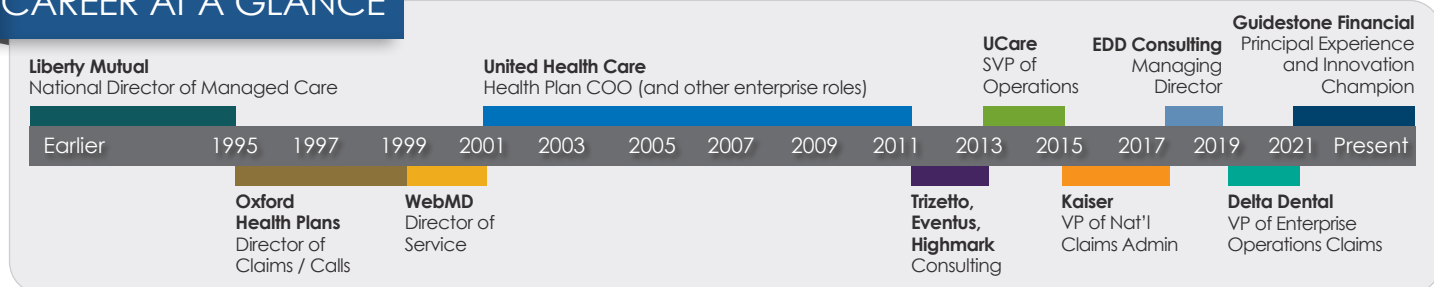


CAREER AT A GLANCE



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.

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.

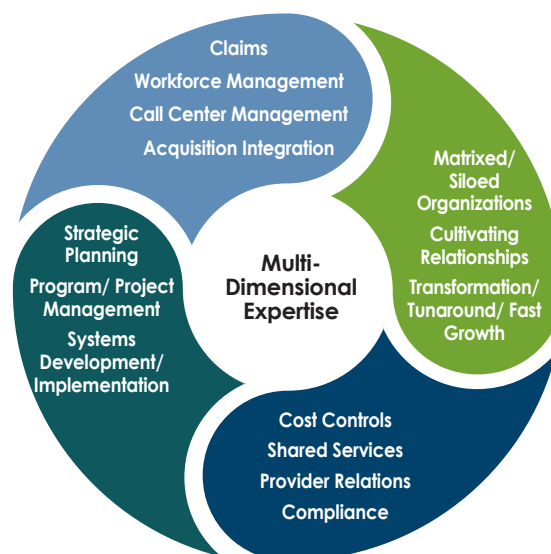
Q How would you describe your leadership style?

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.

Optimizing Performance



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.

