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LinkedIn Profile 

## Education

### UNIVERSITY OF WASHINGTON

Master of Health Administration, 2014

### UNIVERSITY OF FLORIDA

B.S., Psychology, 2012

## Experience

### HEALTH TRENDS

*Health Analytics Consultant*

***February 2014 to Present***

Conduct quantitative analysis and market research that supports health system strategic decision-making, operational performance, and financial viability. Experienced in developing demand and financial forecast models for health services across the continuum of care, measuring the impact of organizational actions and strategic initiatives, business plan development, and providing analytic support for payer negotiations and health law expert reports.

- Preparation of integrated strategic and financial plans for current and proposed services and programs. Conduct competitor analysis, demographic research, portfolio analysis, valuation estimates, risk assessment, and simulation modeling. Perform sensitivity tests of utilization and financial models, both for current business operations and proposed strategic initiatives.
- Preparation of forecast models and supporting executive reports, translating raw internal data and external market data into specific actions and specific resource allocation recommendations. Projects include identifying expansion or new program development opportunities for ambulatory surgery centers, neonate intensive care units, general hospital acute care, inpatient rehabilitation care, inpatient psychiatric care, kidney dialysis, and other health services and programs.
- Analytic support to Frank G. Fox, PhD in developing expert opinion reports for health law cases. Assist in literature review; research and integration of appropriate databases; data processing, modeling, and visualization; and drafting reports communicating methodology and key findings. In situations where data from defendant and plaintiff is limited or otherwise not available, able to design, develop, and apply secondary survey analysis to estimate prevalence, utilization, expenditures, and overall economic damages.
- Preparation of valuation studies requiring assessment of “fair market value.” This has included contractual arrangements, where buyers must meet the fair market value standard for federal statutes, and preparation of fair market value estimates of physician compensation and clinic practices.

	<ul style="list-style-type: none"> <li>▪ Client support in assessment of the financial impact of payer reimbursement proposals, ranging from partial updates of existing agreement terms to complete revisions of reimbursement plans. Performance of sensitivity analysis and contract review to inform counterproposal recommendations.</li> <li>▪ Modeling health care utilization and financial performance for health services at multiple levels of analysis, including systems-level, regional, organizational, service line, provider, and patient. Ability to utilize clinical, financial, and population data sets to assess historical experience and outcomes and develop demand and financial projections.</li> <li>▪ Employ knowledge of applied statistical and health econometric methods, including applied survey analysis, time series forecasting, generalized linear models, Monte Carlo simulation, and predictive modeling.</li> <li>▪ Manage full life cycle of Certificate of Need (“CON”) applications. Serve as CON subject matter expert and manage interdisciplinary team from strategy, business development, operations, finance, and facilities / real estate departments. See the latter section titled <u>Projects – Certificate of Need</u> for a list of completed projects.</li> </ul>
<b>Teaching</b>	<p>Lecturer at the University of Washington’s MHA program, teaching a five-week health services data analysis curriculum to graduate students as part of the following courses:</p> <ul style="list-style-type: none"> <li>▪ HSMGMT 579 Accounting for Health Service Managers</li> <li>▪ HSMGMT 571 Health Care Financial Management</li> </ul>
<b>Memberships</b>	<ul style="list-style-type: none"> <li>▪ Healthcare Financial Management Association</li> <li>▪ Healthcare Information and Management Systems Society</li> <li>▪ American College of Healthcare Executives</li> </ul>
<b>Technology/ Programming</b>	<ul style="list-style-type: none"> <li>▪ R</li> <li>▪ STATA</li> <li>▪ Tableau</li> <li>▪ Maptitude GIS</li> <li>▪ Microsoft Office Suite – Access, Excel, Word, PowerPoint</li> </ul>
<b>Publicly Available Reports</b>	<ol style="list-style-type: none"> <li>1. Public Health – Seattle &amp; King County. Regional Health Plan Pilot Phase One Report --- King County 2019-2020 Biennial Budget Ordinance, Ordinance 18853, Section 95, Proviso P3. June 2019. <ul style="list-style-type: none"> <li>○ Lead contributor to Appendix I “Financial estimates detail and assumptions” and Appendix J “Cost components of coverage options for eligibility to 317 percent FPL, 22,260 enrollees”.</li> </ul> </li> </ol>

2. Northwest Health Law Associates. County-Based Health Coverage for Adult Immigrants: A Proposal for Counties in Washington State. April 2018.
  - o Lead contributor to Appendix C “Economic Forecast of Proposed County-Based Health Coverage Programs in King and Yakima County”.

**Projects -  
Certificate of Need**

Preparation and submission of Certificate of Need applications to the Washington Department of Health. Work has included: developing comprehensive utilization forecasts and financial pro formas; managing interdisciplinary team from strategy, business development, operations, finance, and facilities / real estate; and when required, preparing the certificate of need applications, themselves. When applicable, review and provide recommendations regarding medical director agreements, lease and purchase and sale agreements, single line drawings, financing, and project related equipment lists, among other documentation required for certificate of need approval.

Ambulatory Surgery

1. [Active application] Two operating room expansion to MultiCare Day Surgery Center of Gig Harbor.
2. [Active application] Kaiser Foundation Health Plan of Washington. Establish a four operating room and three procedure room ambulatory surgical facility in Snohomish County.
3. Two operating room expansion to Proliance Surgeons, Inc., P.S' Lakewood Surgery Center. CN #1837 (March 2020).
4. Northwest Neurosciences, PLLC. Establish a two operating room ambulatory surgical facility in Yakima County, WA. CN # 1836 (February 2020).
5. Kaiser Foundation Health Plan of Washington. Convert and expand Kaiser Bellevue Procedure Center to a four procedure room ambulatory surgical facility upon project completion. CN #1821 (November 2019).
6. Kadlec Regional Medical Center. Establish a four procedure room ambulatory surgical facility in Benton County, WA. CN #1796 (August 2019).
7. Providence Health & Services -- Washington Establish a four operating room ambulatory surgical facility in Walla Walla, WA. CN #1779 (June 2019).
8. PRO Sports Club. Establish a three operating room ambulatory surgical facility in King County. CN #1763 (January 2019).
9. Minor & James Endoscopy Center. Establish a four procedure room ambulatory surgical facility in King County. CN #1738. (May 2018).
10. Three operating room expansion to Providence Surgery and Procedure Center in Spokane County. CN #1733 (March 2018).
11. Everett Bone & Joint Surgery Center. Establish a two operating room ambulatory surgical facility in King County. CN #1616. (September 2017).
12. Kadlec Regional Medical Center. Establish a three operating room ambulatory surgical facility in Benton County, WA. CN #1608 (August 2017).
13. Confluence Health. Establish a two procedure room ambulatory surgical facility in Grant County. CN #1603. (June 2017).

14. Confluence Health. Establish a two procedure room ambulatory surgical facility in Okanogan County. CN #1604. (June 2017).
15. Kaiser Foundation Health Plan of Washington. Continued operation of Group Health Capitol Hill Procedure Center following acquisition of Group Health Cooperative. CN #1592 (January 2017).
16. Kaiser Foundation Health Plan of Washington. Continued operation of Group Health Capitol Hill Ambulatory Surgery Center following acquisition of Group Health Cooperative. CN #1591 (January 2017).

#### Hospital – General Acute Care

17. Sixty-seven (67) general medical/surgical acute bed expansion to Kadlec Regional Medical Center. CN#1797 (August 2019).
18. Fifty-two (52) general medical/surgical acute bed expansion to Providence St. Peter Hospital. CN#1780 (June 2019).
19. MultiCare Health System purchase of Valley Hospital. CN #1605 (June 2017).
20. MultiCare Health System purchase of Deaconess Hospital. CN #1605 (June 2017).
21. Seventy (70) general medical/surgical acute bed expansion to Providence Regional Medical Center Everett. CN#1602 (June 2017).
22. Sixty-six (66) general medical/surgical acute bed expansion to MultiCare Good Samaritan Hospital. CN#1586 (August 2016).

#### Hospital – Neonatal Intensive Care

23. Fourteen (14) Level IV neonatal intensive care unit bed expansion to MultiCare Tacoma General Hospital. CN#1784 (June 2019).

#### Hospital – Inpatient Rehabilitation

24. Twenty-three (23) Level I rehabilitation bed expansion to MultiCare Good Samaritan Hospital. CN#1582 (August 2016).
25. Three (3) Level I rehabilitation bed expansion to Wenatchee Valley Hospital. CN#1554 (July 2015).

#### Hospital – Percutaneous Coronary Interventions (PCI)

26. Application to establish an adult elective PCI program at Swedish Health Services – Issaquah. Not awarded CN.

#### Hospital – Inpatient Psychiatric

27. Thirty (30) inpatient psychiatric bed expansion at Fairfax Hospital North in Snohomish County, WA. Approved June 2019.
28. Joint venture between Providence Health & Services and Universal Health Services establishing an eighty-five (85) bed psychiatric hospital in Thurston County, WA.
29. Joint venture between Providence Health & Services and Universal Health Services establishing a hundred (100) bed psychiatric hospital in Spokane County, WA. CN#1564 (February 2016).

30. Alliance for South Sound Health. Approval to establish a 120-bed psychiatric hospital in Pierce County, WA. CN #1663 (February 2016).
31. Universal Health Services. Approval to establish a 34-bed psychiatric hospital in Snohomish County, WA. CN #1533 (September 2014).

#### Kidney Dialysis

FMC = Fresenius Medical Care

32. [Active application] Six station expansion to FMC Moses Lake clinic
33. [Active application] Two station expansion to FMC Leah Layne.
34. [Active application] Relocate and five station expansion of FMC Aberdeen.
35. [Active application] Establish a twenty six station clinic in Clark County, WA.
36. [Active application] Establish an eleven station clinic in King County, WA.
37. [Active application] Relocate FMC Mt. Rainier, a twenty two station clinic.
38. Four station expansion to FMC Columbia Basin. CN #1839 (March 2020).
39. One station expansion to FMC Thurston. CN #1814 (September 2019).
40. Establish a new fifteen station kidney dialysis clinic, FMC Cascade Peak, in King County, WA. CN #1804 (August 2019).
41. Establish a new five station kidney dialysis clinic, FMC Longview, in Cowlitz County, WA. CN #1811 (August 2019).
42. One station expansion to FMC Leah Layne. CN #1802 (August 2019).
43. Two station expansion to FMC Omak. CN #1809 (August 2019).
44. One station expansion to FMC Shelton. CN #1808 (August 2019).
45. Two station expansion to FMC Gig Harbor. CN#1761 (January 2019).
46. Two station expansion to FMC Chehalis. CN#1762 (January 2019).
47. Two station expansion to FMC Mt. Rainier. CN#1759 (January 2019).
48. Two station expansion to FMC Puyallup. CN#1760 (January 2019).
49. Two station expansion to FMC Tacoma East. CN#1758 (January 2019).
50. Two station expansion to FMC South Tacoma. CN#1757 (January 2019).
51. Application to establish a twenty four station clinic in Clark County, WA. Not awarded CN.
52. Application to establish an eleven station clinic in King County, WA. Not awarded CN.
53. Application for eight station expansion to FMC Aberdeen. Not awarded CN.
54. Application for six station expansion to FMC Moses Lake. Not awarded CN.

#### Hospice

55. [Active application] Providence Health & Services – Washington to expand services to Pierce County, WA.
56. Approval for Providence Health & Services – Oregon to expand hospice services to Clark County, WA. CN #1829 (December 2019).