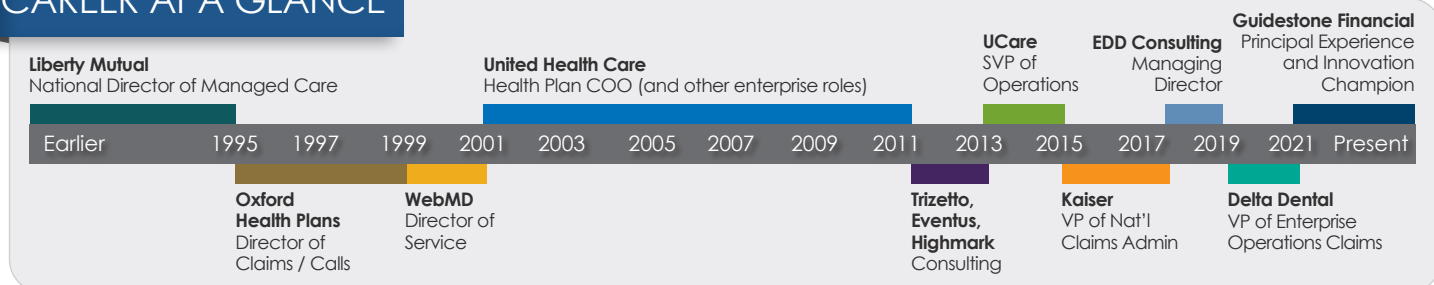


CAREER AT A GLANCE



Visionary Leadership, Strategic Insight and Human Connection that Drives Productivity, Profitability, and Growth

Guidestone Financial – Dallas, TX, \$18.4B faith-based organization 2021 – Present PRINCIPAL EXPERIENCE AND INNOVATION CHAMPION

Responsible for developing and deploying market disruptive (first mover) healthcare solutions.

- Creation and launch of new healthcare product.
- Identified re-rate product deployment savings in excess of \$9M.
- Identified payment integrity solutions, resulting in annual yields of \$30M.

Delta Dental – Alpharetta, GA 2019 – Present VICE PRESIDENT OF ENTERPRISE OPERATIONS CLAIMS

Recruited by this provider of dental insurance as member of leadership team to transform grievance and appeals process, provide strategic direction and leadership to claims processing organization, and manage ongoing processing of claims, grievances, and appeals within clinical operations environment. Oversee \$74M P&L, seven direct reports and 400+ indirect reports. Develop, prioritize, and execute strategic initiatives. Deploy workforce management team to establish operational and service goals. Identify and implement improvements in workflow efficiency. Coach and develop talent. Build high-performance culture through excellence in communication, negotiation, and creative problem solving.

- Reduced grievance and appeals (G&A) inventory by 90%+.
- Achieved 20-day TAT on G&A.
- Achieved less than 15-day claims TAT and 99% financial claims accuracy.
- Supported NICE and PEGA business case for use in claims and grievance and appeals.
- Facilitated positive union negotiations.
- Completely redefined future state organizational structure through unique self-empowerment model.
- Reduced cost of EDI transactions by 20%.
- Imbued culture shift from "command and control" to "empowerment."

EDD Consulting, LLC – Loganville, GA 2018 – 2019 MANAGING DIRECTOR

Established this consulting practice to leverage unique combination of Business and Clinical healthcare expertise. Client engagement highlights include:

- Consulted on NICE work force management claims systems for Oregon-based client.

Highly accomplished and influential **healthcare executive** who drives exceptional levels of organizational engagement that manifests in company growth and profitability. A transformational influence and key member of executive teams, appointed throughout career in both business and clinical organizations to energize and accelerate operational performance of large complex teams and departments. Adept at identifying operational inefficiencies and designing and implementing high-yield solutions to improve processes and productivity. Proficient at building trusting relationships and navigating matrixed and siloed organizations. Skilled in leading change, executing operational turnarounds, deploying sustainable infrastructures to support strategic growth initiatives, solving complex problems, and developing top performers.

Optimizing Performance



- Engaged by AlphaSights as subject matter expert on healthcare topics.
- Sponsored by PruittHealth to acquire 34 state compact clinical license.
- Authored book: Problem Solving in the Workplace – Trademark, Copyright, and Publication 2019.

KAISER PERMANENTE – Englewood, CO 2015 – 2017
VICE PRESIDENT OF NATIONAL CLAIMS ADMINISTRATION

Recruited to this \$65B+ health insurer based on industry knowledge and prior success in building highly focused teams and organizations to launch shared services claims capability processing 31 million yearly transactions. Built and led centralized organizational structure, including back-office workforce management, transactional, analytical, and process improvement capability for driving efficiency and cost reduction. With \$76M P&L responsibility, six direct and 150 indirect staff, oversee timeliness and accuracy of first pass and rework transaction processing for multiple regions.

- Implemented productivity standards in a union environment for first time, driving 50% increase in productivity.
- Implemented work from home program yielding an additional 30% lift in productivity and a rating of "highly satisfied" from all pilot participants.
- Achieved 99.3% financial accuracy quality scores.
- Hit timeliness processing targets 98% of the time.
- Achieved 97% response and improved employee engagement across 100% of areas measured within first year.
- Implemented specialized claims processing unit for government program claims.

UCARE – Minneapolis, MN 2013 – 2015
SENIOR VICE PRESIDENT OF OPERATIONS

Brought in to this \$3B health insurer based on reputation for delivering operational improvements in record time to align operational functions with UCare's strategic focus and growth plans. Led three direct and 350+ indirect reports, and \$30M P&L, overseeing claims (government program claims), customer service, and membership billing and enrollment. Drove accurate and timely processing of over 10 million claims annually and resolution of member and provider issues.

- Increased employee engagement to record levels, with scores as much as 11% over already high industry norms.
- 95% of calls answered within 30 seconds. Enabled implementation of call center workforce management system.
- Attained and sustained claims processing timeliness and financial accuracy metrics.
- Negotiated reimbursement policy deal with \$0 spend until \$49M saving threshold is met.
- Deployed ikaSystems enhancements to meet complex CMS regulatory requirements.

HIGHMARK BCBS – Pittsburgh, PA 2013
PROGRAM LEAD

Recruited to this \$15B health insurer to deploy statewide Health Information Exchange as part of company's strategy around market relevance in meeting the changing needs of customers in an increasingly regulated environment.

- Delivered on all budgetary and timeline KPIs in launching the Exchange.

TRIZETTO AND EVENTUS SOLUTIONS – Denver, CO 2012
ASSOCIATE VICE PRESIDENT | EXECUTIVE CLIENT DEPLOYMENT LEADER

Brought into these healthcare consulting companies to manage key company initiative aimed at creating integrated healthcare management efficiencies using TriZetto's technology. At Eventus Solutions, created process flows and other operational capabilities to support CAHBEX. Applied Medicare and Dual eligibility process experience.

Edith Dorsey

SPEAKING PERSONALLY

Q How has your experience in many different industries and continual learning equipped you for your next position?

A. Having been on both the "delivery" and "payor" sides of healthcare in clinical, as well as senior executive roles; My diverse leadership experience provides a 360-degree perspective, which enables me to assimilate quickly into any situation. I have a track record for installing repeatable and sustainable business processes in a variety of healthcare environments to deliver efficiency and quantified results. I've also made the right investments in myself through both formal and informal education and certifications.

Q Why are entrepreneurial skills valuable for a large corporation?

A. The marketplace is changing so rapidly that companies that don't embrace change may become irrelevant. Corporate entrepreneurship leads to ongoing organizational renewal through innovation, where senior leaders foster a trusting environment that encourages creativity and risk taking. In addition to using soft skills, senior leaders must have a budget to support innovation along with a repeatable process to intake, evaluate, implement and continually refine the ideas received from employees at all levels within an organization.

Q How would you describe your leadership style?

A. I believe that animals are great metaphors for leadership styles; lions are executors, turtles are analysts and foxes are strategists. My leadership style is all three (situational) depending on the individual and organizational needs. I lead and deliver results by building trusting relationships and connecting authentically with people.

Q What was your favorite assignment, and why?

A. The Oxford turnaround when their stock dropped from high double to low single digits. It required me to creatively deploy a claims operation in Ireland, which provided claims processors in the US with more system capacity due to the time zone difference. This was my favorite assignment because I was fully empowered to make decisions that resulted in a very positive outcome. The turnaround helped Oxford to become an attractive acquisition by UHG. This turnaround also received a lot of press from Wall Street Journalist and is still being taught at Wharton as a case study today.



- Supported TriZetto's deployments that enabled consolidation of BCBS backroom operations.
- Supported stand-up of the California Health Benefit Exchange (CAHBEX).

UNITEDHEALTHCARE –Atlanta, GA
CHIEF OPERATING OFFICER

2001 – 2011

Roles of increasing responsibility in program management, network contracting, compliance, enterprise solutions, and operations leadership for this \$94B health insurer; subsidiary of UnitedHealth Group. Recruited initially as COO of local Georgia Health Plan and promoted consistently into roles of increasing responsibility. Led direct report teams of up to five and staffs of up to 200; \$50M P&L.

- Facilitated the national growth and deployment of Provider Relations; onboarded 114 FTEs to support new model.
- Designed claims spend tool; aggregates data from 25+ claims platforms to facilitate provider outreach prioritization.
- Saved \$480K annually in claims interest payments.
- Reduced 500,000 opportunities for call center routing error to zero.
- Executed multisegment privileged and confidential study for UHG Officers and identified \$27.2M opportunity.
- Reduced new contract retro activity by 95% and physician add retroactivity by 85%.
- Garnered 100% participation in employee survey and highest employee engagement score vs. prior years.

WEBMD – Atlanta, GA
DIRECTOR OF SERVICE CONTROL

1999 – 2001

Recruited to this leading web publisher and electronic data interchange of health information based on operational expertise in turning around Oxford in previous role to support aggressive acquisition strategy and strengthen ongoing day-to-day operations. With 10 direct reports and \$1M P&L, implemented solutions to improve service levels and client satisfaction.

- Integrated three companies in record time.
- Identified and eliminated 126 system and process errors, and reduced downtime from 120 minutes to 15.
- Saved \$1M+ in support center operations, \$3M in lab connectivity, and \$1.3M in sales costs.
- Directed team that resolved or influenced resolution of 1,800+ customer and operational issues.

OXFORD HEALTH PLANS – Nashua, NH
DIRECTOR OF CLAIMS PROCESSING – NY, NJ, CT, DE, AND PA

1995 – 1999

Led 10 direct and 600 indirect reports with \$33M P&L for this subsidiary of UnitedHealth Group with 3,000 employees, \$9M sales, and 1.6 million members. Tasked to drive international claims team to exceed productivity and quality objectives. Produced 28% improvement in claims processing per FTE within two months.

- Reduced claims backlog by 93%.
- Decreased on-hand workload from 80 days to five and reduced cycle time on logging new claims from 10 days to three.

CHAIRMAN OF COMPLAINTS, APPEALS AND GRIEVANCES | SERVICE TEAM MANAGER

EARLIER PROFESSIONAL EXPERIENCE

LIBERTY MUTUAL INSURANCE COMPANY
NATIONAL DIRECTOR OF QUALITY ASSURANCE AND TRAINING,
Dover, NH and Pittsburgh, PA

REGIONAL DIRECTOR | SENIOR MEDICAL COST COORDINATOR

UNIVERSITY OF PITTSBURGH MEDICAL CENTER – MONTEFIORE HOSPITAL
REGISTERED NURSE

Edith Dorsey

DYNAMIC RESULTS

Turned Around Oxford operations, taking it from a 62% loss in share value to reclaiming double-digit stock price, and making it an attractive acquisition for UHG.

Increased claims processing productivity by 50%; reduced claims DWOH from 80 days to 5.

Reduced 500,000 opportunities for call center routing errors to nil, cut new contract retroactivity by 95%; leveraged clinical skills to save \$1M+ annually.

Consolidated audit and recovery operations saving \$5M annually; implemented new shared services organization to support five regions.

Education | Training | Certifications

PhD Business Administration,
Northcentral University

MBA, University of Phoenix

BSN, University of Pittsburgh

American Society for Quality, **Black Belt Certification**; Project Management Institute, PMP Certification; Scrum Alliance, **Scrum Master Certification**; John Maxwell, **Advanced Leadership Certification**; Ohio State University, **Six Sigma Training**; Wharton University, **President's Senior Leadership Training**; Malcolm Baldrige, **Examiner Training**; Harvard University, **Leadership Course**. Nursing Licenses, **Pennsylvania, Georgia, Colorado (Multi-State Compact License)**

