

**CARRIE M. ARMSTRONG, PHARM.D.**  
**Director of Pharmacy Medicaid**

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**PROFESSIONAL SUMMARY**

Ms. Armstrong is a Doctor of Pharmacy and Registered Pharmacist with 18 years of Kentucky-based clinical and operational pharmacy leadership experience. As Passport Health Plan’s Director of Pharmacy for Medicaid, she is keenly aware of the important role member engagement and pharmacy-related provider education play in member health outcomes. Her strategic vision and objectives focus on contract compliance while leveraging advanced analytics and interdisciplinary initiatives to achieve better population health for Kentuckians with Medicaid benefits.

**PROFESSIONAL EXPERIENCE**

**EVOLENT HEALTH**

**Director, Pharmacy Medicaid –Evolut Health, 2018 - 2019, 2020 – Current** Louisville, KY

- Establish the strategic vision, objectives, and policies and procedures for the Medicaid and Medicare pharmacy program to support company goals.
- Monitor pharmacy performance to ensure the program meets all contractual and regulatory requirements.
- Manage relationships with key vendors such as the Pharmacy Benefit Manager (PBM).
- Lead team of Consultant Outreach Pharmacists to support pharmacy and provider education.
- Review and analyze reports, records, and directives to measure plan performance and make data-driven business decisions.
- Participate in interdepartmental initiatives to provide pharmacy support.

**PASSPORT HEALTH PLAN**

**Director, Pharmacy Medicaid –Passport Health Plan, 2019 – 2020** Louisville, KY

- Establish the strategic vision, objectives, and policies and procedures for the Medicaid and Medicare pharmacy program to support company goals.
- Monitor pharmacy performance to ensure the program meets all contractual and regulatory requirements.
- Manage relationships with key vendors such as the Pharmacy Benefit Manager (PBM).
- Lead team of Consultant Outreach Pharmacists to support pharmacy and provider education.
- Review and analyze reports, records, and directives to measure plan performance and make data-driven business decisions.
- Participate in interdepartmental initiatives to provide pharmacy support.

**Residency Program Director, PGY1 Sullivan University**

**/Medicaid Center of Excellence Managed Care Residency, 2020 - Current** Louisville, KY

Serve as program director for PGY1 MCOE Residency and precepting pharmacy students on managed care rotations at MCOE.

**EVOLENT HEALTH**

**Associate Director, Pharmacy Analytics, 2016 – 2018** Louisville, KY

- Supported the identification and analytical evaluation of \$16M+ in savings for Passport Health Plan in 2017.
- Led project to evaluate clinical case review process for the Pharmacy Clinical Services Team using Six Sigma/LEAN methodology, resulting in the implementation of several solutions with potential savings from improved efficiencies achieving \$250k+ annually.
- Supported Medicaid client by providing insights into the KY Medicaid population for other team members, state regulations affecting pharmacy managed care, and overall operational processes at the plan, as well as fulfilling various state requests and other pharmacy inquiries received from the client.
- Participated in plan performance meetings to evaluate and monitor all pharmacy plans, discuss new strategies to mitigate negative trend, identify cost savings opportunities, and provide analytical support for pharmacy operational objectives.
- Developed of Formulary Savings Model to evaluate financial impact to the plan and members, as well as market share shift resulting from formulary decisions, which can be applied to any line of business or plan type.

**Residency Program Director, PGY1 Sullivan University/**

**Medicaid Center of Excellence Managed Care Residency, 2016 – 2018**

Louisville, KY

- Served as preceptor for pharmacy students on managed care rotations at the Medicaid Center of Excellence (Evolut Health and Passport Health Plan alliance).

**PASSPORT HEALTH PLAN**

**Pharmacy Program & Analytics Manager, 2012 – 2016**

Louisville, KY

- Assisted with new PBM implementations (2014 and 2016), including developing an RFP on behalf of the plan and serving on the selection committee. Facilitated contract and service level agreement negotiations, including comparison to DMS agreement, to ensure compliance with contractual obligations. Facilitated transition of pharmacy benefit and evaluated operational readiness for go-live.
- Led Pharmacy Roundtable sessions across the state of KY to facilitate: continuing education program; informing participants about PHP pharmacy plan; networking with providers to facilitate a positive relationship between the pharmacy provider community and the plan; and coordination of educational program with Sullivan University College of Pharmacy.
- Communicated with pharmacy providers regarding medication dispensing practices, products, and plan coverage and to address concerns and inquiries related to pharmacy programs.
- Developed and oversaw pharmacy quarterly and monthly reporting to Kentucky Department for Medicaid Services (DMS) to ensure compliance with service level agreements outlined in the contract between the plan and DMS.
- Evaluated PBM performance, including pricing agreements and rebate guarantees, to determine compliance with contractual obligations.
- Developed Annual Program evaluation and Annual Pharmacy Program Description in accordance with NCQA requirement; Presented the Annual Pharmacy Program Evaluation to QMMC for approval.
- Managed pharmacy inquiries received from Office of Attorney General (OAG) and Office of Inspector General (OIG).

**HUMANA PHARMACY SOLUTIONS**

**Pharmacy Data Analyst (2006 – 2012)**

Louisville, KY

Supported various sub-teams within Pharmacy Analytics and Reporting department that collaborated with all other pharmacy departments within the PBM, as defined below:

**Commercial Sales & Market Segment Support Team (ASO and FI Clients)**

- Provided data analysis for individual commercial groups (pharmacy costs, utilization, and membership behavior)
- Provided tools, data, and analysis for Value-Based benefit programs and used data analysis tools (PLSQL, OBIEE, and Microsoft Access) to extract and analyze large data sets to assess medication utilization management and key business metrics.

**Medicare Trend Team (MAPD and PDP Plans)**

- Provided root cause analyses, key metric analyses, and monthly and quarterly reports to Medicare trend leadership team
- Used data analysis tools to extract and analyze claims detail to assess medication utilization management and key business metrics

**RightSource Mail Order Pharmacy Support Team**

- Designed and produced RightSource Mail Order Pharmacy Retention analyses to support development of initiatives to improve member retention at the PBM-owned mail order pharmacy
- Updated and maintained daily, weekly, and monthly RightSource KPI reporting

**Clinical Innovations Specialist (2006 – 2007)**

Louisville, KY

- Reviewed health plan contracts for benefit coverage
- Reviewed and analyzed prior authorization (PA) fax requests from physician offices for medications using pharmacist approved guidelines
- Documented PA requests, issued approved overrides, and produced member letters regarding PA decision

**MEIJER, INC.**

**Pharmacy Technician, 2002 – 2006**

Jeffersontown, KY

- Assisted the pharmacist with filling prescriptions using PDX processing software
- Provided customer service to pharmacy patients
- Processed claims for third party adjudication for all plan types.

**EDUCATION**

**Pharm.D., cum laude, Pharmacy**  
**Sullivan University College of Pharmacy**  
Louisville, KY, 2012

**MBA, Healthcare Management**  
**Indiana Wesleyan University**  
Louisville, KY, 2009

**BA, Psychology**  
**University of Kentucky**  
Lexington, KY, 2002

## RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS

### Licensure

Kentucky Registered Pharmacist Licensure, 2012 – Current

### Competencies

- Data analytics
- Various pharmacy dispensing and adjudication software (EasyFill PRN, PDX, PYXIS, MailRx)
- Various analytical data tools to measure adherence, opioid utilization, atypical antipsychotic utilization (Industry proprietary tools)

### Certifications

- Six Sigma Yellow Belt (Qualtec), 2015
- Six Sigma Green Belt (Qualtec), Training Completed 2016, certification pending

## PROFESSIONAL AFFILIATIONS

- Academy of Managed Care Pharmacy (AMCP) National Organization
- State Advocacy Coordinator (SAC) - KY, Regulation and Legislation Committee, 2018 – current
- Chair, Legislative Committee, OH-KY Affiliate, 2018 - Current
- Board Director, OH-KY Affiliate, 2017 - 2019
- Volunteer Member, Membership Committee, 2013 - 2018
- Sponsorship & Finance Committee Co-Chair, 2016 - 2017
- President, OH-KY Affiliate, 2015 - 2016
- President-Elect, OH-KY Affiliate: 2014 - 2015
- President & Co-founder, Sullivan University COP Student Chapter: 2009 – 2011

## PUBLICATIONS, PRESENTATIONS, AND AWARDS

- Publication, program spotlight: *OutcomesMTM Annual Trend Report 2016*. Medication Therapy Management Program – Design and results for Passport Health Plan pilot program. Published Spring 2016.
- Poster Presentation: *Cost-Effectiveness of Oral Buprenorphine-Naloxone vs. Long Acting Naltrexone for Opioid Dependence in a Medicaid Population* – AMCP March 2019. Resident poster, secondary author.
- Poster Presentation: *Financial and clinical impact of health plan formulary changes to long-acting insulin agents in a Medicaid population* – AMCP April 2018. Resident poster, secondary author.
- Silver Medal Award, Poster Presentation: *Impact of long-acting and non-long-acting insulin in Type II diabetes in a Medicaid population* – AMCP October 2017. Primary author and presenter.
- Silver Medal Award, Poster Presentation: *Retrospective analysis of pregabalin and gabapentin concomitant utilization in a Medicaid population* – AMCP April 2017. Resident poster, secondary author.
- Numerous other Pharmacy-related poster presentations and awards.

**SCOTT A. BOWERS, MBA**  
**Chief Executive Officer & Executive Director**

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**PROFESSIONAL SUMMARY**

With nearly 25 years of government-sponsored health plan experience, Scott is a dynamic, authentic, and reliable executive leader who currently serves as Passport Health Plan's Chief Executive Officer and Executive Director. Scott is known in the industry for developing teams with operating discipline and a strong sense of accountability. He combines payor and provider experience, positive energy, and perseverance to drive metrics-based results. This is evidenced by the significant financial improvements Passport has experienced under his leadership in less than one year.

**PROFESSIONAL EXPERIENCE**

**PASSPORT HEALTH PLAN**

**Chief Executive Officer & Executive Director, 2019 – Present**

Louisville, KY

In 2019, Passport Health Plan and its provider owners (University of Louisville Physicians, Inc., University Medical Center, Inc., Norton Healthcare, Inc., Louisville/Jefferson County Primary Care Association, Inc., and Jewish Heritage Fund for Excellence, Inc.) chose Evolent Health to become a partial owner of Passport. This decision was based on Evolent's national reputation as a leader in population health, as well as its aligned mission of engaging vulnerable populations through provider-driven and community-based care. The parties have now officially completed Evolent's acquisition of a 70% ownership stake in Passport.

In June 2019, Scott Bowers assumed the role of Chief Executive Officer at Passport where he immediately launched initiatives to improve the organization's financial stability and overhaul its operational model, including leveraging Evolent's analytics and technology to enhance Passport's population health and care management models.

**EVOLENT HEALTH**

**Senior Medicaid Leadership, 2017 –2019**

Nashville, TN

Prior to assuming his current role at Passport Health Plan, Mr. Bowers served in both regional and national Medicaid leadership roles at Evolent Health.

Evolent is one of the leading population health and technology companies supporting providers. Health systems across the nation partner with Evolent to accelerate their transformation to value-based care through approaches that are proven to drive clinical and financial success.

**CORIZON HEALTH**

**National President & Chief Operating Officer, 2014 – 2016**

Nashville, TN

Corizon Health was the leading provider of correctional healthcare services in the United States with \$1 billion in revenues and 10,000 team members. Corizon provided quality healthcare services to 100 clients at 400 facilities in 25 states, serving more than 300,000 patients. By operating medical clinics and infirmaries, and coordinating community-based care, Corizon strived to provide partners with high quality healthcare and reentry services to improve the health and safety of patients and reduce recidivism.

## **UNITEDHEALTH GROUP**

UnitedHealth Group (UHG) now ranks 5th in the Fortune 500 with revenues of \$201 billion and serves more than 120 million people with health benefits and services. UnitedHealthcare (UHC) Community & State is a unit of UnitedHealth Group and provides innovative managed care solutions to beneficiaries in Medicaid and D-SNP Medicare Programs throughout half of the country.

### **President & CEO,**

#### **UnitedHealthcare Community Plan of Tennessee, 2010 – 2014**

Nashville, TN

UnitedHealthcare Community Plan of Tennessee is a statewide Medicaid and Medicare Special Needs Plan health plan, integrating long term care and behavioral health, with 620,000 members and \$3 billion in annual revenue.

- After assuming CEO role, grew to the largest Medicaid and D-SNP plans in the UHC portfolio.
- Won \$16 billion competitive procurement process for TennCare contract while innovating a new population health model deployed to Medicaid and Medicare populations including the elderly and physically disabled.
- Led the most profitable Medicaid health plan in UHC for four years in a row, beginning in 2010, with medical trends well below national levels. Coordinated case management and utilization management principles.
- Led implementation of community based long term care roll-out to 16,000 nursing facility and home-bound aged, blind, and disabled residents, through face-to-face visits.
- Deployed technology to capture care coordinators' plans of care and electronic visit verification. Coordinated with 7,500 nursing facilities and home and community-based service (HCBS) providers such as private duty nurses, attendant care works, social workers, LPNs, and RNs. Rolled out Gap in Care dashboards.
- Increased market share for both Medicaid and Medicare SNP while driving an affordability and quality agenda.
- Implemented NCQA and HEDIS quality initiatives to improve outcomes while raising revenue through STAR score increases.

#### **President & CEO, UnitedHealthcare of Mid-Atlantic, Inc., 2009 – 2010**

Elkridge, MD

Maryland and Washington, D.C. Medicaid health plans with a combined membership of 185,000.

- Turned around the Maryland plan by restructuring the clinical model and restoring the plan to profitability and reducing inpatient utilization by double digits.
- Successfully integrated the Maryland and D.C. plans, managing separate legal entities, regulators and management teams, and obtained NCQA New Health Plan Accreditation.
- Drove the D.C. regulatory account management agenda, resulting in significant rate increases and the assignment of 30,000 members from a competing health plan.
- Achieved national best 12% year-over-year increase in employee engagement, based on UHG's national survey.

## UNISON HEALTH PLANS/THREE RIVERS HEALTH PLANS

Unison offered government-sponsored health plans to 425,000 members in Ohio, Delaware, New Jersey, Pennsylvania, South Carolina, Tennessee and Washington, D.C. Unison was acquired by UnitedHealth Group in 2008 and became UnitedHealthcare Community Plan.

**President & CEO, Unison Health Plan of Ohio, Inc., 2004 – 2008** Columbus, OH

Unison Health Plan of Ohio had annual revenues of about \$450 million and served 125,000 Medicaid members.

- Successfully obtained a Certificate of Authority from the Ohio Department of Insurance and a Provider Agreement with the Ohio Department of Job and Family Services in 2005.
- Positioned Unison as the market leader in 46 of 88 Ohio counties, through expansion and operations planning.
- Directed all phases of the expansion and was the point person with regulatory agencies and key legislators.
- Served on Unison's corporate Executive Management Team, setting national strategy and corporate plans.

## HARMONY HEALTH PLAN OF ILLINOIS, INC.

Harmony was a start-up Medicaid health plan with over 110,000 members in Illinois and Indiana and \$130 million in revenue. Harmony was acquired by WellCare Health Plans in 2004.

**Executive Director, Southern Region, 2001 – 2004** East St. Louis, IL

**Director, Provider Services and Network Development, 1999 – 2001** Chicago, IL

**Acting CFO/Controller, 1999** Chicago, IL

**Manager, Finance and Analysis, 1996 – 1998** Chicago, IL

## EDUCATION

**MBA, Washington University,  
Olin School of Business,  
St. Louis, MO, 2004**

**BA, Psychology, Princeton University,  
Princeton, NJ, 1994**

## RELEVANT COMPETENCIES

- Vision/Strategy/Execution
- Population Health Management
- Multi-State Health Plan Leadership
- Growth Strategies/Retention Initiatives
- Multi-State Provider Sites/Negotiations/Relations
- Process Improvement/Building and Leading Strong Teams
- Value-Based Contracting/Quality Incentives
- New and Turnaround Health Plans
- Political/Legislative Processes
- Quality and Affordability Initiatives

## PROFESSIONAL AFFILIATIONS

- Second Harvest Food Bank of Middle Tennessee, Member, Board of Directors, 2013-Present
- Healthy Tennessee, Member, Board of Directors, 2014-Present
- Altitude Ventures, Advisor, 2016-Present
- Tennessee Governor Bill Haslam’s Foundation for Health and Wellness, Member, Task Force, 2013-2018
- American Heart Association of Greater Nashville, Executive Leadership-“My Heart, My Life”, 2013-2015
- Community Nashville, Member, Board of Directors and Human Relations Dinner Chair, 2012-2017
- Ohio Association of Health Plans, Member, 2005-2006; Member, Board of Directors, 2007-2009
- Ohio Governor’s Unified Long-Term Care Budget Administration Committee, Member, 2007



## **JERRY W. CAUDILL, DMD, FAGD, MAGD, CDC, CTCP, FPFA, FICD, FACD**

### **Associate National Dental Director**

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#### **PROFESSIONAL SUMMARY**

Dr. Caudill is a Doctor of Medicine in Dentistry with over 30 years of clinical and operational dental experience. He is a highly-skilled Medicaid dental administrator, and as the current Kentucky State Dental Director, he administers over 1.1 million lives for four health plans in the Kentucky market.

#### **PROFESSIONAL EXPERIENCE**

##### **AVĒSIS INCORPORATED, A GUARDIAN COMPANY**

**Associate National Dental Director, 2019 – Present**

Campbellsburg, KY

##### **KENTUCKY BOARD OF DENTISTRY**

**Teledentistry Committee Member, 2017 – Present**

Kentucky

##### **AVĒSIS INCORPORATED, A GUARDIAN COMPANY**

**Kentucky State Dental Director, 2013 – Present**

Kentucky

Administer Medicaid dental benefits for over 1.1 million Kentucky Medicaid members.

##### **AVESIS INCORPORATED**

**Dental Claims Consultant, 2012 – 2013**

##### **THE PREMIER DENTAL GROUP (MINNESOTA)**

**Dental Claims Consultant, 2009 – 2018**

##### **ACADEMY OF GENERAL DENTISTRY, CORPORATE DENTISTRY TASK FORCE**

**Special Advisor, 2012 – 2013**

Served as special adviser on corporate dentistry to the AGD Task Force and contributor to the AGD Investigative Report on the Corporate Practice of Dentistry.

##### **COUNCIL OF INTERSTATE TESTING AGENCIES (CITA) DENTAL BOARD**

**Dental Board Examiner, 2009 – present**

Examiner for CITA administering the ADEX exam recognized in 47 states and territories including Kentucky.

**General Dentist, 2002 – 2013**

Morehead City & Fayetteville, NC

Practiced general dentistry providing comprehensive dental care including orthodontics, implants, and full mouth reconstruction.

##### **CASTLE DENTAL CENTERS – 120 OFFICES IN MULTIPLE STATES**

**Regional Clinical Director, promoted to Regional Dental Director, then promoted to National Dental Director, 1998 – 2002**

Multiple Locations

Practiced general dentistry including comprehensive orthodontics.

#### PRIVATE PRACTICE

##### **Dental Director/General Dentistry, 1990 – 1997**

Dubai, UAE

Managed and directed dental department. Treated many members of the royal family and numerous members of the diplomatic corps.

#### PRIVATE PRACTICE

##### **General Dentistry, 1982 – 1989**

Lexington & Morehead, KY

General Dentistry including comprehensive orthodontics, oral surgery, and special needs. Previously licensed in both general anesthesia and IV conscious sedation by the Kentucky Board of Dentistry and previously had privileges at three Kentucky hospitals including University of Kentucky Chandler Medical Center in Lexington, and St. Claire Medical Center in Morehead.

### EDUCATION

##### **DMD, Dentistry, University of Kentucky**

##### **College of Dentistry**

Lexington, KY, 1982

##### **BA, Pre-Dental, Morehead State University**

Morehead, KY, (Note: having achieved two semesters of 4.0 GPA in pre-dental, Dr. Caudill was accepted into UK College of Dentistry without completing a bachelor's degree (<six hours remaining)

##### **AAS, Electronics, Morehead State University**

Morehead, KY, 1971

### RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS

- Doctor of Medicine in Dentistry (DMD), 1982
- American Association of Dental Consultants, 2016
- Certified Telemedicine Clinical Presenter & Technology Professional (CTCP), 2019
- American Dental Education Assoc. Academy for Academic Leadership Institute for Teaching & Learning, 2008
- Academy of General Dentistry, MAGD, 2003.
- Academy of General Dentistry, FAGD, 1995.
- KY Board of Dentistry Licensed to provide general anesthesia and conscious sedation, 1991.

### PROFESSIONAL AFFILIATIONS

- Member, Presidential Advisory Committee to KDA president Dr. Bill Collins Kentucky Dental Association, 2016 – 2017
- Member, Kentucky Medicaid Lock-in Committee Kentucky Department of Medicaid Services, 2016 – present
- Past member, Board of Directors, Kentucky Academy of General Dentistry
- Current member:
  - American Association of Dental Consultants
  - American Dental Association
  - Kentucky Dental Association
  - Academy of General Dentistry
  - Kentucky Academy of General Dentistry
  - International Association for Orthodontics
  - Louisville Dental Society

- Pierre Fauchard Academy
- International College of Dentists
- American College of Dentists
- Council of Interstate Testing Agencies
- American Dental Education Association
- President, North Carolina Academy of General Dentistry, 2012 – 2013
- Member, North Carolina AGD, Sec/Tres, Vice President, President Elect, 2008 – 2012

### PUBLICATIONS, PRESENTATIONS, AND AWARDS

- Presenter at 2019 University of Kentucky's 25th Annual "Preparing Health Professionals for the 21st Century" and in cooperation with the Kentucky Oral Health Network (KOHN), gave presentation workshop, *Pain Management in Crisis, Opioids & the Role of Dental Benefits Management*.
- Presenter at 2018 University of Kentucky's 24th Annual "Preparing Health Professionals for the 21st Century" and in cooperation with the Kentucky Oral Health Network (KOHN), gave a presentation on *Silver Diamine Fluoride – The Old and the New*.
- Presenter at 2016 and 2017 Kentucky Dental Association Annual Meeting. Navigating Medicaid.
- Presenter at 2015 Western Kentucky Oral Health Summit.
- Presenter at 2014 Oral Health Symposium for Medicaid Medicare CHIP Services Dental Association (MSDA) Washington, DC.
- Investigative Report on the Corporate Practice of Dentistry, 2013 (consultant).
- Previously taught expanded duties dental assisting for the University of Kentucky, College of Dentistry
- Inducted as a Fellow of the American College of Dentists (FACD). 2018.
- Inducted as a Fellow of the Pierre Fauchard Academy (FPFA) 2017.
- Inducted as a Fellow of the International College of Dentists (FICD). 2017.
- Taught hands-on course in ProFile® rotary endodontics with Thermafil® and conventional lateral condensation obturation to Castle Doctors.
- Taught and mentored Castle doctors in complex removable prosthodontics, full mouth reconstruction, and implant placement & restoration at Castle Dental in multiple states.

## MELANIE CLAYPOOL, M.ED

### Provider Network Management Director

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#### PROFESSIONAL SUMMARY

Ms. Claypool is a provider network and relations professional with nearly 20 years of experience in program development innovation, relationship management, and regulation compliance. As Provider Network Management Director at Passport Health Plan, she is responsible for meeting network adequacy and service standards. Ms. Claypool builds and maintains excellent provider relationships by ensuring providers receive superior education and outreach and timely, accurate communications..

#### PROFESSIONAL EXPERIENCE

##### PASSPORT HEALTH PLAN

###### **Provider Network Management Director, 2016 – Present**

Louisville, KY

Directs team of provider relations professionals whose goal is to meet and exceed the Department of Medicaid Services compliance criteria for network adequacy and service standards, build relationships with timely and accurate communications, and provide outstanding education and outreach to the provider network.

- Currently manage the day-to-day department operations of a team comprised of a communications manager, strategy and value-based contracting manager, business analyst, trainer, and 5 additional provider relations managers who supervise provider relations specialists for Medicare, Medicaid, and Behavioral Health
- Led PNM department and statewide provider network through a major claims system transition in 2017, supervised the creation and distribution of educational materials, held 8 related workshops and webinars, and managed the PNM response to hundreds of inquiries and issues post claims system transition..

###### **Provider Relations Manager, 2013 – 2016**

Louisville, KY

- Managed team which led construction of an unprecedented 32 % growth in the company's new statewide provider network, stemming from the Affordable Care Act implementation 1.1.14.
- Ensured each new network provider was contracted, enrolled and claims issues resolved through our team's proactive interaction, which was timely, accurate and responsive.
- Implemented departmental growth from 6 provider relations specialists to 22, including the full range of interviewing, hiring and training.
- Utilized my background in training to personally initiate and oversee training materials creation and execution. Formed a statewide provider relations specialist team serving thousands of providers new to the Passport network.
- Brought an entrepreneurial energy that forged new company and departmental policies and procedures to adapt to current market conditions, revolutionizing provider relations. Initiated and supervised provider relations team to create and facilitate new quarterly webinars.
- Envisioned and led initiative for provider relations team to personally visit every provider in the new statewide network.
- Ascended to company spokesperson at monthly Kentucky Hospital Association meetings.

**CAHABA GOVERNMENT BENEFITS ADMINISTRATORS, LLC**  
(PARENT COMPANY- BLUE CROSS BLUE SHIELD OF ALABAMA)

**Operations Manager, Provider Enrollment Part A and Part B, 2011 – 2013**

Birmingham, AL

Oversee and manage merger of two departments (75 associates) and three managers.

- Led the establishment of a unified department workforce and management team capable of meeting and exceeding strict federal requirements for the Center of Medicare and Medicaid Services (CMS).
- Led department to successfully meet all 49 standards at 100% for the previous 8 months.
- Promoted performance management to increase provider satisfaction and measurable associate goal improvement.
- Reduced escalated inquiries from external providers by 42% in less than one year.
- Received more provider customer satisfaction correspondence than all other departments company-wide after less than one year in the position.
- Launched the development of a division-wide SharePoint site, workflow restructuring, and web utilization initiative.
- Supported the national CMS initiatives of using website technology with a 16% provider utilization increase.
- Awarded the Office of Inspector General National Integrity Award 2011.

**Learning and Development Manager, 2007 – 2011**

Birmingham, AL

In 2008, company won a Medicare 3-state jurisdiction. Hired to this position to create the first corporate training department in anticipation of the increased workforce.

- Created a comprehensive training program with opportunities for all employees with over 200 online and instructor-led courses.
- Designed and implemented multiple training programs including Onboarding for new hires, Master Mentor “train the trainer” program for internal trainers, and job-specific training creation for 10 departments.
- Assessed new business training needs and worked with subject matter experts to successfully design, implement and evaluate new courses. Superior training provided smooth transition in equipping a new workforce for the increased jurisdiction needs.
- Marketed suite of online courses, tracking monthly return on investment through utilization.
- Facilitated “Train the trainer” workshops for over 100 associates in 3 states.
- Developed and taught Cahaba New Manager Training-Leading by Example.
- Project Sponsor for Talent Management implementation 2010.
- Invited to create and manage Provider Enrollment inventory reduction plan for 6 months while maintaining Learning and Development Manager Position. Successfully reduced backlogs and met CMS goals ahead of schedule.

**Manager, Cahaba GBA Additional Departments, 1998 – 2007**

Birmingham, AL

**Managed Various Departments; promoted 4 times within 8 years.**

Full-scale scope of supervising workflow, facilitating staff, customer service, provider relations, and monitoring Government compliance. Supervised over 125 associates in 5 departments.

- Invited by Centers for Medicare and Medicaid Services (CMS) to participate in a national workgroup to create online provider applications.

- Led the department to be awarded “Most Helpful” carrier at National Provider Enrollment Conference 2004.
- Re-aligned key processes for improved provider satisfaction including integrated paperless workflow and tripling website content for providers which included an original online status tool, the first of its kind nationally.
- Outstanding Management Surveys.

## EDUCATION

**B.A, English Education, Mississippi College,**  
Clinton, MS

**MEd, Louisiana State University**  
Baton Rouge, LA (coursework)

## **SHAWN ELMAN, MBA**

### **Chief Operating Officer**

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#### **PROFESSIONAL SUMMARY**

Ms. Elman is a top performing executive with over 25 years of experience in health care. She is responsible for providing direction and strategic vision for all operational and medical management functions and oversight of subcontracted entities for Passport. She also collaborates and works closely with Business Development, Marketing, Public and Government Relations, and Compliance as part of exercising the overall operational oversight responsibilities.

#### **PROFESSIONAL EXPERIENCE**

##### **PASSPORT HEALTH PLAN**

###### **Chief Operating Officer – 2019 - Current**

Louisville, KY

- Provide leadership, direction and oversight as needed to achieve desired results as outlined in business plan and/or budgets for Passport Health Plan.
- Provide leadership, direction and oversight as needed to ensure successful compliance with terms of State Contract, DMS, CMS, QIO, IPRO, NCQA and other regulatory body requirements
- Develops and designs programs to ensure implementation of and compliance with contracts and regulations including State, CMS, QIO, NCQA and Federal. Assures processes in place to achieve successful audits.

##### **EVOLVENT HEALTH**

###### **Chief Operating Officer – 2018 - 2019**

Arlington, VA

##### **GATEWAY HEALTH**

###### **Vice President- Operations, 2016 - 2018**

Pittsburgh, PA

- Lead day-to-day claims processing, enrollment, and benefit set up and pricing configuration functions for approximately 500k Medicaid and Medicare members in PA, WV, DE, KY, OH, and NC.
- Facilitate strategic initiatives and improve operational performance.
- Analyze service defects and develop root cause analysis and ensure resolution
- Guide operations through a full system conversion, including bringing several key operational functions in-house

##### **AETNA (FORMERLY COVENTRY HEALTH CARE)**

###### **Sr. Director- Service Operations, 1999-2016**

Pittsburg, PA

- Oversaw day-to-day claims processing operations of commercial and individual health insurance plans, covering approximately 1 million members, both on and off exchange.
- Interacted with offshore vendors to ensure high quality results
- Met regularly with CEO's and COO's to present and collaborate on upcoming projects

PER SE TECHNOLOGIES (FORMERLY MEDAPHIS PHYSICIANS SERVICES CORP)  
General Manager, 1995 - 1999

Pittsburg, PA

## EDUCATION

MBA, Robert Morris University- Pittsburgh, PA

BS Accounting, Pennsylvania State University- University Park, PA



## RILEY T. FITZPATRICK III

### Front End Operations Manager

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#### PROFESSIONAL SUMMARY

Mr. Fitzpatrick has nine years of operational experience in managed care settings. As a Front End Operations Manager, he successfully manages over 100 team members in Passport Health Plan's Claims Operations area. Mr. Fitzpatrick is an expert in process improvement who has a strong track record of meeting service level agreements related to claims processing. He continuously monitors Passport's performance in this area and identifies opportunities to improve Kentucky Medicaid agency, member, and provider experiences through increased productivity and lower costs.

#### PROFESSIONAL EXPERIENCE

##### EVOLENT HEALTH

###### Front End Operations Manager, 2018 – Present

Louisville, KY

- Oversees and successfully manages 80-110 direct and indirect reports and daily claims operations.
- Identifies opportunities of improvement with claims system auto adjudication and manual process. Using available resources, implements improvements to increase production and reduce cost to the company.
- Monitors claims operations performance to ensure compliance with DMS and the state of Kentucky.
- Exceeded 2019 SLAs for claims processed within 30 days, claims paid within 14 days, auto adjudication, claims procedure/financial quality, and total claims pended.
- Demonstrates problem solving skills; ability to give direction and make sound business decisions.

##### HUMANA, INC.

###### Senior Process Improvement Professional, 2016 – 2018

Louisville, KY

- Focus on process analysis and re-engineering to improve efficiency, lower cost and improve process quality.
- Led improvement and re-engineering project teams under strict timelines to implement projects.
- Map and analyze current processes and facilitate the design and implementation of new, improved process models and organization structures of projects generating up to \$900 million of Humana's revenue.
- Work with key stakeholders (internal and external) to lead project implementations

##### HUMANA, INC.

###### Medicare Corrected Claims Production Lead, 2011 – 2015

Louisville, KY

- Trained associates in claims process and Humana's documentation.
- Subject Matter expert in claims process for Physician, Hospital, Group, SNF, Home Health, Commercial.
- Humana's star award in February 2014.
- Trained department staff with the use of PowerPoint and Excel.

- Analyze Corrected Claims in order to identify solutions to complete processing.
- Developed and revamped claims process for Humana's acquisition.

**USAF AIR NATIONAL GUARD 207TH STOUT FIELD- WEATHER FORECASTER**

**Weather Forecaster, 2009 – 2016**

Indianapolis, IN

- Forecast surface weather conditions and upper air conditions for the Air National Guard Headquarters and Army National Guard for the use of military pilots.
- Create surface and upper air analysis charts using PowerPoint and Excel.
- Created and analyzed weather products and data into Excel and PowerPoint.
- Brief unit officers and generals of any current and future weather conditions.
- Create and analyze weather products and weather conditions.
- Received secret clearance.

**USAF CECIL AIRFIELD**

**Weather Forecaster, 2010 - 2011**

Jacksonville, FL

- Forecasted weather for Air Force pilots and Army warrant officers.
- Created and analyzed weather products and weather radar data.
- Created and analyzed weather products and data into Excel and PowerPoint.
- Briefed pilots about current and future weather conditions based on the aircraft they were flying for the specific mission.
- Notified airfield of any current or future weather phenomenon that would cause a danger to aircraft or pilots.
- Supervised 150-200 airmen of all ages during their training in weather forecast, finance training, and personnel training.

**EDUCATION**

**Meteorology Certification, United States Air Force University**

Biloxi, MS

**Weather Observation Certification, United States Air Force University**

Biloxi, MS

**Professional Aviation Flight & Technology Program, Indiana State University**

Terre Haute, IN 2009

**STEPHANIE A. FRENCH, M.A.**  
**Provider Services Manager**

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**PROFESSIONAL SUMMARY**

Ms. French is a skilled communications leader with 23 years of local and national experience in educational, non-profit, and managed care settings. As Provider Services Manager at Passport Health Plan, she will continue to build strong provider relationships by ensuring that staff communicate clearly with providers and promptly resolve problems and inquiries.

**PROFESSIONAL EXPERIENCE**

**PASSPORT HEALTH PLAN**

**Provider Services Manager, 2014 – present**

Louisville, KY

- Responsible for implementing new procedures within Provider Services Department, keeping up to date on Medicaid changes within the state, investigating provider issues for the Director and troubleshooting issues.
- Coordinates network development and all communications with providers, out of network providers as applicable, and subcontractors who are involved in clinical services.
- Manages Provider Services staffing ratios to support network development, communications and education and to respond in a timely manner to providers seeking prompt resolution of problems or inquiries.

**GALEN COLLEGE OF NURSING**

**Director, Communications & Marketing, 2011 – 2014**

Multiple Locations

- Served on the Executive Committee, oversaw and directed communication and marketing needs for all four campuses located in Cincinnati, Louisville, San Antonio and Tampa Bay.
- Managed staff and \$2 Million advertising and marketing budget.
- Analyzed data to work with agencies and vendors to develop marketing materials and devised strategies to increase lead flow of prospective students including publications, launch of new website, TV/ radio ads, direct mail, SEO /SEM and other digital initiatives.
- Worked with admissions, academic and financial aid teams to ensure compliance for marketing materials, mobile site, and website.
- Managed the roll-out of student portals for all campuses.
- Led integrated marketing campaigns to strengthen the College branding including new look, marketing emblems and tagline.

**HUMANA**

**Pharmacy Communications Consultant, 2011 – 2011**

Louisville, KY

- Served on the Center for Consumer Messaging (CCM) team to develop targeted communications for a variety of channels, including letters, call-center scripts, e-mails, and mobile apps for Humana Pharmacy Solutions (HPS) to increase mail-order pharmacy use.
- Oversaw all pharmacy programs related to moving members from retail pharmacies to Humana's preferred pharmacy, RightSourceRx (RSRx), including the flagship, Retail to Mail, as well as managing the planning and implementation of large-scope pilot programs.

- Consulted with sales, marketing, data, web, clinical and member-experience stakeholders to identify and initiate new programs that promote and engage Humana Medicare and commercial members.

#### **KENTUCKY BLOOD CENTER**

##### **Executive Director, Marketing & Communications, 2009 – 2010**

Louisville, KY

- As a member of the senior management team, directed and recommended all marketing and communications efforts for blood center.
- Supervised staff and managed approximately \$1 Million budget.
- Built relations with media, community and various agencies throughout blood center's service area covering more than half of Kentucky's counties.
- Devised and implemented promotions, marketing, and advertising strategies to increase blood donors and blood supply; led KBC's Annual Big Blue Crush event to its highest blood collections in 10 years.
- Educated and built awareness for current and potential constituents on daily need for blood through public relations and development of marketing tools including launch of new website and social media outlets.

#### **HILLARY CLINTON FOR PRESIDENT**

##### **Regional Press Secretary, 2008**

Kentucky

- Conducted media relations in Southern Indiana for U.S. Presidential candidate.
- Worked with field staff and volunteers to promote election events.
- Coordinated surrogate interviews with Indiana, Kentucky and Ohio media.
- Wrote and distributed media advisories continuously to secure earned media.
- Participated in and monitored local and national social media networks.
- Communicated with headquarters staff to ensure consistent messaging.

#### **SULLIVAN UNIVERSITY SYSTEM**

##### **Corporate Director of Public Relations, 2003 – 2008**

Kentucky

- Conducted media relations for all six campuses, securing stories in Business Journals nationwide, NBC, ABC, USA Today, NPR, Food Network, Food & Wine Magazine, Louisville Magazine, The Courier-Journal, Kentucky Medical News, Midwest Foodservice News, the Cincinnati Enquirer and many other local, regional and national news outlets.
- Formulated marketing communication plans to launch College of Pharmacy.
- Developed strategic public relations plans to build awareness and increase admissions - organized event that lead to a 10% increase in enrollment for the fall term.
- Devised new marketing tactics for various educational programs (business, healthcare, culinary /hospitality, technical) as well as retail auxiliary divisions including Winston's Restaurant to increase patronage and identify new markets.
- Improved internal communications by spearheading the first corporate-wide intranet system.
- Counseled senior leadership on corporate responsibility, brand image and community relations.

## AMERICAN RED CROSS BLOOD SERVICES (BIOMEDICAL)

**Regional Communications Manager, 1999 – 2003**

Multiple Locations

- Served as spokesperson in Kentucky, Indiana and Illinois (wrote news releases, talking points, key messages, fact sheets, position statements and Q&As).
- Oversaw all internal and external communications functions including crisis communications, frequently translating complex healthcare information into lay terms.
- Strengthened relationships and developed new marketing initiatives to achieve regional goals - leading the area's largest blood drive, donorama, to nearly 2000 donors (the highest on record).
- Created and managed multiple annual special events that improved the stability of the community's blood supply.
- Serving a key role on the management team, managed paid and volunteer staff as well as an annual marketing budget exceeding \$250,000.
- Continuously completed training to keep region in compliance, protect blood supply, enhance Red Cross image and prepare for bioterrorism and other emergency-related issues.

## THE COURIER-JOURNAL

**Employee Communications Editor, 1998 – 1999**

Louisville, KY

- Restored monthly newsletter for over 2000 employees and retirees after 20-year lapse.
- Lead the newsletter committee to determine story leads and sources.
- Worked with marketing communications to detail graphic design and layout Published from concept to completion (wrote, designed, edited & printed).

## JEFFERSON COMMUNITY COLLEGE

**Director of Public Relations (Interim), 1997 – 1998**

Louisville, KY

**PR & Marketing Assistant, 1996-1997**

- Hosted national press conference with US Secretary of Education.
- Managed media through transition of JCC from UK to current KCTCS.
- Coordinated special events - lead Metro United Way employee campaign to 36% increase.
- Produced monthly newsletter for employees.

## ADEM TECHNOLOGIES

**Advertising Production Manager, 1993 – 1994**

## EDUCATION

**M.A., Communication, University of Louisville (in progress)**

Louisville, KY

**B.A., Communication, Jacksonville University**

Jacksonville, FL, 1993

## RELEVANT COMPETENCIES AND CERTIFICATIONS

- Disney Leadership/Customer Service - Lee Cockerell, former EVP, Walt Disney World 03/08/2013
- Project Management (PI\1BoK) - International Society for Six Sigma Certifications 10/27/2010
- Lean Six Sigma (White Belt) - International Society for Six Sigma Certifications 10/06/2010
- Online Employee Communication - Lawrence Ragan Communications 07/12/2004

- High Impact Presentations - Dale Carnegie 08/20/2004
- Mediation/Conflict Resolution Sullivan University 10/20/2004

### PROFESSIONAL AFFILIATIONS

- IABC (Kentucky), former Vice President of Membership (increased chapter membership by 27%)
- PRSA (Bluegrass), former Vice President (Cochaired 2006 Landmarks of Excellence to highest number of entries in 24-year history)
- Advertising Federation of Louisville, former member
- Center for Women and Families, Served on PR & Marketing committee 2006
- American Red Cross, Disaster Services volunteer & blood donor
- Jefferson County Public Schools, Field Hockey and Soccer volunteer, PTA member, Every 1 Reads tutor and Chess volunteer

## KATELYN RENEE HAYCRAFT

### Manager, Program Integrity Unit and Program Integrity Coordinator

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#### PROFESSIONAL SUMMARY

Ms. Haycraft is a skilled manager with five years of customer service and program integrity experience. As Manager of Evolent Health's Program Integrity Unit and Program Integrity Coordinator for Passport Health Plan, she acts as a liaison with Kentucky Department of Medicaid Services around issues of program integrity. Ms. Haycraft also provides guidance and subject matter expertise to auditors and investigators to meet key operational and reporting metrics and identify and prevent Fraud, Waste, and Abuse (FWA).

#### PROFESSIONAL EXPERIENCE

##### EVOLENT HEALTH

###### Manager, Program Integrity Unit, 2018 – Present

Louisville, KY

- Currently supports Passport Health Plan as Program Integrity Coordinator.
- Assists in the development and implementation of key metrics for the Program Integrity team operational reporting and oversight measures for internal and external (client) purposes.
- Acts as departmental SME to assist with audits, case investigations, provided guidance and direction to Auditors/Investigators. Researched and answered unknown compliance questions relating to investigation procedures, laws, and regulations.
- Implements appropriate claims-based algorithms to proactively identify potential cases of FWA.
- Manages the day-to-day workload of Auditors/Investigators, assigning projects and tasks as appropriate.
- Monitors and oversees Program Integrity subcontractors, and reported issues related to contracting, performance, reporting, etc. to upper leadership.
- Oversees interactions and relationships with the Kentucky Department of Medicaid Services (DMS) and other State and Federal Agencies.
- Identifies potential areas of compliance vulnerability and risk and works with management to address the issues.

###### Program Integrity Specialist, 2017 – 2018

Louisville, KY

- Established, monitored, and analyzed department reporting metrics.
- Exceeded internal and external reporting deadlines.
- Assisted in the management of subcontractor and TPA relationships
- Conducted routine internal and external reporting for Program Integrity, Compliance, and DMS.
- Assisted with and completed investigations of member and provider fraud.
- Monitored and maintained the PIU Excel case tracking system.
- Worked with leadership to update and improve the Program Integrity case tracker.
- Developed process flows and training documents for PIU processes.
- Facilitated meetings with internal peers and external clients.
- Reviewed and assigned new cases to PIU auditors.
- Provided new process trainings for peers.

- Reviewed all incoming case referrals and added case information to the PIU case tracker.
- Assisted in the creation and implementation of new processes within the department.
- Provided support for all members of the PIU team.
- Assisted in the training of new staff members.
- Collaborated with other departments to explore alternatives for PIU process improvement.
- Managed a complicated and detailed workload.
- Combined and presented internal documentation in response to time sensitive DMS requests.
- Assisted in the preparation for internal and external data audits.
- Effectively communicated and developed professional relationships with the Kentucky Department of Medicaid Services.

### **EQUIAN/TROVER SOLUTIONS**

#### **Team Leader, Customer Service, 2016 – 2017**

Louisville, KY

- Directly supervised a team of Customer Service Subrogation Specialists.
- Monitored client goals and worked with upper management to resolve client issues.
- Coordinated and facilitated team meetings and trainings.
- Trained new managers, team leaders, and trainers.
- Reviewed medical bills to verify treatment dates and confirm third party liability.
- Coached and trained call center staff to ensure client needs were met.
- Reviewed rejected files for appropriateness and typed files for quality control and compliance.
- Handled escalated/complaint calls.
- Answered call and file handling questions and assist CSRs with any potential client or HIPAA/compliance issues.
- Created weekly reports and spreadsheets to monitor call center staff performance.

#### **Property & Casualty Claims Analyst, 2015 – 2016**

Louisville, KY

- Maintained open communication with client to exceed goals and expand recovery efforts
- Completed file investigation surrounding a Property and Casualty Claim.
- Entered accident details information into company database.
- Requested and analyzed necessary supporting documents.
- Formed a theory of liability on all accidents.

#### **Customer Service Specialist, 2014 – 2015**

Louisville, KY

- Courteously handled inbound phone calls from members.
- Reviewed medical bills, verified treatment dates, and gathered other relative information.
- Accurately updated confidential patient sensitive information.
- Obtained descriptive and detailed injury and accident details.
- Trained to accurately handle CLS and Troveris tasks.

### **EDUCATION**

#### **AA, Elizabethtown Community and Technical College**

Elizabethtown, KY, 2016



## COURTNEY N. HENCHON, RN

### Vice President, Clinical Operations

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#### PROFESSIONAL SUMMARY

Ms. Henchon is a clinical health care executive with 12 years of experience developing and executing strategies, leading large operations and budgets, and delivering innovative operational improvements in large health care settings. As Vice President, Clinical Operations at Passport Health Plan, she uses data and advanced predictive analytics to continuously design and evaluate clinical interventions and Performance Improvement Projects. Ms. Henchon also helped develop and deploy Health Plus, a value-based contracting model (rolling out in 2020), to incentivize provider groups and improve quality measures for Kentucky Medicaid members.

#### PROFESSIONAL EXPERIENCE

##### PASSPORT HEALTH PLAN

###### Vice President, Clinical Operations, 2019 – Present

Louisville, KY

Passport Health Plan currently has over 300K members on the Medicaid plan and 2,500 members on the Passport Advantage product. Ms. Henchon's current scope of responsibility is ensuring integration, alignment, and performance across Care Management, Utilization Management, Quality/NCQA, STARS/HEDIS, Risk Adjustment, Practice Operations and Transformation, Performance Management, and Pharmacy.

- Developed and deployed Health Plus, a value-based contract for provider groups (in contracting phase now for 2020). Health Plus has several value-based components to support quality and allow varying payment thresholds for improved measures by provider group. Goal is to sign 4 large groups for 2020 under this model.
- Develops HEDIS quarterly "sprints" to focus on triple weighted measures and other EPSDT measures to move HEDIS scores. One main focus is working on with health departments to outreach to members and support efforts thru end of 2019.
- Develop and deploy new clinical interventions to achieve end of year performance and patient outcomes, inclusive of care gap goals, EPSDT goals, etc.
- Support strategy related to Performance Improvement Projects, will begin support of routine DMS quality calls in 2020.

##### EVOLENT HEALTH

###### National Vice President, Clinical Operations, 2018 – 2019

Arlington, VA

Report to Division President. National accountability for Care Management performance against business goals for each market. This includes deploying appropriate programs for various product lines (MA, ACO, EE, COMM, Medicaid, and Medicaid expansion) and geographical populations, to ensure interventions meet business goals. In addition to operational performance for CM, own client/partner strategic relationships within each market, as well as ensure alignment across all clinical teams (ie. UM, Pharm, Quality) to promote efficiencies, effectiveness, and meet performance targets. Lastly, aside from ongoing operational accountability, provide support to the Business Development team in scoping new partnership opportunities and provide implementation team from clinical to broader implementation team for new implementations.

- Develop and implement formal performance management strategy for company nationally.

Inclusive of evaluating program interventions to determine key performance indicators, implement leadership tools to focus on performance management in a way to yield highest ROI to all partners based on programs deployed, and a formal strategy and support team to review KPIs and build performance plans for underperforming staff.

- Improved performance nationally by 240% for Care Management programs, based on engagement, graduation, and KPI targets.
- Built formal scoping standards for new partners to evaluate current state and necessary change management efforts that will be necessary to implement new models.
- Built standard staffing models by LOB and Program to support pricing new partnerships.
- Deliver Transitions of Care program interventions at a 6:1 ROI and Complex Care at a 4:1 ROI.
- Lead NCQA accreditation for EVH with a perfect CM and Population Health Program (PHP) accreditation audit and score in mid-2019, as well as NCQA naming EVH the first in the nation with the PHP accreditation.

#### **EVOLENT HEALTH**

##### **Regional Managing Director, Clinical Operations, 2016 – 2018**

Arlington, VA

Report to Regional President and focus on regional partners delivering on value based initiatives to meet market goals. Primary focus of CM deployment and Practice Operations efforts to improve quality over multiple markets. Oversee market clinical operations executive and focus on best practice sharing across markets to optimize results.

#### **EVOLENT HEALTH**

##### **Senior Director, Clinical Operations, 2013 – 2016**

Arlington, VA

Report to Regional President and focus on market partner as clinical operations market executive. Implementing new programs, leading clinical strategy and deploying clinical strategy and interventions within the market in collaboration with CMO. Lead team of clinical leaders, focus on developing targets and measures, implement tools to support operational management, culture champion.

#### **INDIANA UNIVERSITY HEALTH, INDIANA**

##### **Administrative Director, 2008 – 2013**

Bloomington, IN

Report to COO of IUH Arnett. Scope includes opening of Pediatric Unit and Neonatal Intensive Care Unit at brand new 185 bed hospital, lead Primary Care, Pediatrics, Urgent Care, OBGYN, Neonatology, Neurology, Endocrinology, and float pool business units – full P&L accountability, design and open new 35,000 square foot medical office building modeled to support medical home models, implement population health models within provider offices to support quality and value based contracts, support provider sponsored health plan business goals and growth strategy, lead provider recruiting and contracting support, and day to day operational management and leadership.

## EDUCATION

**MBA, Anderson University**

**Falls School of Business**

Anderson, IN, 2007

**MS, Nursing, Anderson University**

Anderson, IN, 2007

**BS, Nursing, Purdue University**

West Lafayette, IN, 2007

## RELEVANT COMPETENCIES AND CERTIFICATIONS

- Budget ownership and leadership
- Medicare and Medicaid
- Value-Based Care
- Provider-Sponsored Health Plans
- ACOs/Next Generation ACOs
- Stratification and Clinical Operations
- Practice Operations and Transformation
- Risk Adjustment strategies
- Quality/ NCQA Programs and Accreditation
- Leadership and Culture Champion
- Strategy Development and Deployment
- Operations and Execution
- Performance Management
- Client and Partner Relationship Management
- Process Improvement
- Change Management
- Clinical Data Analysis

## PROFESSIONAL AND COMMUNITY AFFILIATIONS

- Wyandotte Elementary School PTO, 2015 – Present; Fundraising Chair
- East Tipp Summer Rec Board of Directors, 2016 – 2018; Member at Large
- Harrison Youth Baseball Organization, 2017 – Present; Fundraising Chair
- Pi Beta Phi House Corporation Board. 2018 – Present; Member at Large
- North Central Health Services Grants Board, 2018- Present; Member at Large
- East Tipp Middle School Booster Club, September 2019 – Present; Secretary

## **DAVID HENLEY- JD, CHIE, FLIMI, CCEP, CHPC** **Vice President and Chief Compliance Officer**

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### **PROFESSIONAL SUMMARY**

Mr. Henley has 25 years of experience providing legal counsel and leadership in the health insurance and health care markets. As Vice President and Chief Compliance Officer for Passport Health Plan, he routinely applies keen analytical and creative problem-solving skills to assess and manage risk. Mr. Henley is a results-oriented compliance expert who routinely demonstrates his strengths as a motivational leader of cross-functional teams that work diligently to meet Kentucky Department of Medicaid Services compliance standards.

### **PROFESSIONAL EXPERIENCE**

#### **PASSPORT HEALTH PLAN**

**Vice President and Chief Compliance Officer, 2011 – Present**

Louisville, KY

Positions at Passport Health Plan are Chief Compliance Officer, Risk Management Leader, HIPAA Privacy Officer and Culture Leader. As Chief Compliance Officer, responsible for establishing the Compliance Department and developing the Compliance Program for Passport Health Plan. Manage staff that is responsible for contracting with the Kentucky Department of Medicaid Services and oversee subcontractors that assist in providing services to Kentucky Medicaid recipients. Also, manage staff responsible for the Passport Health Plan Medicare Advantage product. Duties include: After assuming CEO role, grew to the largest Medicaid and D-SNP plans in the UHC portfolio.

- Develop the annual compliance work plan and conduct a mandatory annual risk assessment.
- Oversee and monitor the implementation of the compliance program.
- Provide guidance to the board of directors, senior management, staff, and employees on compliance matters.
- Develop policies and programs that encourage managers and employees to report suspected fraud and other improprieties without fear of retaliation.
- Develop, coordinate, and participate in a multifaceted educational and training program that focuses on the elements of the compliance program.
- Respond to government investigations and queries as the principal point of contact.
- Investigate and act on matters related to compliance, including the flexibility to design and coordinate internal investigations (e.g., responding to reports of problems, “hot-line” calls, or suspected violations) and any resulting corrective actions.
- Monitor external audit review processes, maintain awareness of compliance issues, and in conjunction with legal counsel and senior management, respond to administrative inquiries related to compliance issues or audits.

#### **WELLPOINT, INC. (UNICARE, HEALTHLINK, ANTHEM BLUE CROSS AND BLUE SHIELD IN MISSOURI, ANTHEM BLUE CROSS AND BLUE SHIELD IN WISCONSIN)**

**Last Position: Managing Associate General Counsel, 1995 – 2010**

Multiple Locations

- Served as lead counsel for WellPoint subsidiaries UniCare Life & Health Insurance Company and HealthLink, Inc. Demonstrated leadership qualities, superior business judgment, clear understanding of board governance responsibilities and excellent communication skills.
- Supervised attorneys, paralegals, market conduct examiners, investigators, and administrative assistants throughout career.

- Advised corporate staff regarding mergers and acquisitions including the sale of UniCare’s medical business.
- Provided advice to finance, sales, marketing, claims, customer service and underwriting staff.
- Drafted and reviewed contracts, including insurance policies, provider contracts, confidentiality agreements, vendor agreements, settlement agreements and administrative service agreements.
- Advised corporate staff about state and federal audits. Responded to and negotiated the settlement of the audits.
- Advised corporate staff regarding state and federal legislation, including HIPAA, COBRA, ARRA, ERISA, HITECH, Mental Health Parity, Stark Law, False Claims Act, Anti-Kickback and Exclusion Statute.
- Advised staff regarding compliance matters with regulatory authorities such as Departments of Insurance, Department of Labor and Centers for Medicare and Medicaid Services.
- Coordinated litigation activities with internal and outside counsel to mitigate liability and business risks.
- Managed outside counsel and associated costs through appropriate, judicious and efficient use of outside counsel.

**DEPARTMENT OF INSURANCE, STATE OF MISSOURI**

**Examiner-in-Charge, Market Conduct, 1992 – 1995**

Jefferson City, Missouri

**Attorney, 1989 – 1992**

Jefferson City, Missouri

**JUDGE ADVOCATE GENERAL'S CORPS, UNITED STATES ARMY**

**Attorney, Rank: Captain, 1985 – 1989**

**EDUCATION**

**JD, University of Nebraska**

**College of Law,**  
Lincoln, NE, 1984

**BS, Business & Economics, Louisiana State University**

Baton Rouge, LA, 1981

**RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS**

- Admitted to Nebraska Bar, 1985
- Admitted to Missouri Bar, 1990
- Admitted to Illinois In-House Bar, 2008
- Admitted to Kentucky Bar, 2012
- Acquired CHIE designation, 2005
- Acquired FLIMI designation, 1994
- Corporate Compliance and Ethics Professional (CCEP)
- Certified Healthcare Insurance Executive (CHIE)
- Certified Healthcare Privacy Compliance Professional (CHPC)

**PROFESSIONAL AFFILIATIONS**

- Chair of Board, Health Enterprises Network
- Board Member St. George’s Scholar Institute
- Board Member, OneWest

- Board Committee Member, Volunteers of America
- Member, Society of Corporate Compliance and Ethics

## **STEPHEN J. HOUGHLAND, MD**

### **Vice President & Chief Medical Officer**

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#### **PROFESSIONAL SUMMARY**

With 20 years of medical leadership experience in both the Kentucky delivery system and health plan/financing environments, Dr. Houghland is uniquely positioned to act as a strong liaison between Passport Health Plan and the provider community. He is an active listener who consistently creates shared understanding between clinical team members and their business counterparts to help reduce administrative burden for providers and promote better health outcomes for members.

#### **PROFESSIONAL EXPERIENCE**

##### **PASSPORT HEALTH PLAN**

###### **Vice President and Chief Medical Officer, 2012 – Present**

Louisville, KY

Passport Health Plan is a 320,000-member, provider-sponsored, non-profit managed care organization (MCO) that has been contracted with the Commonwealth of Kentucky to administer Medicaid benefits since 1997. In addition, Passport Health Plan is sponsored by the University of Louisville Physicians, University Medical Center Inc., Jewish Heritage Fund for Excellence, Norton Healthcare, and the Louisville/Jefferson County Primary Care Association.

- Provides strategic direction and oversight for all clinical programs, including Population Health Management, Care Management, Quality Management, Utilization Management, Behavioral Health, and Pharmacy.
- Acts as executive liaison to the Commonwealth provider community.
- Provides physician and clinical leadership within the Passport provider network.
- Engages with strategic partner and owner, Evolent Health, to advance Passport's population health management program and drive clinical and financial success.

##### **UNIVERSITY HEALTH CARE, INC. D.B.A. PASSPORT HEALTH PLAN**

###### **Interim Chief Medical Officer, 2011 – 2012**

Louisville, KY

- Provided strategic direction and oversight for all clinical programs, including Population Health Management, Care Management, Quality Management, Utilization Management, Behavioral Health, and Pharmacy.
- Acted as executive liaison to the Commonwealth provider community.
- Provided physician and clinical leadership within the Passport provider network.

##### **UNIVERSITY PHYSICIANS ASSOCIATES**

###### **Medical Director, 2003 – 2011**

Louisville, KY

- Lead, developed, directed, and implemented clinical activities that impacted health care quality, cost, and outcomes.
- Engaged in peer-to-peer case discussion and resolution.

UNIVERSITY OF LOUISVILLE SCHOOL OF MEDICINE, DEPT OF MEDICINE

**ACADEMIC APPOINTMENTS**

<b>Associate Professor of Medicine, Gratis, 2009 - 2012</b>	Louisville, KY
<b>Associate Director, Internal Medicine Training Program, 2004 - 2009</b>	Louisville, KY
<b>Assistant Professor of Medicine, 2002 –2009</b>	Louisville, KY
<b>Assistant Professor, Gratis, 2005 - 2006</b>	Louisville, KY
<b>Interim Course Director, LIFE Clinic, 2005</b>	Louisville, KY
<b>Acting Co-Director, Combined Medicine-Pediatrics Training Program, 2003 - 2004</b>	Louisville, KY
<b>Assistant Director, Internal Medicine Training Program, 2002 –2004</b>	Louisville, KY
<b>Lecturer and Chief Medical Resident, 2001 –2002</b>	Louisville, KY

**EDUCATION**

**Internal Medicine Residency**  
**University of Louisville,**  
Louisville, KY, 1998-2001

**Doctor of Medicine (M.D.)**  
**University of Louisville,**  
Louisville, KY, 1998

**BA, Biology, University of Louisville,**  
Louisville, KY, 1994

**RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS**

- Kentucky Board of Medical Licensure #34905
- Internal Medicine Training
- Strategy
- Medical Leadership
- Population Health Management
- Value-Based Contracting/Quality Incentives
- Provider Relationship Support
- Quality and Affordability Initiatives

**PROFESSIONAL AFFILIATIONS**

- Kentucky Medical Association - member
- Greater Louisville Medical Society - member
- Kentuckian March of Dimes – Board of Directors
- Kentuckiana Health Collaborative – Executive Committee



## **BRENDA HUNTSMAN**

### **Guardianship Liaison**

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#### **PROFESSIONAL SUMMARY**

As Guardianship Liaison for Passport Health Plan, Ms. Huntsman has nearly 20 years of experience closely supporting and assisting individuals and families in difficult and highly-complex situations. For the past four years, she has helped to identify and address gaps in care for some of the plan's most vulnerable members – those living under the guardianship of the Commonwealth.

#### **PROFESSIONAL EXPERIENCE**

##### **PASSPORT HEALTH PLAN**

###### **Guardianship Liaison, 2019 – Present**

Louisville, KY

- Manage all members assigned to State Guardianship.
- Perform 90-day chart reviews for each member and send to assigned State Guardian.
- Identify gaps in care and work with State Guardian to remove barriers.
- Participate in quarterly face-to-face meetings with Guardianship Supervisors for each of the ten regions to review each Passport member in guardianship.
- Participate in a quarterly face to face meeting with the Directors of Guardianship in Frankfort, KY.
- Attempt to complete Health Risk Assessments with each Passport member discharging from state psychiatric facilities and assist with coordinating care.

##### **EVOLENT HEALTH**

###### **Guardianship Specialist, 2016 – 2019**

Louisville, KY

Guardianship Liaison transitioned to Evolent Health as part of the agreement with Passport Health Plan. Duties remain the same.

##### **PASSPORT HEALTH PLAN**

###### **Guardianship Liaison, 2016**

Louisville, KY

Same as above.

##### **KENTUCKY DEPT OF CORRECTIONS/DBHDID**

###### **Reintegration Specialist (Contract Position), 2009 – 2016**

LaGrange, KY

- Supervised offenders living with severe mental illness to reduce the risk of recidivism to the community.
- Maintained personal contact with offender through office and community visits.
- Compiled statistical data for monthly, quarterly, and annual reports.
- Coordinated quarterly meeting with community mental health centers and state psychiatric hospitals.

**FAMILY AND CHILDREN'S PLACE**

**Homeless Prevention Case Manager, 2005 – 2009**

Louisville, KY

- Provided case management services for families at risk for homelessness in the Louisville area.
- Collaborated with community providers to advocate on behalf of families.

**FAMILY AND CHILDREN'S PLACE**

**Family Support Worker, 2000 – 2005**

Louisville, KY

Provided support for families at risk for homelessness in the Louisville area.

**EDUCATION**

**BA, University of Louisville (In Progress)**

Louisville, KY

**PUBLICATIONS, PRESENTATIONS, AND AWARDS**

- Awarded Walk the Walk “Excellence in All” 2018
- Awarded Passport Health Plan “Most Valuable Professional” 2018
- Awarded Adult Mental Health Case Manager of the Year (DBHDID) 2010
- Kentucky Department of Corrections Commissioner’s Award for Superior Performance 2009
- Awarded Kentucky State Reformatory “Mental Health Employee of the Year” 2008

**DR. ELIZABETH WALTER MCKUNE, PH.D.**  
**Vice-President, Health Integration**

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**PROFESSIONAL SUMMARY**

Dr. McKune is a licensed Psychologist with over 20 years of experience leading behavioral health professionals and initiatives across public and private settings in Kentucky. As Vice President, Health Integration and acting Behavioral Health Director at Passport Health Plan, she delivers clinical leadership and strategic guidance to ensure interventions are fully-integrated and produce high quality, cost-effective member care and supportive provider experiences.

**PROFESSIONAL EXPERIENCE**

**PASSPORT HEALTH PLAN**

**Vice-President Health Integration, 2018 – Present**

Louisville, KY

- Acting Behavioral Health Director. Responsibilities as described below.
- Lead the strategic vision for collaboration and innovation between physical health, behavioral health, and communities/social support to create opportunities for members to improve their health and wellbeing.
- Provide clinical leadership with the Chief Medical Officer for overall health and wellbeing strategy and value of health services across the Commonwealth, including quality and cost effectiveness.
- Create data-driven solutions, convene partners around vision, measure impact, and implement findings for improved health.

**PASSPORT HEALTH PLAN**

**Director, Behavioral Health, 2013 – 2018**

Louisville, KY

- Provide leadership for the organization, including strategic planning, coordination, and operational oversight of behavioral health benefit.
- Drive value with provider partners by using technology and analytics to identify gaps in care and determine evidence-based and cost-effective strategies to address gaps. Collaborate with providers and community partners to implement and evaluate patient-centered solutions for optimizing health and linking provider performance to payment.
- Lead team that provides practice transformation consultation with providers and community partners in building integrated primary and specialty care delivery models, improving traditional behavioral health interventions, and addressing substance use disorders.
- Supervise program operations and administration of the behavioral health benefit, including overseeing subcontractor(s); identifying and engaging providers; assessing member health needs; measuring and improving member quality of care.
- Provide oversight of regulatory compliance with contractual obligations including applicable laws, regulations, and policies that govern the behavioral health aspects of Medicaid.

**KY JUSTICE & PUBLIC SAFETY CABINET, DEPARTMENT OF CORRECTIONS**

**Director, Division of Mental Health, 2012 – 2013**

LaGrange, KY

- Appointed by Governor Steven Beshear and Commissioner LaDonna Thompson to lead statewide mental health services for Kentucky Department of Corrections' 11 adult institutions.
- Had operational oversight of four branches including: General Psychological Services; the Correctional Psychiatric Treatment Unit; Women's Health Services; and Sex Offender Treatment Services. Maintained fiscal responsibility for multi-million-dollar budget and led team of over 110 team members.
- Built and maintained relationships to ensure seamless transition in continuum of care with community mental health providers.

**KY JUSTICE & PUBLIC SAFETY CABINET, DEPARTMENT OF CORRECTIONS**

**Assistant Director, Division of Mental Health & Substance Abuse, 2008 – 2012**

LaGrange, KY

- Provided leadership and operational oversight for three branches of the Division of Mental Health: Correctional Psychiatric Treatment Unit; General Psychological Services; and Women's Mental Health Services.
- Led strategic planning, accreditation compliance review, development and implementation of award-winning evidence-based behavioral health treatment programs. Responsible for multi-million dollar budget.
- Led a team that screened over 14,000 individuals for mental health services per year with nearly 6,000 actively engaged in treatment across the continuum of care in 11 facilities located in urban and rural areas across Kentucky.

**KENTUCKY PSYCHOLOGICAL ASSOCIATION**

**Director, Professional Affairs, 2010 – 2013**

Louisville, KY

Provided guidance and support to the members of the professional psychology member organization for Kentucky. Represented KPA to the American Psychological Association Practice Organization, other professional organizations, Kentucky Department of Insurance, and insurance payer groups.

**KY JUSTICE & PUBLIC SAFETY CABINET, DEPARTMENT OF CORRECTIONS**

**Licensed Psychologist Program Administrator, 2007 – 2008**

LaGrange, KY

Led the Division of Mental Health and Substance Abuse Organizational Development Services. Provided guidance for strategic leadership planning and divisional goal setting and fostered community relationships to aid with community re-entry and transition of offenders.

**KENTUCKY PSYCHOLOGICAL ASSOCIATION**

**Integrated Health Care Consultant, 2007 – 2007**

Louisville, KY

Received planning grant from the American Psychological Association Committee for the Advancement of Professional Psychology to develop an integrated health care model. The evidence-based model included: partnering with communities across Kentucky to improve the quality of health care; reducing overall health care costs; educating systems about the benefits of utilizing psychologists as health and behavior change agents; and expanding opportunities for psychologists.

**FRAZIER REHAB & NEUROSCIENCES CENTER**

**Director of Psychology, Neuropsychology, & Brain Injury Program, 2006 – 2007**

Louisville, KY

Provided planning and program development of the Psychology Department, Neuropsychology Services, and CARF-Accredited Brain Injury Program and directly supervised interdisciplinary teams for inpatient and outpatient brain injury programs.

**KY JUSTICE & PUBLIC SAFETY CABINET, DEPARTMENT OF CORRECTIONS**

**Licensed Psychologist Program Administrator, 2004 – 2006**

LaGrange, KY

Planned, developed, and coordinated general psychological services program for adult correctional institutions statewide, including supervising numerous psychology professionals.

**Licensed Psychologist I, 1999 – 2004**

LaGrange, KY

**SUSAN BORNSTEIN, MD**

**Licensed Psychologist, 2005 – 2005**

Louisville, KY

Provided health psychology services as part of gynecological practice.

**INNOVANCE PAINCARE CENTER**

**Temporarily Licensed Psychologist, 1998 – 1999**

Louisville, KY

**CARITAS PAIN MANAGEMENT CENTER**

**Certified Psychological Associate, 1997 – 1998**

Louisville, KY

**WESTERN KENTUCKY INTERNSHIP CONSORTIUM**

**Pre-Doctoral Intern, 1996 – 1997**

Hopkinsville, KY.

**UNIVERSITY OF LOUISVILLE**

**Admissions Counselor III, 1995 – 1996**

Louisville, KY

**Acting Area Coordinator, 1994 – 1995**

Louisville, KY

**Residence Director, 1993 – 1994**

Louisville, KY

**EASTERN KENTUCKY UNIVERSITY**

**Area Coordinator, 1991 – 1993**

Richmond, KY

**EDUCATION**

**Certificate of Public Health Leadership, University of Kentucky College of Public Health**

Lexington, KY, 2009

**EdD, Counseling and Personnel Services, University of Louisville**

**Emphasis Area: Counseling Psychology**

Louisville, KY, 1999

**MEd, Educational and Counseling Psychology, University of Missouri**

**Emphasis Area: College Student Affairs**

Columbia, MO, 1991

**BEd, Educational and Counseling Psychology, University of Missouri**

**Emphasis Area: Business and Industrial Psychology**

Columbia, MO, 1990

## RELEVANT COMPETENCIES AND CERTIFICATIONS

### **Kentucky State Board of Examiners of Psychology**

Licensed Psychologist #129096, Legacy #1167

1999-Present

### **National Committee for Quality Assurance**

Patient Centered Medical Home Certified Content Expert

2015-2019

## PROFESSIONAL AFFILIATIONS

- American Psychological Association – Member, Committees, and Trainer 1999-Present
- Association of Community Affiliated Plans (ACAP)
  - Representative to the American Psychiatric Association, Mental
  - Health and Substance Use Disorder Technical Expert Panel, 2019-Present
  - Representative to the Understanding Key Evidence Gaps in the Treatment of Anxiety Disorders in Children, Adolescents, and Young Adults: A PCORI (Patient Centered Outcomes Research Institute) Stakeholder Workshop, 2017
- Brain Injury Alliance of Kentucky – Board, Officer, Committees 2007-present
- Collaborative Family Healthcare Association Annual Conference, Planning Committee, 2010
- Jewish Hospital and St. Mary's Healthcare Foundation Board Member, 2015-Present
- Kentucky Board of Examiners of Psychology Board Member, Chair (2018-), and Oral License Examiner (2005-), Appointed by Governor Steven Beshear, November 2015-Present
- Kentucky Early Childhood Advisory Group for Kellogg Grant Member, 2018-Present
- Kentucky Psychological Association & Foundation – Member, Officer, Committees, Task Forces 1996-present

## PUBLICATIONS, PRESENTATIONS, AND AWARDS

- Holden, L., Spaan, M., Spinks, H., Riegel, A., McKune, E.W., Harrison, T. (2019). *Addressing social determinants of health: Helping vulnerable populations thrive through community partnerships and targeted interventions*. Panel discussion at 10th Annual Medicaid Innovations Forum. Orlando, FL.
- Osowski, H.W., McKune, E.W., Knorr-Mulder, C., Wong, B., Bain, C.M. (2019). *Managing behavioral health issues and substance use disorders: Developing an innovative care strategy that improves outcomes*. Panel discussion at 10th Annual Medicaid Innovations Forum. Orlando, FL.
- Numerous other professional (invited) presentations dating back to the 1990s.
- Passport Health Plan, Most Valuable Professional, 2015
- Kentucky Psychological Association, Psychologist of the Year, 2014
- Numerous other professional accolades and awards dating back to the 1990s.

## **ANNA L. PAGE, RN**

### **Senior Director Utilization Management**

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#### **PROFESSIONAL SUMMARY**

As a Registered Nurse, Ms. Page has nearly 30 years of clinical and operational leadership experience across provider and managed care settings in Kentucky. As Senior Director Utilization Management, she leads a talented clinical team to design , implement, and manage programs that encourage appropriate member utilization and achieve cost savings for the plan and the Commonwealth.

#### **PROFESSIONAL EXPERIENCE**

##### **EVOLVENT HEALTH**

**Senior Director Utilization Management; 2011-2019; 2019 - Present**

Louisville, KY

##### **PASSPORT HEALTH PLAN**

**Director Utilization Management, 2019**

Louisville, KY

- Manage the Utilization Management Program for Government Health Plans (Medicaid & Medicare) consisting of:
- Operational oversight of clinical staff, including all aspects of a Utilization Management Program comprising:
  - Authorization Program
  - Client Service Level Agreements
  - Compliance monitoring and adherence
  - Training & Consistency/Inter-rater Reliability
  - Data Analytics
  - Reporting
  - New technology assessment
  - Specialty Programs
  - NCQA Accreditation, DMS and CMS Audit process
- Develops and enhances policies and programs.
- Conducts program audits.
- Oversees subcontractors.
- Participates in Corporate Committees including:
  - Quality Medical Associate Committee
  - Quality Medical Management Committee
  - Utilization Management Committee
  - Policy Approval Committee
- Evaluates and implements Medical Management Programs to achieve cost savings to the plan including:
  - Development of Advanced Radiology Program resulting in 3:1 ROI.
  - Development of authorization program for PPEC (Child Care Services for medically fragile) resulting in 1 million plus annual savings.
- Developed 1- and 2-day hospital length of stay conversion to observation program resulting in reduced admissions per 1,000 members.

- Developed OB Ultrasound guidelines resulting in reduction of average number of ultrasounds per routine pregnancy.
- Developed Discharge Education Team resulting in downward trend of inpatient re-admissions.
- Developed Emergency Room Program resulting in reduction in non-emergent emergency room visits.
- Conduct clinical analysis of claims data resulting in the implementation of programs including:
  - Drug screen testing authorization
  - Genetic testing claims edits
  - Therapy benefit enhancements.
- Ensure plan meets all customer service level agreements.

**SHPS**

**Client Services; UM Reviewer & Trainer/Registered Nurse, 1992 – 2010**

Louisville, KY

**Manager Case and Disease Management**

- Managed over 20 staff in Case and Maternity Management for private carriers and third-party administrators.
- Managed daily client activities for over 500,000 covered lives.
- Participated in Corporate Committees, including:
  - Corporate Quality and Compliance.
  - Care plan development.
  - Telecom system enhancement.
- Developed multiple client programs including:
  - Targeted Care Management for high-dollar utilization.
  - Enhanced Maternity Program.
- Managed quality staff audits resulting in a 30% increase in quality results.
- Analyzed statistical data and restructured existing Case Management program resulting in a 79% increase in member participation rate.
- Instituted workflows resulting in a 40% increase in case volume.

**Manager Utilization Management**

- Managed over 40 clinical and non-clinical staff in Utilization Management for third party administrators.
- Developed multiple client programs including:
  - PCP to Specialist Referral Program
  - Outpatient Mental Health Review Program
  - Oncology Centers of Excellence Program.
- Developed quality scorecard resulting in an increase of audit results from 60% to 95%.
- Maintained 100% compliance with client performance measurements.
- Performed audits on case activity resulting in a 57% increase in referrals to client programs.
- Revised inbound call criterion resulting in 100% compliance with client requirements.



**Manager, Medicare D Pharmacy**

- Managed 40 staff for Medicare D Pharmacy program.
- Developed, implemented, and managed Pharmacy program, including project plan development and oversight, identification of client business requirements, development of operational workflows and training manual, and development of staffing models.

**Client Services Manager**

- Developed client profitability metrics.
- Developed and maintained project plans utilizing Microsoft Project.
- Acted as a resource to Operations in the area of account management that included:
  - Maintained client performance guarantees at 100%.
  - Evaluated client fee increases according to current CPI.
- Assisted as Project Manager for over-sight, preparation, and delivery of a substantial Government Request for Proposal.
- Assisted as co-lead for Corporate wide project to integrate systems and platforms.

**UM reviewer & Trainer**

- Implemented training program for new and existing staff.
- Performed telephonic reviews for government and commercial health plans.

**ST. ANTHONY'S HOSPITAL**

**Registered Nurse, Healthcare Services, 1991 – 1992**

Louisville, KY

**EDUCATION**

**AS, Nursing, Jefferson Community College**

Louisville, KY, 1992

**RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS**

- Registered Nurse, 1991
- Data Research

**PUBLICATIONS, PRESENTATIONS, AND AWARDS**

- Elite Employee Recipient, 2003

## JUDY G. PALMER

### Senior Director, Member and Provider Services

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#### PROFESSIONAL SUMMARY

Ms. Palmer has over 30 years of member and provider services experience across provider and managed care settings in Kentucky. As Senior Director, Member and Provider Services & Passport Advantage at Passport Health Plan, she provides strategies and guidance regarding call center operations to ensure the plan meets all internal and external performance standards and members and providers consistently experience positive interactions with the plan.

#### PROFESSIONAL EXPERIENCE

##### PASSPORT HEALTH PLAN

###### Senior Director, Member and Provider Services, 2019 – present

Louisville, KY

Current Manager over Member and Provider Services. Support the Plan with strategy and decisions affecting all call center operations. Continue to support organization during period of rapid growth in membership, revenues, organizational structure, and operational efficiency. Oversee growth by expanding call center operations and staffing to service the growth in membership as well as our provider base. Both call centers act as boots to ground initiative to our providers and members as their first interaction with the Plan.

##### EVOLENT HEALTH

###### Senior Director, Member and Provider Services, 2016 - 2019

Louisville, KY

Oversee Member and Provider Services. Provide strategy and decisions affecting all call center operations. Continue to support organization during period of rapid growth, including increase in membership, revenues, organizational structure, and operational efficiency. Oversee growth by expanding call center operations and staffing to service the growth in membership, as well as provider base. Both call centers act as boots-to-ground initiative to our providers and members as their first interaction with Passport.

- Implement new marketing policies and procedures for call center due to competitive challenges of additional managed care organizations in Kentucky.
- Effectively achieve performance standards set by Department of Medicaid and CMS for both member and provider call centers.
- Participate in operations meetings and IT meetings with DMS to ensure contract compliance.
- Improve customer satisfaction scores to allow for excellent accreditation status with NCQA.
- Assisted the plan in achieving ranking in top 25 Medicaid Plans, nationally.
- Integrated the call centers into all other departments through collaborative work and strategies on how to support our members and providers.
- Directed plan through new enrollment categories due to ACA Expansion opportunities.
- Successfully integrated claims status calls to the provider call center.

##### PASSPORT HEALTH PLAN

###### Director, Member and Provider Services, 1999 - 2015

Louisville, KY

Manager over Enrollee and Provider Services. Support the Plan with strategy and decisions affecting all call center operations. Continue to support organization during period of rapid growth in membership, revenues, organizational structure, and operational efficiency. Oversee growth by

expanding call center operations and staffing to service the growth in membership as well as our provider base. Both call centers act as boots to ground initiative to our providers and members as their first interaction with the Plan.

- Directed plan through new enrollment categories due to ACA Expansion opportunities.
- Responsible for finding root cause of large membership decrease and actively regained over 50% of lost members.
- Implemented and achieved new marketing policies and procedures for call center due to competitive challenges of additional managed care organizations in Kentucky.
- Effectively achieved performance standards set by Department of Medicaid and CMS for both member and provider call centers.
- Participates in operations meetings and IT meetings with DMS to ensure contract compliance.
- Improved customer satisfaction scores to allow for excellent accreditation status with NCQA.
- Assisted the plan in achieving ranking in top 25 Medicaid Plans, nationally.
- Integrated the call centers into all other departments through collaborative work and strategies on how to support our members and providers.
- Successfully integrated claims status calls to the provider call center.
- Achieved high satisfaction scores with associates.

#### **CARITAS HEALTH SERVICES/JEWISH HEALTH SERVICES**

**Director, Admissions and Telecommunications, Our Lady of Peace Hospital/  
St. Mary and Elizabeth Hospital, 1977 – 1999**

Louisville, KY

Promoted and made responsible for Admissions and Telecommunications for a psychiatric facility and a medical/surgical hospital, in two separate locations. Directed team in preparation of managed care changes coming.

- Implemented new core computer system for both facilities.
- Enhanced service delivery for the admissions unit at the psychiatric hospital.
- Encouraged team to work as one, clinicians, counselors, admission representatives, insurance verification clerk and was successful.
- Consultants brought many potential clients to observe our model and set up in other areas around the United States.

#### **EDUCATION**

**Bachelors Degree in Business Management, University of Louisville (In Progress)**

Louisville, KY

#### **RELEVANT COMPETENCIES AND CERTIFICATIONS**

- Leadership/Medicaid/Managed Care/Performance and Talent
- Customer Focused Service Delivery
- Multi-Year Roadmaps/ Business & Technology Alignments
- Continuous Process Improvements
- Financial Management

#### **PROFESSIONAL AFFILIATIONS**

- Business First of Kentucky
- Greater Louisville, Inc.
- Health Enterprises Network.

## **CHERI L. SCHANIE, RN, BSN, CCM**

### **Early and Periodic Screening Diagnostic, and Treatment (EPSDT) Coordinator**

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#### **PROFESSIONAL SUMMARY**

Ms. Schanie is a Registered Nurse and Certified Case Manager with over 30 years of clinical and operational experience in Kentucky, including 25 years of managed care experience and 23 years at Passport Health Plan. As EPSDT Treatment Coordinator, she actively manages all aspects of EPSDT operations and initiatives to include staff training, member compliance, targeted member outreach, provider education, and continuous process monitoring and improvement.

#### **PROFESSIONAL EXPERIENCE**

##### **PASSPORT HEALTH PLAN**

##### **Early and Periodic Screening Diagnostic, and Treatment Coordinator, 2019 – Present**

Louisville, KY

- Responsible for the day-to-day operations of the EPSDT outreach program, including overseeing method to identify and stratify member non-compliance with EPSDT screenings, planning and organizing targeted member outreach campaigns, and collaborating with internal and external customers to improve member compliance with EPSDT screenings.
- Coordinates and implements all aspects of the EPSDT Home Visit Outreach Program, including supervision and training of internal staff and providers.
- Oversees coordination of tracking system to document EPSDT service outreach and track member adherence with all components of EPSDT health screening and follow-up.
- Coordinates, develops, and implements departmental policies and processes and manages to departmental goals and objectives related to EPSDT activity and initiatives.
- Provides subject matter expertise internally for development of member and provider materials that explain EPSDT preventive health screening services and EPSDT Special Services.
- Collaborates with Community Engagement to provide education at health fairs, community events, and other onsite activities.
- Collaborates with Provider and Network Management to provide education at various provider events.
- Monitors and ensures departmental compliance with all applicable State, Federal, and contractual obligations.
- Accountable for successful results with EPSDT-related audits, including the coordination and resolution of recommendations and findings.
- Establishes and maintains positive communication and professional demeanor with PHP employees, providers, EQRO, Department of Community Based Services, Commission for Children and the State. Acts as liaison with outside entities as required.
- Maintains current and develops new collaborative projects in order to promote EPSDT and member health outcomes.

## EVOLVENT HEALTH

### Manager/Quality Improvement, 2014 – 2019

- Served as the project lead for quality improvement projects, including, but not limited to:
  - HEDIS data collection & reporting project
  - Health Plan Surveys, including CAHPS and provider satisfaction surveys and subsequent analysis
  - Compliance audit preparation, including DMS and EQRO audits
  - Medical record reviews as needed to support regulatory requirements, including HEDIS, CPG, and Medicaid quality indicator reporting
  - Review and analysis of data from survey tools, including but not limited to, provider satisfaction survey and CAHPS surveys
  - Data collection, analysis and submission required for health plan quality improvement monitoring and reporting.
  - QI Workgroup activities and special projects as needed.
- Provided input on Quality Improvement (QI) documents, including but not limited to: QI Program Description, QI Program Evaluation, QI Work Plan, policies and procedures and QI Project Documents.
- Acted as a liaison with other departments to improve health plan processes and ensure compliance with State, Federal, the organization and accrediting body requirements.
- Developed and evaluated annual QI workplan and program description by facilitating QI throughout the organization and serving as a resource to other departments.
- Facilitated NCQA mock and accreditation reviews, annual HEDIS reporting, and the annual CAHPS survey.
- Developed and implemented QI design of clinical and service projects, including but not limited to, DMS-required outcomes.
- Oversaw delegated entities as pertaining to quality improvement policies and standards.
- Guided QI activities that meet or exceed applicable DMS, CMS and NCQA regulatory and contractual requirements for the Medicaid line of business.
- Supervised and directed assigned Quality Improvement staff.

## PASSPORT HEALTH PLAN

### Manager/Case Management, 2007 – 2014

- Planned, organized, and directed development and performance of the Case Management Department.
- Ensured staff was properly trained, including obtaining CCM within two years of employment.
- Developed and Implemented Embedded Case Management Program to place case managers in high volume provider offices. The programs increased provider/member involvement, improved member health outcomes, and reduced inappropriate member use of services.
- Supervised Behavioral Health Liaison who worked proactively to identify members and to ensure coordination and continuity of care for physical and behavioral health care services.
- Achieved NCQA standard compliance and compliance with all applicable State and Federal Laws. Has successfully maintained Excellent rating with NCQA for Case Management.
- Served on multiple internal committees as the representative for Case Management.

### **Neonatal Care Manager, 2001 – 2007**

- Developed and implemented a Neonatal Utilization/Care Coordination Program. Conducted concurrent review and care coordination for high-risk medically fragile neonates on-site at assigned hospitals using established criteria.
- Responsible for efficiency and appropriateness of neonatal hospital services to promote efficient and effective discharge planning.
- Provided case management services to member/caregiver to identify any medical or social concerns that would interfere with timely discharge and appropriate post discharge follow up.
- Collaborated with acute care facility, physicians, discharge planner, care giver and other members of the health care team to provide timely transition from hospital to home and post discharge follow up.
- Prepared program specific information for internal and external reports.

### **Pediatric Case Manager, 1998 – 2001**

- Identified, Assessed, Planned, Coordinated, Implemented, and Evaluated appropriate cost-effective healthcare services for individuals identified with special health care needs.
- Acted as a liaison between member, provider, and health plan to assure health services are provided in the most clinically appropriate and cost-effective manner.
- Identified barriers to care. Established goals with member/caregiver and provider.
- Monitored and documented progress towards goals and modifications as needed.
- Conducted utilization review for members in case management for home health, DME and transplants.

### **Concurrent Review, 1997 – 1998**

- On-site concurrent review at a high-volume Children’s Hospital using established criteria.
- Responsible for efficiency and appropriateness of hospital services to promote efficient and effective discharge planning.
- Collaborated with acute care facility, physicians, discharge planner, care giver and other members of the health care team to provide timely transition from hospital to home.

### **HUMANA**

**Utilization Review, 1996 – 1997**

Louisville, KY

### **SPAID NURSING**

**Private Nurse (Part Time) Pediatrics, 1986 – 1990**

Louisville, KY

### **AUDUBON/SUBURBAN HOSPITAL**

**RN- Patient Care- NICU – Staff Nurse/Charge Nurse, 1983 – 1993**

Louisville, KY

## **EDUCATION**

**BSN, Spalding College**

Louisville, KY, 1983

## **RELEVANT LICENSURES, COMPETENCIES, AND CERTIFICATIONS**

- Registered Nurse (RN), 1983
- Certification Case Management (CCM), 1999
- Chronic Care Professional (CCP) Health Coach, 2013

## PUBLICATIONS, PRESENTATIONS, AND AWARDS

- Nursing Excellence Award, 2005
- Manchester Who's Who Registry of Executives and Professionals, 2005

## KEVIN STAEBLER

### Director of Information Technology

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#### PROFESSIONAL SUMMARY

As Passport Health Plan's Director of Information Technology (IT), Mr. Staebler brings over 15 years of experience driving organizational strategy for IT infrastructure, operations, security, development, and business intelligence. He manages all aspects of the IT portfolio for Passport and Evolent in Kentucky, where he leads planning, design, and support services that impact networks, servers, telecommunications, data warehouse, and security systems. Mr. Staebler is also highly-skilled in partnering with State agencies to achieve objectives on Medicare and Medicaid programs.

#### PROFESSIONAL EXPERIENCE

##### PASSPORT HEALTH PLAN

###### Director, Information Technology, 2017 – Present

Louisville, KY

Propel business growth via short and long-term strategic direction for infrastructure, operations, security, development, and business intelligence. Lead teams in planning, designing, and supporting services that impact networks, servers, telecommunications, security systems, data warehouse, and all technology aspects for Passport and Evolent. Ensure top-notch performance of data centers, service desk, computing environments, and data services. Confirm SLA compliance company wide and ensure functionality of all systems and networks.

- Partner for Medicare and Medicaid programs as named technology representative. Lead integration, waivers, and all technology and operational integrations with DMS and CMS.
- Influence corporate-wide culture by creating and implementing an IT new hire integration process that is leveraged to quickly integrate new employees into the company.
- Strengthen the business by developing and rolling out technology-based policies, procedures, and standards in addition to architecting a highly-effective IT Security strategy.
- Infuse flexibility, scalability, and cost-efficiency by leading the replacement of datacenter hardware and leveraging cloud-based services.
- Transform the organizational structure of Passport to accommodate for a 33% annual increase in staffing, allowing room for future corporate growth and agility.
- Consistently align IT systems, processes, and programs to streamline and foster collaboration with Passport's business partners.

##### UNIVERSITY HEALTHCARE DBA PASSPORT HEALTH PLAN

###### Manager, Infrastructure & IT Operations, 2014 – 2017

Louisville, KY

Headed planning, guiding, designing, and maintaining an organizational IT infrastructure, IT operations, and business intelligence teams. Collaborated with multiple departments, and team members. Interacted with executive leadership regarding strategic direction. Recommended strategic planning and oversight of IT Integration service for partner, Evolent and provided tactical direction for Passport and the IT Department.

- Spearheaded deployment of SolarWinds in alignment with compliance requirements, involving a significant upgrade to the phone system and SIP conversion, increasing stability while yielding significant cost savings.
- Designed and constructed a robust disaster recovery site, including revamped backup power systems for added resilience, dependability, and business continuity in cases of unexpected



outages or natural catastrophe.

**LONG JOHN SILVER'S**

**Manager, OS Systems/Senior Application Developer, OS Management  
2012 – 2014**

Louisville, KY

Led multiple teams and direct reports in planning, creating, and maintaining applications for optimum efficiency of business processes. Aligned with end-users in Marketing, Finance, Legal, and Operations departments to devise enterprise-level technical solutions. Monitored and administered software licensing. Ensured projects met tight deadlines and compliance.

- Drove the large-scale \$1M PCI Compliance Credit Card Replacement project from end-to-end, spanning analysis, planning, implementation, and oversight of timelines, resulting in cost savings of \$5M across five years.
- Negotiated critical contracts with cost-effective results, yielding \$750K+ savings over five years with Dell, \$72K+ annual savings with Microsoft licensing, and an annual texting service program contract savings of \$300K.

**YUM! BRANDS**

**Senior Desktop Engineer, Desktop Engineering & Support, 2011 – 2012**

Louisville, KY

Drove design, development, and installation of integrated business applications and tools. Identified and resolved issues via in-depth troubleshooting to pinpoint and eliminate the root-cause. Built and maintained customized internal automation and configuration systems. Guarded against threats to system integrity by maintaining security patches and software.

- Supported onsite employees by designing and managing 3,500+ workstations, ensuring integrity, reliability, and security for day-to-day business processes.
- Developed roadmap for flawless support of Windows hardware and software maintenance and update initiatives with a focus on minimizing downtime and continuous productivity.

**LONG JOHN SILVER'S**

AW Application Developer, 2007 – 2011

Louisville, KY

**KFC**

Integration Application Developer, 2006 – 2007

Louisville, KY

**KFC**

Systems Quality Assurance Specialist, 2004 – 2006

Louisville, KY

**KFC**

Web Application Developer, 2004 – 2004

Louisville, KY

**KFC**

Co-Op Electronic Data Interchange Specialist, 2003 – 2004

Louisville, KY

## EDUCATION

### **BS, Business Administration, Computer Information Systems**

#### **University of Louisville**

Louisville, KY, 2004

### **Thrive Executive Training Course**

Cork Communications at University Healthcare DBA Passport Health Plan

Louisville, KY, 2018

## RELEVANT COMPETENCIES AND CERTIFICATIONS

- Executive Leadership
- Team Development/Leadership
- Resource Allocation
- Continuous Process Improvement
- Security & Compliance Standards
- Strategic Planning & Execution
- Build Agile/Responsive Organization
- IT Operations Management
- Budgeting & Business Proposals
- Technical & Infrastructure Leadership

## PROFESSIONAL AFFILIATIONS

Healthcare Information and Management Systems Society, Member, 2016-Present.

## TECHNICAL PROFICIENCIES

### **Managed Infrastructure Hardware**

Co-Location Peak10 & Standalone Data Centers ▪ Cisco UCS ▪ HP Blade ▪ VMware ▪ EMC-Based Data Centers

Cisco & Palo Alto Firewalls ▪ Cisco IronPort & MS Email Filters ▪ Cisco ▪ Aruba ▪ HP Switching

Cisco CUCM Phone System/UCCX Call Center ▪ Performance Data Warehouse ▪ Multiple Telecom Connections & Vendors Ricoh & Mixed Print/Scan Solutions ▪ Mixed End-User Systems (Lenovo, Dell, HP, Apple)

### **Managed Infrastructure Systems**

Exchange ▪ SharePoint ▪ SQL-Based Data Warehouse ▪ MS System Center ▪ MS SCCM & Dell KACE Management

MS O365 ▪ MS Endpoint & Symantec-Based Antivirus ▪ Multiple SQL Servers ▪ SQL Server Reporting Services

Tiered Application Development ▪ MobileIron MDM ▪ Xtra/XMedius Faxing Solution ▪ IPSwitch Move-IT File Transfer

Tableau Reporting ▪ Varonis DatAdvantage Auditing ▪ Optum Impact Intelligence Analytics

Optum Impact Pro Analytics ▪ PeopleSoft ▪ eFreedom ▪ Wasp Asset Management ▪ Spiceworks ▪ Lansweeper

SolarWinds Management ▪ Mixed User Software Solutions

### **Application Development & Languages**

ASP ▪ HTML ▪ XML ▪ CSS ▪ VB ▪ VBScript ▪ JavaScript ▪ Java ▪ SQL ▪ C++ ▪ C# ▪ DOS Batch ▪ Web Service Interfaces

PowerShell ▪ AutoIt ▪ WMI ▪ Bash Scripting ▪ AppleScript ▪ Apple Automator

### **Databases**

MS SQL Server (All Recent Versions)

### **Operating Systems & Software**

Windows ▪ Server ▪ Windows Server ▪ Apple OS ▪ IOS ▪ MS Office ▪ RemoteWare ▪ WinZip ▪ MS Hot Fixes ▪ SMS

Symantec Antivirus ▪ Symantec pcAnywhere ▪ Snare ▪ Open Office ▪ Thunderbird ▪ Open SSH ▪ Putty ▪ SCCM ▪ MS WSUS

### **Administrative**

MS O365 ▪ Active Directory ▪ MS Exchange ▪ MS Lync ▪ MS Skype ▪ Symantec Endpoint Solutions  
Fortinet Firewalls & VPN Solutions ▪ Mitel Phone Systems ▪ Ricoh Print Solutions ▪ Multiple SQL Servers

IIS-Based Web Hosting ▪ Limited VMware Administration ▪ RemoteWare & KACE System Management

## **STEPHANIE STONE, MSW - LCSW**

### **Senior Director, Clinical Operations**

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#### **PROFESSIONAL SUMMARY**

Ms. Stone is a Licensed Clinical Social Worker with 18 years of direct care and leadership experience across varied settings in Kentucky, including community mental health centers, a private foster care agency, and Medicaid managed care environments. As Senior Director, Clinical Operations at Passport Health Plan, she applies her considerable experience with vulnerable populations, such as those living in foster care, to design; develop; and implement clinical strategies that improve health and quality of life for members and enhance the provider experience.

#### **PROFESSIONAL EXPERIENCE**

##### **PASSPORT HEALTH PLAN**

###### **Senior Director, Clinical Operations, 2019 - current**

Louisville, KY

Acting Population Health Management Director. Oversee operations and activities of the Population Health Management team at Passport Health Plan.

- Drive team performance related to value-based care, population health, and care management.
- Manage adherence to NCQA standards, state contract, and other service level agreements.

##### **EVOLENT HEALTH**

###### **Senior Director, Clinical Operations, 2017- 2019**

Louisville, KY

Collaborate with customers, providers, and internal teams to design, develop, and implement clinical strategies that impact the health and quality of life of health plan members and improve the provider experience.

- Manage daily operations of the Clinical Operations team.
- Ensure care management programs meet key performance indicators to improve member health and reduce health plan costs.
- Develop and carry out clinical strategies to improve health plan quality outcomes and ensure partner success.
- Make sure team and health plan adheres to NCQA standards, state contract, and other service level agreements.

##### **PASSPORT HEALTH PLAN**

###### **Manager, Specialty Populations, 2014 – 2017**

Louisville, KY

Collaborated with customers, providers, and internal teams to provide excellent care coordination for some of the Medicaid health plan's most vulnerable populations, including foster care, state guardianship, homeless, and refugee members.

- Led Specialty Populations care coordination team, ensuring members were able to access needed care without delays.
- Designed, implemented, and administered highly successful foster care pilot program utilizing high fidelity wraparound with children with intensive behavioral health needs, partnering closely with providers, Department for Community Based Services, and other state agency partners.

- Worked closely with regional Department for Community Based Services teams to ensure partnership toward improving care for foster care and state guardianship populations.
- Facilitated training sessions promoting healthy, high-performing workplace culture.

#### HOME OF THE INNOCENTS

##### **Director, Therapeutic Foster Care, 2005 - 2014**

Louisville, KY

- Collaborated with internal and external stakeholders to operate a private therapeutic foster care program with the goal of reducing placement disruptions for children/youth and improving health outcomes from an integrated, whole-person perspective. Drove program outcomes within parameters of state regulations, Council on Accreditation standards, and agency budget.
- Managed day-to-day program operations within the standards of the Council on Accreditation, the Kentucky Office of the Inspector General, Kentucky Department of Community Based Services, and Indiana Department of Child Services.
- Developed and implemented program procedures, tracked program outcomes, and managed program budget.
- Provided administrative and clinical supervision for staff and practicum students within the foster care team and across multiple departments.

##### **Family Consultant, 2002 – 2005**

Louisville, KY

- Provided case management and therapeutic interventions for agency foster care clients, including completion of comprehensive assessment and development of individualized treatment plan. Collaborated with Department for Community Based Services workers and other community partners to assist in coordinating care to improve health outcomes and increase placement stability.
- Provided case management services for children in a therapeutic foster care setting
- Provided therapeutic interventions for foster care clients.
- Completed comprehensive psychosocial assessments and developed individualized treatment plans for each client.
- Attended biweekly home visits with each client to follow up on treatment goals and to provide therapeutic support for the child and foster family.

#### SEVEN COUNTIES SERVICES

##### **Senior Therapeutic Aide, 2001 – 2002**

Louisville, KY

- Assisted families in keeping their children in the home by providing therapeutic interventions for children with serious emotional disturbances and their parents.
- Provided intensive in-home and in-community therapeutic services for children and families through the Kentucky Impact program.

## EDUCATION

**MS, Social Work**  
**University of Louisville**  
 Louisville, KY

**BA, Psychology**  
**University of Louisville**  
Louisville, KY

### RELEVANT LICENSURE, COMPETENCIES, AND CERTIFICATIONS

- Licensed Clinical Social Worker (LCSW)

Skilled presenter/facilitator for parent pre-service and in-service trainings, national conferences, and workplace culture sessions:

- Co-presented at the Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health - March 2016
- Certified as a Facilitator for Senn Delaney at Passport Health Plan 2015
- Co-presented on Vicarious Trauma in the Workplace at a clinical training for healthcare professionals - December 2014
- Co-presented at FFTA conference – 2013, 2008

## SCOTT WORTHINGTON, CPA

### Chief Financial Officer

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#### PROFESSIONAL SUMMARY

Mr. Worthington is a Certified Public Accountant with over 25 years of leadership experience including general ledger, financial statement preparation, financial analysis, system implementations, internal controls, accounts payable, accounts receivable, billing, procurement, fixed assets, state income taxes, bids, and management reporting. He serves on many local boards, sharing his knowledge and providing guidance using the experience he has gained throughout his distinguished career.

#### PROFESSIONAL EXPERIENCE

##### PASSPORT HEALTH PLAN

###### Chief Financial Officer – 2019 - Current

Louisville, KY

- Provides leadership for all PHP financial operations (accounting, budgeting, finance, long range and capital planning, financial reporting). Development and coordination of financial management systems necessary to achieve PHP's financial goals.
- Oversees the budgeting, long range and capital planning, financial, and metrics reporting functions of PHP to ensure management has appropriate financial information to make informed decisions and can monitor progress toward PHP goals. Identifies opportunities for improvement and communicates these to senior leadership. Accountable for the profitability of PHP in conjunction with the CEO and executive team.
- Develops and maintain effective relationships with key contacts at applicable regulatory agencies; function as primary contact for all financial related inquires, including, but not limited to: Department for Medicaid Services (DMS), Department of Insurance (DOI), and the Center for Medicare and Medicaid Services (CMS).
- Plans and coordinates all aspects of PHP Finance Committee meetings.
- Develops and presents financial reports as needed to present financial results to key audiences (PHP owners, PHP Board, DMS, DOI, CMS, management, legislators).

###### Director of Finance – 2012 - 2019

Louisville, KY

##### LOUISVILLE WATER COMPANY

###### Corporate Controller, 2010 - 2012

Louisville, KY

- Responsible for leading a team of 18 staff members whose responsibilities include general ledger, financial reporting, project accounting, fixed assets, payroll, accounts payable, billing, budgeting, forecasting, and purchasing. Other responsibilities include financial audit support and preparation of company annual report.

##### WELLPOINT, INC (NATIONAL GOV'T SVCS- ANTHEM BLUE CROSS PRE-MERGER)

###### Director, Trust Fund Accounting and Financial Reporting, 2008-2009

Louisville, KY

- Overpayment and Recovery Unit processed recoveries of \$2.8 billion with a timeliness success rate of 99.4% for fiscal year 2009.
- Completed transition of bank services from M&I Bank to JPMorgan Chase during 2009.
- Submitted accurately and timely financial deliverables for various government contracts.

- Supported external and internal audits of operations and financial data.

**Senior Manager, Accounting Services MGR 1998 - 2006**

Louisville, KY

**Accounting Manager, 1993 – 1998**

## EDUCATION

**BS, Accounting, Bellarmine University**

Louisville, KY

## RELEVANT LICENSURES AND CERTIFICATIONS

- Certified Public Accountant- Kentucky License #7576

## PROFESSIONAL AFFILIATIONS

- Member of the Kentucky Society of CPA's and the American Institute of CPA's.
- Former Chairman and Treasurer of the B.C.B.S. Credit Union Board of Directors managing \$7 million in assets.
- Current member of the Bellarmine Alumni Board of Directors.
- Volunteer Financial Consultant with Brooklawn Child and Family Services supporting the 2010 and 2011 annual Louisville Concours d'Elegance fundraising event.
- Chairman of church Finance Committee and member of the Louisville Association Finance Committee.