

## SUMMARY

Healthcare compliance & information systems professional with over 25 years experience in a variety of settings. Proven leader with expertise in Health Insurance Portability Accountability Act (HIPAA), regulatory compliance, clinical documentation, electronic health records, risk management, quality improvement, utilization management, National Committee for Quality Assurance (NCQA) Healthcare Effectiveness Data and Information Set (HEDIS), and Joint Commission accreditation.

## PROFESSIONAL EXPERIENCE

### LAKE COUNTY PHYSICIANS' ASSOCIATION (LCPA)

#### Compliance & Privacy Officer

April 2006 - Present

Healthcare professional with focus on healthcare compliance and establishment of the organization's HIPAA, Information Governance (IG) Regulatory Compliance, Clinical Documentation Improvement Programs. Emphasis on compliance with NCQA, HEDIS, Medicare and Medicaid standards. Experience includes:

- Establishment of HIPAA and records management programs to assure regulatory compliance with state, federal, Department of Insurance (DOI), other regulatory agency requirements.
- Policy and procedure development for LCPA's regulatory compliance program.
- Oversight of LCPA's coding and clinical documentation improvement program for providers and staff.
- Conducting education and training programs for physicians, physician office staff and LCPA employees.
- Ongoing review and auditing for compliance with health plan payer requirements.
- Coordination of monthly physician peer review conferences.
- Prepare organization for annual adherence audits by health plans.
- Assist legal counsel with litigation support and electronic discovery matters for the organization.

### STATE OF ILLINOIS OFFICE OF HEALTH INFORMATION TECHNOLOGY (OHIT)

#### Johns Hopkins School of Medicine

**Student Externship**, May, 2011 - August 2011

Student volunteer for the State of Illinois OHIT, Worked closely with the General Counsel and Chief Technology Officer. Preparation of a final report on Health Information Exchange (HIE) standards for the Illinois Health Information Exchange (ILHIE).

### KBS CONSULTING

#### Independent Health Care Consultant & Expert Witness

**Healthcare Regulatory Compliance & Business Assurance**, 1996 - Present

Self-employed professional with a focus on regulatory compliance, operations work redesign, and management facilitation. Experience includes:

- Healthcare compliance projects
- Adjunct Faculty Professor Tufts School of Medicine Health Informatics Program Course HIA 221 Data Trust - Information Governance in Health-
- Expert witness on HIPAA compliance, HealthIT, health information governance and healthcare e-discovery.
- Article writing and speaking engagements
- Assistance in development of policies and procedures for healthcare regulatory compliance programs.
- Joint Commission survey planning and preparation. Clients received final scores of 96, 98.5 and 99, with no deficiencies.
- Management of a large health information management work redesign engagement for a 900-bed facility.
- Information management planning and facilitation for executive management.

- ICD-9-CM and CPT4 coding compliance and medical record documentation reviews, on both inpatient and outpatient medical records.
- Medical records and quality management operations integration for a 350-bed Midwestern medical center.

### **LAKE COUNTY HEALTH DEPARTMENT/COMMUNITY HEALTH CENTER**

#### **CQI Specialist – Community Health Services, April 2005 – April 2006**

Development of a Continuous Quality Improvement (CQI) Program for Community Health Services.

Professional experience included:

- Data collection and analysis of public and population health data.
- Reporting of information pertaining to standards compliance, and client and staff feedback.
- Conduction of research to identify opportunities for improvement within the service area.
- Establishment of an HIPAA compliance program
- Serving as Privacy Officer for Community Health Services service area.
- Development of emergency management time study.
- Directed development of plan for Illinois Project for Local Assessment of Needs (ILPAN) for the Health Department

### **CENTERS FOR MEDICARE AND MEDICAID SERVICES (CMS) REGION V**

#### **Loyola University Institute for Health Law**

**Student Externship, July 2003 - October 2003**

Student volunteer for the Centers for Medicare and Medicaid Services (CMS), Chicago Regional Office, Division of Medicare Operations. Worked closely with the Region V Public Affairs

A specialist on projects involving the implementation of HIPAA.

### **RUSH-PRESBYTERIAN ST. LUKE'S MEDICAL CENTER**

#### **Director**

**Medical Records/Health Information Management, 1999-2000**

Responsible for management and operations of a staff of 65 full-time equivalents. Accomplishments include:

- Analysis of in-house-transcription productivity and effectiveness of systems and workflow.
- Development of regulatory compliance procedures for the department.
- Reduction of discharge not final billed levels by more than \$13 million.
- Project management, staff education, training and development.

### **LAGUNA MEDICAL SYSTEMS, INC**

#### **Vice President**

**Outsourcing/Professional Partnering, 1997-1999**

Development of national healthcare consulting and outsourcing practice. Responsibilities include:

- Establishment of coding and documentation compliance program.
- Business development and client management.
- Interim management and operations redesign.
- Ongoing regulatory compliance and clinical documentation improvement reviews and assessments.
- Project management and team facilitation.
- Coding consultant recruitment, training and development.

### **PRICEWATERHOUSECOOPERS, LLP**

#### **Senior Associate**

**Health Care Business Assurance & Regulatory Consulting, 1993-1996**

Professional consultant with experience on a variety of cost reduction and operations improvement projects for premier as well as financially distressed health care organizations. Accomplishments include:

- Health care regulatory compliance consulting. Fraud and abuse defense reviews on outpatient and inpatient coding and billing.
- Operations review for premier eastern academic medical center.
- Review of automated health information management and integrated health care delivery information systems.
- Joint Commission compliance consulting. Developed an Information Management Plan for a large multi-hospital system located in Dallas, Texas.

- Conducted operations assessments for a progressive teaching hospital in Baltimore, Maryland. Evaluation included a review of the following departments: medical records, utilization management, business office, pre-admission testing, discharge planning and social work.
- Analyzed patient care management processes and developed consolidation and integration plan for several hospitals in the Eastern and Midwest areas. Results included eliminating duplicative processes with savings in excess of \$350,000.
- Successfully completed a cost reduction project in New York State with savings in excess of \$450,000.
- Provided assessments for sub acute care planning and development. Special emphasis in utilization and case management, the length of stay analysis, and projected cost savings.
- Managed care contract compliance reviews.

## **BAXTER INTERNATIONAL HEALTHCARE**

### **Corporate Consultant, 1992-1993**

Health care consultant on a variety of projects for Baxter International Corporate Customers.

- Conducted quality leadership training and development for health care executive management.
- Conducted surgical service reviews with an emphasis in the redesign of the pre-admission testing program.
- Medical Records Department operations review for major New York Hospital. The client realized savings in excess of \$125,000.
- Development of new consultant training materials for Baxter Corporate Consulting staff and corporate clients.

## **SAINT THERESE MEDICAL CENTER**

### **Director of Clinical Information/Quality Resource Services, 1988-1992**

Responsible for \$1.5 million combined operating budgets for Medical Records, Quality Assessment & Improvement, Utilization Management, Risk Management, and Medical Library Services.

### **Director of Medical Records & Utilization Management, 1986-1988**

### **Manager of DRG's and Utilization Review 1985-1986**

### **Assistant Director of Medical Records, 1984-1985**

- Selected and implemented Lanier Voicewriter digital dictation system.
- Reduced Medical Records accounts receivable average daily balance from \$2.5 million to \$300,000.
- Played a key role in information system selection and implementation and successfully tested and converted to corporate-wide computerized health information system.
- Developed methodology/system for conversion of accounts receivable file to hospital wide information system.
- Implemented major staffing and workflow changes that increased departmental productivity by more than 24% while reducing FTE level by 27%.
- Developed and implemented unique Medical Records computer software for correspondence and quality assurance activities.
- Developed systems in Utilization Review and Medical Records which promoted the integration of clinical and financial data while reducing personnel costs and enhancing the quality of patient care.
- Selected and implemented clinical information and utilization management abstracting system.
- Assisted in selection and implementation of Quality Improvement/Risk Management system.

## **EDUCATION**

Post Baccalaureate Certificate Clinical Informatics - PBCI  
Johns Hopkins School of Medicine, 2011

Master's of Jurisprudence - MJ  
Loyola University Institute for Health Law, 2004

Master's of Business Administration - MBA  
Lake Forest Graduate School of Management, 1994

Bachelor of Science - BS  
Illinois State University, 1983

## **CREDENTIALS/QUALIFICATIONS**

RHIA - Registered Health Information Management Administrator 1983  
CEDS – Certified Electronic Discovery Specialist – 2015 - Current  
CPHQ - Certified Professional Healthcare Quality, 1992 - Current  
FAHIMA – Fellow of the American Health Information Management Association – 2011 - Current  
CPHIMS - Certified Professional in Healthcare and Information Management Systems - Current

## **PROFESSIONAL VOLUNTEER ACTIVITIES**

AHIMA – Legal Electronic Health Record (EHR) Program Planning/Advisory Committee 2007-2012  
AHIMA – Quality Initiatives and Secondary Data Practice Council 2010 – 2012  
AHIMA Board of Directors 2012- 2014  
HL7 – Records Management Evidentiary Support (RM-ES) Workgroup 2006 - Present  
College of Lake County Health Information Technology Advisory Committee 2004 - Present  
The Sedona Conference® - WG1 – Best Practices on Electronic Document Production 2006 – Present .

## **AFFILIATIONS AND MEMBERSHIPS**

American Association for Certification of Electronic Discovery Specialists – ACEDS  
American Health Information Management Association – AHIMA  
American Medical Informatics Association – AMIA  
American Society for Healthcare Risk Management - ASHRM  
Chicago Area Health Information Management Association – CAHIMA  
Greater Chicago Chapter of Health Information Management Systems Society – GCCHIMSS  
Compliance, Governance and Oversight Council – CGOC  
Electronic Discovery Reference Model - EDRM  
Health Care Compliance Association – HCCA  
Illinois Health Information Management Association – ILHIMA  
Information Governance Initiative – IGI  
National Association for Healthcare Quality – NAHQ  
Public Health Data Standards Consortium – PHDSC  
Society for Participatory Medicine – SPM  
Society of Corporate Compliance and Ethics - SCCE  
The Sedona Conference® - TSC

## **AWARDS**

AHIMA – 2011 e-HIM Triumph Award  
Ambassador to Education – College of Lake County