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PROFILE

Board member, entrepreneur, and former chief executive, with 30+ years' experience in the health care industry including co-founding and growing a market leading health care and disease management company from start-up to \$130 million in revenues and leading a \$2 billion business unit of a publicly traded managed care organization.

Extensive leadership experience in P&L/general management; call center and clinic operations management; healthcare information technology, marketing and sales; business development; strategic planning; product positioning, design and development; industry leadership and public policy advocacy; capital raising and investor relations; and board governance.

CORPORATE GOVERNING AND ADVISORY BOARD EXPERIENCE

TELEPERFORMANCE, S.E., Paris, France **2014 to present**
A \$4+ billion publicly traded (RCF:EN PARIS) company, providing outsourced multichannel customer experience management in more than 150 markets in 63 languages and dialects on behalf of major international companies in multiple industries by managing their customer care, technical support, customer acquisition, debt collection, social media, analytics and BPO non-interactive solutions. The company has 185,000 employees across 230 contact centers in 62 countries.
Board Member

SATELLITE HEALTHCARE, San Jose, CA **2015 to present**
One of the nation's leading not-for-profit providers of kidney dialysis and related services since 1974. Through its affiliated services, Satellite WellBound, Satellite Dialysis, and Satellite Research, Satellite Healthcare provides early patient wellness education, personalized clinical services, and a complete range of dialysis therapy choices. Satellite Healthcare has a well-recognized, enduring commitment to philanthropy and community service, from funding millions of dollars in research grants to sponsoring kidney programs nationwide.
Board Member, Chair of the Governance and Compensation Committee, Member of the Quality, and Strategy Committees

VERITY HEALTH SYSTEM, Redwood Shores, CA **2016 to present**
A non-profit health care system with more than 8,000 employees and physicians, 1,650 inpatient beds in six hospitals located in Northern and Southern California, six active emergency rooms and a host of medical specialties, Verity Health System is committed to providing community benefit through a variety of community-based outreach programs and wellness activities. Formerly operated as the Daughters of Charity system since its founding in 1858, the system was recapitalized by a private equity firm, BlueMountain Capital Management, in 2015 and is now governed by the independent Verity Health System Board of Directors.
Board Member, Member of the Audit Committee

CERESTI HEALTH, Carlsbad, CA **2014 to present**
An early stage company focused on providing support for caregivers of and patients with Alzheimer's Disease and other dementias. The Ceresti Cognitive Health Program combines a proprietary cognitive health model, a network of certified professionals, and cloud-based technologies focused on improving caregiver and patient quality of life and keeping patients in the home.
Chair, Business and Strategy Advisory Board; Member, Clinical Advisory Board

AMERICAN SPECIALTY HEALTH, San Diego, CA **2011 to 2016**
A \$200+ million privately held, national for-profit healthcare services company providing specialty network management and population health management programs to more than 30 million individuals through self-funded employers and health plans.
Board Member, Chair of Quality and Compliance Committee, Member of Audit, Compensation Committees

MEMORIAL CARE INNOVATION FUND, Long Beach, CA **2006 to 2015**
The venture capital arm of the Memorial Healthcare System providing strategic equity investments in companies interested in developing a synergistic relationship with the system's five medical centers and affiliated physicians.
Board Member, Treasurer

LIFEMASTERS SUPPORTED SELFCARE, INC., Irvine, CA **1996 to 2010**
A \$130 million venture-backed population health and disease management company.
Executive Chairman, Member of the Executive, Audit, Compensation, and Quality Committees

MANAGEMENT AND CONSULTING EXPERIENCE

POPULATION HEALTH STRATEGIES, Laguna Beach, CA **2010 to present**
Independent healthcare consultant providing strategic consulting and advice both nationally and internationally to management teams, companies, and investors currently in or seeking to enter the healthcare field focusing on strategy and business plan development, disease and care management program development and assessment, sales and market positioning, product planning, public policy analysis and strategy, and CEO advising and mentoring.

LIFEMASTERS SUPPORTED SELFCARE, INC., Irvine, CA **1996 to 2010**
A \$130 million venture-backed population health and disease management company providing services to more than 1 million individuals nationwide through health plans, employers, provider groups, public employee retirement systems, labor unions and trusts, and government entities. An early entrant into the PHM market, the company also developed proprietary software applications to support call center workflow, data analytics, and outcomes reporting.

Chairman, President and Chief Executive Officer

- Developed business plan and raised more than \$60 million in VC and venture debt funding
- Grew company from startup to \$130 million annual revenues, profitability, and positive cash flow
- Negotiated and implemented contracts, pilot programs and demonstration projects with health plans, self-funded employers, CMS (Medicare/Medicaid) and other state governmental agencies
- Opened and oversaw four state of the art health coaching and customer service call centers
- Developed and implemented programs and products for specialized market segments including frail elderly care coordination, on-site and on-line coaching, culturally sensitive and multi-lingual programming for ethnically and culturally diverse populations
- Implemented information technology innovations in predictive modeling, remote patient monitoring, data integration, reporting, and virtualization of the workforce
- Created new sales channels and enhanced product offering through business and marketing partnerships with complementary companies
- Enhanced consumer engagement and activation through innovations such as multivariable testing, segmentation, online communities, new behavior change and coaching models
- Developed strong relationships with consultant/broker community
- Extensive public speaking, public policy advocacy, and publications activities to promote health reform including testifying before Congressional committees

FHP INTERNATIONAL CORPORATION, Fountain Valley, CA **1981 - 1995**
A \$4 billion NASDAQ publicly traded health plan engaged in the delivery of managed health care services; and the sale of indemnity health, group life, and workers' compensation insurance to more than 1.9 million members in 11 states and Guam.

President, California Health Plan (1994 - 1995)

Senior Vice President, Western Region (1993 - 1994)
Vice President/General Manager, Los Angeles Region (1990 - 1993)
Corporate Associate Vice President, Operations (1989 - 1990)
Associate Regional Vice President/General Manager, New Mexico Region (1985 - 1989)
Medical Center Administrator (1984 - 1985)
Staff Assistant to the President, CEO, Chairman of the Board (1981 - 1984)

- Chief Executive Officer of California Region covering 900,000 in Commercial, MediCal, PPO and Senior Risk (Medicare Advantage) members: revenues of \$2.4 billion and 2,000 employees.
- General Manager of Western Region with annual revenues of \$1 billion, 1,000 employees and membership of 400,000. Developed Central and Northern California markets. Served on Executive Planning Committee; oversaw development of regional strategic and operating plans.
- P&L responsibility for LA Region with annual revenues of \$450 million and 300 employees.
- Functional oversight of IPA operations companywide: model contracts, policies and procedures, plan profitability, member service and retention, and provider network expansion.
- Opened and managed all aspects of FHP's New Mexico Region including initial Federal qualification, State Insurance Department and HCFA approval processes. Developed and maintained IPA and Staff Model delivery systems. Full P&L responsibility for all business lines.
- General Manager of the company's first and largest staff model senior and commercial healthcare centers serving 15,000 HMO members in Long Beach, California. Site of first Medicare risk (now Medicare Advantage) demonstration project in the Western US. Supervised 175 physicians, nurses, paraprofessionals and support staff.

UNIVERSITY OF MASSACHUSETTS, Amherst, MA **1977 – 1981**

Staff Associate to the Vice Chancellor, Administration and Finance
 Provided staff assistance, operations management, and financial management/analysis.

INDUSTRY AND NON PROFIT BOARD EXPERIENCE

POPULATION HEALTH ALLIANCE, Washington DC **2000 to present**
 A national non-profit trade association promoting the population health industry through advocacy, research, and education.

Immediate Past Chair – 2016 to present
Chairman – 2014 to 2016
Board Member – 2000 to 2006; Re-elected 2011 to present
Member of the Audit and Nominating Committees; By-Laws Committee Chair; – 2011 to present; Chairman – 2004 to 2006; Secretary – 2001

UNITED CEREBRAL PALSY, Washington DC **2011 to present**
 A national non-profit advocacy organization for people with disabilities.
Member, National Board of Trustees, Audit Committee Chair

URAC, Washington DC **2011 to present**
 National non-profit organization promoting health care quality.
Advisory Committee Member, Disease and Population Health Management Standards

THE HEALTH INDUSTRY FORUM, Boston, MA **2005 to 2009**
 Policy and Research Institute based at Brandeis University
Founding Advisory Board Member

ROBERT WOOD JOHNSON FOUNDATION, Princeton, NJ **2003 to 2009**
 Health-e Technologies Initiative
National Advisory Committee Member

CENTER FOR HEALTH CARE STRATEGIES, Hamilton, NJ **2005 to 2008**
 Medicaid Value Program
Expert Panel Member

INDUSTRY RECOGNITION AND PROFESSIONAL AFFILIATIONS

Top 25 Executives in Disease Management, 2008, 2005 - *Managed Healthcare Executive*
DMAA Individual Leadership Award, 2004
DMAA Best Article on DM Award, 2001

NACD Comp Committee Roundtable , Member	2015 to present
Women Corporate Directors , Member	2011 to present
Corporate Directors Roundtable of Orange County , Member	2014 to present
Forum for Corporate Directors , Member	2014 to present
Women Business Leaders , Member	2012 to present
Adaptive Business Leaders , Member	1996 to present
Population Health Alliance , Member, Board Member	2000 to present

EDUCATION

Syracuse University, Syracuse, New York, 1977
M.A., Public Relations/Communications

University of Delaware, Newark, Delaware, 1976
B.A., High Honors, Political Science and Philosophy

Selected Publications:

The Science of Wellness Programs: A Synopsis; Population Health Alliance publication; March 10, 2015; http://populationhealthalliance.org/images/letters/WhitePapers/S700-071A%20The%20Science%20of%20Wellness%20Programs_A%20Synopsis_FINAL.pdf

Update on the Impact of the Affordable Care Act on Consumers; The American Journal of Accountable Care; September 18, 2014

Do Workplace Health Promotion (Wellness) Programs Work?; Journal of Occupational and Environmental Medicine Volume 56, Number 9, September 2014

Integrating Technology and Interventions in the Management of Diabetes; Disease Management Health Outcomes 20012001; 9 Suppl. 1: 39-52 1173-8790/01/0001-0039

The changing healthcare landscape: physicians embrace disease management and improve outcomes; J Med Practice Management 2009 May-Jun;24 (6):350-4

Disease Management of Chronic Obstructive Pulmonary Disease from a Disease Management Organization Perspective Providing Technology and Time to Address Gaps in Care; Disease Management Health Outcomes 2008; 16 (5): 319-325 1173-8790/08/0005-0319

The Rise of Health Improvement Programs – Giving Something Back to Employees; Benefits and Compensation Digest, September 2007

Selected Presentations:

“Population Health Management Overview,” California Ambulatory Surgery Association Summit, Pasadena, CA, 3/21/2014

“Exploring Entrepreneurship in Healthcare,” Care Coordination Summit, Washington DC, 10/21/2011

“Organizational Activation: A Framework for Successful Accountable Care Transformation,” Care Continuum Alliance Annual Forum, San Francisco, CA, 9/8/2011, Judith Hibbard, PhD, University of Oregon, co-presenter

“Driving Physician Engagement in Disease Management,” Care Continuum Alliance Annual Forum, San Diego, CA, 9/22/2009

“An Outcomes-Based Demonstration to Enrolling Medicare Fee-for-Service Beneficiaries,” Care Continuum Alliance Annual Forum, Hollywood, FL, 11/24/2008

“Healthcare Reform Strategies for Retirement Populations,” National Association of State Retirement Administrators, Savannah, GA, 8/4/2009

“Improving Care Management for Special Populations: Results of an Outcomes-based Demonstration Project for Dual Eligibles with Chronic Conditions,” 4th National Medicaid Congress, Washington DC, 6/1/09

“Scientific Approaches to Enrollment, Engagement, and Activation,” 9th Annual Population Health and Disease Management Colloquium, Philadelphia, PA, 3/3/2009

“Implications for Payers, Purchasers, and Policy Makers of Strengthened Care Coordination,” American Board of Internal Medicine Foundation Annual Conference, Montreal, Canada, 8/6/2007

“Medicare Disease Management Strategies,” AIS Audioconference, 8/21/2007

“Selecting Broad Wellness Strategy vs. Chronic Condition Management—Payer Choices,” SRI Healthcare Conference, Boston, MA, 8/2/2006

“Moving Forward to Better Health, Functionality and Productivity: A Suggested Framework for Decision-Making,” IHPM 2nd Annual Health Management Conference, Orlando, FL, 3/30/2006

“Chronic Disease Management: What Does the Future Hold for Cardiac and Pulmonary Rehabilitation?,” AACVPR Annual Meeting, Milwaukee, WI, 10/21/2005