

PROFESSIONAL PROFILE

Twenty years of extensive policy and communications experience in legislative, regulatory, executive & advocacy sectors. Deep knowledge of federal healthcare programs, public policy, health plan operations and regulatory processes. Recognized as a top-performing leader with executive presence, political acumen, agility to navigate change, and unique blend of nonprofit and federal experience. Skilled at writing policies and executive communications.

WORK EXPERIENCE

Senior Manager, Education & Policy for Committee on Operating Rules for Information Exchange (CORE)

COUNCIL FOR AFFORDABLE QUALITY HEALTHCARE (CAQH), Washington, DC
April 2015 – Present

KEY SKILLS

- Policy Analysis
- Communications
- National Campaigns
- Collaboration
- Education & Outreach
- Public Presentation
- Management
- Strategy

Recruited to lead and accelerate education and outreach program. Advanced the role to include monitoring and responding to federal policy and regulatory issues of significance to CAQH and CORE mission and vision.

Serve as advisor and technical expert on federal healthcare information technology (IT) policy and regulations.

- **Create CORE comments on proposed regulations by CMS and ONC;** write regulation summaries and propose direction for leadership team decision making.
- **Develop strategic guidance on federal healthcare policy efforts** for leadership to advance interoperability under HIPAA and Administrative Simplification.

EDUCATION

Master of Public Administration

AMERICAN UNIVERSITY
Washington, DC, 2006

Bachelor of Arts

History & Spanish
YALE UNIVERSITY
New Haven, CT, 1993

Manage CORE Education and Outreach program.

- **Create comprehensive education and outreach strategic communications plans,** aligning CORE organizational and strategic goals with desired objectives.
- **Develop educational collateral, thought leadership pieces, website content, social media, presentations, as well as conference abstracts** with an almost 70% acceptance rate.
- **Design and direct webinar program to clearly communicate complex, technical topics to healthcare stakeholders.** Identify and liaise with external and internal presenters to successfully execute about two webinars per month, each attracting approximately 500+ registrants and 250+ attendees. Average satisfaction ratings of 90%+ by more than 8,000 individuals annually.
- **Supervise education team of up to two employees.** Conduct regular check-in meetings, annual performance reviews, and support ongoing training.

Director, Division Communications & Engagement, National Standards Group

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS), Baltimore, MD December 2014 – April 2015

Selected to lead newly created division and senior-level team of 5, managing \$8M contract and part of a \$15M contract, to educate and engage industry regarding HIPAA and ACA.

- **Successfully managed development and implementation of a comprehensive communications plan on ICD-10 diagnostic codes** which ensured successful implementation on October 2015.

Senior Advisor, Office of E-Health Standards & Services (OESS)

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS), Baltimore, MD September 2011 – December 2014

Promoted to support Director on high-level policies and regulations, leveraging strong collaborative relationships across HHS.

- **Served as Director's authoritative source of information** on health IT and Meaningful Use legislative, regulatory and program efforts.
- **Asked to lead and oversee efforts to align the information exchange and quality measure infrastructure at CMS**, resulting in two strategic and tactical plans as well as integration of a pre-submission validation tool to enhance compliance efforts and customer satisfaction.
- **Organized national collaborative outreach to implement the federally mandated HIPAA 5010 format for electronic data interchange (EDI) transactions**, which resulted in an efficient communications process to discuss implementation and answer industry questions.
- **Facilitated the CMS Electronic Health Records Incentive Program Hardship Exception Application process** which impacted thousands of providers facing potential payment adjustments due to non-compliance.

Special Assistant, Office of Communications

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS), Baltimore, MD May 2010 – September 2011

Promoted to support Director, managing highly complex assignments of national scope and significance.

- **Served as subject-matter expert on the ACA.**
- **Developed national campaign to promote the ACA.** Portions were implemented to educate the American people on the prevention components of the ACA.
- **With 48-hour notice, coordinated televised town hall meeting with the US President on the ACA.** President Obama held a national televised town hall meeting with senior citizens to discuss the ACA, fraud and prescription drug benefits.

Health Insurance Specialist, Office of Strategic Operations & Regulatory Affairs

CENTERS FOR MEDICARE & MEDICAID SERVICES (CMS), Baltimore, MD March 2006 – May 2010

- **Coordinated HHS and CMS process for review, clearance, and approval of policy documents**, such as regulations and issue briefs, ensuring CMS achieved policy and administrative goals/deadlines.
- **Created streamlined process for review and response of GAO and OIG findings.** New process ensured timely clearance and approval by the CMS Administrator at 5-6 per week.

Legislative Analyst, CDC Washington Office

CENTERS FOR DISEASE CONTROL & PREVENTION (CDC), Washington, DC May 2005 – February 2006

Chosen for short-term competitive temporary detail as CDC liaison to Congress, federal agencies, and partner organizations.

- **Advised Director on strategies to further CDC's mission and program priorities.**
- **Selected as Policy Team Leader to the CDC Emergency Communications System, created in response to Hurricanes Katrina and Rita.** Over the course of six months, successfully managed resource allocation and prepared for two Congressional hearings.

Program Analyst, Office on Smoking & Health

CENTERS FOR DISEASE CONTROL & PREVENTION (CDC), Washington, DC

February 2001 – May 2005

- **Served as subject matter expert on federal tobacco control policy efforts.** Effectively communicated with decision-makers and partners. Produced numerous communications; provided technical comments on legislation.
- **Provided direction to the Interagency Committee on Smoking and Health (ICSH) as well as its Subcommittee on Cessation;** developed the National Action Plan for Tobacco Cessation which led to a successful smoking cessation quitline and HHS smoke-free campus program.
- **Drafted technical comments on behalf of CDC to the WHO Framework Convention on Tobacco Control (FCTC),** which were included in the final treaty which has been ratified by 181 countries.

Legislative Assistant

U.S. SENATOR RICHARD J. DURBIN, Washington, DC

February 1999 – February 2001

Recruited as Senator Durbin's expert on healthcare and consumer protection issues, statutes, and federal government programs.

- **Provided leadership and recommendations for action; monitored and analyzed legislative activity; developed written communications.**
- **Led effort to ban smoking on international flights.** Effort culminated in passage of a federal law prohibiting cigarette smoking on international flights, included in a broader aviation overhaul bill.
- **Drafted legislation on regulation of tobacco product warning labels;** portions of the legislative language were included in the final law to regulate tobacco products by the FDA.

Prior Positions: **Senior Policy Analyst, Government Relations Office,** AMERICAN CANCER SOCIETY, 1995-1999; **Project Coordinator,** ASSOCIATION OF STATE & TERRITORIAL HEALTH OFFICIALS, 1993-1995

AWARDS

CMS Administrator's Special Citation Award, 2012 • Department of Health & Human Services Honor Awards, 2006 • Outstanding Performance, Public Health Response to Hurricane Katrina, 2005