Corporate sponsor at annual conference.	member since 1990
Institute of Internal Auditors (IIA) Various Board of Governors, Committee/Academic Relations Committee Chair and Chapter positions. Chapter participation (Atlanta, Southern New England and Baltimore, Palm Beach)	member since 1990
Boys and Girls Clubs of America (BGCA) Annual Youth of the Year participation and Women's Youth Mentor	2004 -5, 2011 and Fall/2012
Compassion International Sponsor child	2015 to present