

SARAH SMITH MHA

CHIEF EXECUTIVE OFFICER

CONTACT

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LinkedIn

EXECUTIVE SKILLS

- Strategy and Visioning
- Board Administration & Governance
- Budget Management
- Health Plan Business Systems Maximization
- Regulatory Accountability
- Oversight of Remote Staff Locations

GROWTH & STRATEGY

- Market Analysis
- Business Case Development
- Mergers & Acquisitions
- Contract Negotiations
- Technology Integration
- New Product Development

SELECT ACHIEVEMENTS

- **SERVICE LAUNCH:** Development and launch of Alpha Advantage, LLC – Alpha's own care management services organization which led to over \$33M in savings
- **MERGER & ACQUISITION:** Led three medical group acquisitions and due diligence for major health plan purchase
- **MARKET EXPANSION:** Led market evaluation and development of a strategy for large scale expansion of Alpha into 4 major metropolitan markets

I am a high-performing business executive with 33 years of experience in corporate development and operations. Areas of expertise include new market evaluation, strategy/business plan development, mergers and acquisitions, health plan administration, complex operations within highly regulated environments, employee development, engagement and retention – and measurable bottom line growth. My success is fueled by a consultant approach to problem solving, an innovator's drive to exceed expectations, and the commitment of servant leadership to cultivating deeply service-oriented corporate cultures.

EDUCATION

Executive Leadership Program (ELP) Harvard Business School – Cambridge, MA	2008
Masters in Healthcare Administration University of Minnesota, Minneapolis – St. Paul, MN	1985 - 1987
Bachelor of Arts, Economics & Sociology University of Wisconsin – Madison, WI	1981 - 1984

EXECUTIVE ROLE SUMMARY, HEALTHCARE

General Manager (CEO), Care Management – 14 yrs
Vice President / National Project Lead, Corporate Development – 23 yrs
General Manager, Physician Group Management – 8 yrs

CAREER PATH

Alpha – Oakland, CA Vice President, TheAlpha Company (1997 - 2020) - Former title National Project Lead General Manager/CEO, Alpha Advantage, LLC (2008 - 2020) General Manager, Alpha Management, LLC (2000 - 2006) Manager, External Services, The Alpha Medical Group (1995 - 1997)	1995 - 2020
Bravo – Miami, FL Manager (based out of San Francisco at the time)	1993 - 1995
Charlie – Cypress, CA Principal Contract Administrator (1990 - 1993) Project Manager, Corporate Development (1989 - 1990) Provider Relations Representative (1988 - 1999)	1987 - 1993

PROFESSIONAL EXPERIENCE

ALPHA COMPANY – City, ST

1995 - 2020

A not-for-profit Healthcare System (annual revenue of \$XX) with XXM members in X states and the District of Columbia.

Served as a corporate development executive responsible for consultation, start up, management and successful operation of initiatives and entities that represent the shared national strategy, business interests, and quality initiatives of the Alpha medical groups in 8 states and the District of Columbia.

Vice President | The Alpha Federation, LLC – 1997 - 2020

Reporting to the Vice President of Care Delivery IT, was responsible for the successful execution of national business improvement initiatives centered around maximization of business system modules (EPIC), new product development, contract strategy and corporate development initiatives such as medical group acquisitions and new market expansion.

Key Accomplishments, Corporate Development:

- Notable acquisition included the 1.8B purchase of healthcare system, with 651,000 members and over 6,000 employees
- Participated in new product development initiatives nationally as subject matter expert for care management
- Responsible for the market evaluation and development of a strategy and business plan for expansion into 4 major metropolitan markets (terms which are confidential)
- Led a \$1.1 million dollar national network claims, contracting and referrals management assessment project, which resulted in a comprehensive set of national recommendations for improvement
- Led a turnaround effort for a 180,000 member network in the XX region, with a focus on referral and utilization management, contracting and claims administration, resulting in a 10% reduction of external medical expense (\$3M in first year)
- Completed a network strategy and management engagement in Ohio for an adjacent market, resulting in a growth of 10,000 new members
- Led the negotiation and due diligence process for XX and XX to join Alpha.

Entity Start-ups, Rollout, and Sustained Operation:

- **Alpha Advantage, LLC (2008):** developed the business case, secured \$1M initial funding and oversaw the start up and continued oversight of operations for Alpha Advantage, LLC, a wholly owned subsidiary of the Alpha Federation; Alpha Advantage is tasked with internalizing care management for approximately 43,000 PPO members, nationally.
- **Alpha Network, LLC (2000):** established joint venture between Alpha and Healthcare System to provide utilization management, claims and management reporting capability for a struggling region.

ALPHA COMPANY (cont)

General Manager (CEO) | Alpha Advantage, LLC (2008 - 2020)

Reporting to the Board of Directors, was responsible for a budget of \$3.2M and the successful start-up, operation, and continued management of internalized medical management services. Oversaw a remote team of 14 highly engaged RNs and administrative staff, including medical director, in the rollout of an expanding suite of care management and related services to all of the XX regions. Partnered with each region's senior leadership to provide excellent service for employers who had members living outside XX service areas.

Key Accomplishments:

- Delivered over \$33M in savings to regions due to medical management interventions (pre-certification, concurrent review, case management, securing spot contracts and retrospective claims review) from 2010-2020
- Empowered a highly engaged team of professionals who delivered consistent concierge-style care to VIP members (often C-level executives and decision-makers) resulting in membership growth/retention of Healthcare System business (180,000 employees selecting the Healthcare System while 43,000 senior managers selected the PPO/POS plan)
- Provided utilization management and EPIC-related best practices to all regions, as well as sophisticated management reporting which demonstrated value and return on investment (ROI) for services rendered

General Manager (CEO) | Alpha Network Management, LLC (2000 – 2006)

In a joint venture, and reporting to a Board of Directors, was responsible for providing utilization management, claims and management reporting capabilities for 25,000 members receiving care from non-XX providers in Colorado Springs.

Manager, External Services | The Alpha Medical Group (1995 – 1997)

Reporting to a joint Health Plan / Medical Group Board of Directors, was responsible for the development and oversight of new market external hospital and physician delivery systems, most notably, the 50,000+ member Healthcare System in Modesto. Oversaw all related staff in the following areas: finance, medical management, practice development, provider contracting and credentialing, and information systems.

BRAVO COMPANY – City, ST

1993 - 1995

Boutique healthcare advisory specializing in strategy and physician group development.

Manager

Reporting to the Managing Director, was responsible for hospital and physician network development, contract strategy, managed care financial and operational analysis and physician group formation.

Clients and Key Accomplishments:

- Beta Medical Network; managed start-up of regional IPA (independent physician association) comprised of three smaller IPAs and as acting COO, developed a "prime contractor" hospital capitation contract for sub-capitated hospitals
- Beta Health Care; organized five physician-hospital organizations (PHOs), personally led development of a 22-physician primary care medical group
- Healthcare System; led the implementation phase of an integrated delivery system including a start-up Physician Hospital Organization and IPA
- Provided managed care contracting support and strategy, with emphasis on Medicare Risk contracting and operations

CHARLIE COMPANY – City, ST

1987 - 1993

For-profit health system with \$975M in operating revenue and 36M members in 1990. Operated in CA, OR, TX, & OK.

Principal Contract Administrator (1990 – 1993)

Reporting to CFO, was responsible for establishing and maintaining the licensed provider network which included hospitals, medical groups, independent physician associations (IPAs) and ancillary providers. Served as local liaison between Area CEOs and administrators, State and Federal regulatory agents, and the Charlie corporate office in Southern California.

Key Accomplishments:

- In a one-year time period, identified and established a state and federally-licensed network of providers in four counties
- Introduced and educated providers for a new Medicare risk HMO program, which was approved by HCFA in April of 1992

Project Manager-Corporate Development (1989 – 1990)

Reporting to VP of Marketing and Corporate Development, assisted in the development of new health plan products and new service area expansions for all assigned regions.

Key Accomplishments:

- Developed preliminary specifications for PHS' first point of service (POS) product
- Created an Independent Physician Association management program in San Antonio, TX, which culminated in the turnaround of a failing IPA and Healthcare System

Provider Relations Representative (1988 – 1999)

Reporting to the Director of Provider Relations, was responsible for servicing hospital and medical group/IPA providers in the greater Los Angeles area.

COMMUNITY SERVICE

THE ALPHA SCHOOL, Board of Trustees – City, ST

2007-19

Board Chair (10 years)

Board Member (12 years)

Led significant governance redesign, strategic planning, and fundraising efforts.

BETA SCHOOL, girl's basketball team, City, ST

2016-19

Assistant coach

THE CHARLIE SCHOOL, Board of Trustees – City, ST

2004-10

Board Member and Secretary

REFERENCES AVAILABLE UPON REQUEST
