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My experience is diverse as I have been a physician executive for varying organizations and am a Certified Physician Executive. I have been a consultant for hospitals, health plans and independent physician associations. I have been the Administrator and Chief of a large division within a hospital. I have been a surveyor of health plans for the State of California conducting reviews in Quality, Utilization, Pharmacy, Access and Availability. I have worked within systems restructuring and redesigning these entities for quality and efficiency.

In my role as a physician executive I have overseen physician credentialing, quality, grievance and appeals, utilization and compliance. I have worked with and prepped departments for audits by the California's Departments of Managed Health Care, Department of Healthcare Services, CMS, and NCQA. I have consulted with hospitals regarding their administrative structure and function and have overseen modification of and written policies and procedures as well as provided recommendations for departmental and governance change.

I am currently licensed in the State of California but have consulted as an expert witness in California, Oregon, Washington State, Washington DC, Utah, Colorado, Texas, Nevada, Kansas, Illinois, Arizona, New Mexico, Pennsylvania, Michigan, and Colorado.

My expert witness experience has been both for the defense and plaintiffs. I have provided expert opinions as an administrator in both the hospitals, health plans, and IPAs. I have participated in cases involving physicians and as other personnel. As noted above, my experience and training in quality, risk management, compliance and utilization have been the areas of medical-legal expertise. I have authored reports and declarations, been deposed and testified in court in these areas. (Expert Case list provided for potential clients)

EXPERIENCE

RESOLVE HEALTHCARE CONSULTING LLC

2008-Present

Principal

- Reviews information from agencies, hospitals, and health plans seeking consulting to ameliorate change.
- Compiles information needed to request additional documentation for paper review in preparation for site visits.
- Works with teams to prepare for site visits. Works to develop transitions in models of care. Performs forensic retrospect.
- Performs site visits to the contracting agencies and entities and thereafter collaborates with teams to implement the recommendations for agency improvement and assists in preparation for State site visit if required..
- Reviews information from entities including legal teams seeking consultation to determine other documents needed for assessment.

- Works with teams to prepare for site visits. Works to develop transitions in models of care. Performs regular retrospectives and risk benefit analysis.
- Consults as a medical-legal expert in quality, utilization and risk management and compliance for legal teams, health plans, physician groups hospitals, and the State of California
- Works with teams in QM/UM providing determinations of Quality, Prior Approvals, Appeals and Grievances and general appropriate Utilization Management.
- Provides Medical-legal expert opinions in quality, utilization, risk management and compliance.

EXECUTIVE POSITIONS

2014-2024

I have, as a consultant, provided interim consulting as an Executive for the following:

- CMO, Medcore OMNI IPA, Stockton CA. 2014-2015
- Medical Director Physician Advisor, Mercy Merced Hospital, Merced, CA. 2016
- CMO, Community Health Group, San Diego, CA. 2016-2018
- Medical Director, Community Health Group, 2018-2019
- Interim CMO/Medical Director, Oscar HealthPlan, NY for California. 2019-Nov. 2020
- Medical Director, Clinical Review and Risk Support , OptumHealth (United Health Group) California 2020-2022
- Medical Director, Community Health Group, San Diego, CA 2022-2024
- Interim Medical Director, Napa Valley Physicians Association. Napa, CA. 1998-1999
- Physician Consultant to national consulting firms (2012-2024)

Each of these positions presented its' own unique set of issues and challenges. I was contracted in each instance to evaluate and facilitate general and specific change. I have worked to ensure credentialing was timely and appropriate, developed policies and procedures to streamline patient care assuring that quality was foremost. Other duties have included educational tutorials and seminars, department restructuring, team cohesion review, departmental remodeling and specialty budget evaluation. I have also provided supervision of grievances and appeals and utilization departments.

My consulting has not been limited to one area, or department, or entity, for quality, risk mitigation, and compliance impact every system and department including those of doctor's offices, health plans and hospitals. The skills I possess have been acquired through training, experience and ongoing education.

Providence Queen of the Valley Medical Center

2017-2025

Chair, Board of Trustees

I have provided leadership for the board with transition planning within the Providence corporate structure for the California Division and the Northern California Region.

- Worked with management and the Chief Administrative Officer in planning, community education and public relations.
- Worked with Regional and Divisional boards in implementation of new structure
- Participated in hospital activities and fundraising as appropriate.

- Am the first physician to ever chair the board
- Have integrated the Medical Staff into board participation for broadening the education of the board.
- Worked with Corporate to facilitate significant change in 2023-2024.

STATE OF CALIFORNIA, DEPARTMENT OF MANAGED HEALTH CARE
Surveyor

2012-2017

Was trained and then conducted as part of a team, surveys of 40+ health plans in California. This included the smaller state plans as well as the national plans operating in California. My surveys included areas of Quality, Utilization, Pharmacy, Access and Availability. Records as well as metrics were reviewed for compliance with the state laws and regulations.

NAPA COMMUNITY BANK

2001-2010

Chair, Board of Directors (2006-2010)
Vice Chair, Board of Directors (2001-2005)

Performed in a leadership role to drive strategic initiatives, defined agendas and assisted in regulatory compliance and resolution of complex issues.

- Grew the bank from \$8.5 million to \$180 million. The bank was sold in 2010 with the share increase having gone from \$10/share to \$28/share in the 8 years during the recession. This represented a return per annum over 8 years of 35%.
- Played key role in recruiting and developing a top-performing team of five executives and 12 board members, with minimal turnover; collaborated directly with the President and CEO to develop staffing and retention plans.
- Contributed to start-up operations by securing investors, establishing procedures and hiring personnel. Regulatory process and procurement of sufficient capitalization to open bank, took just one year.
- Ensured satisfactory CAMELS rating, worked with merger and acquisition consultants and ultimately sold the bank for \$28.7 million or 1.75 times book value, in the midst of the banking crisis.

CHILDRENS HEALTH INITIATIVE, Napa County, California
President

2005-2008

Was a founding member of this organization established to enable access to health care and insurance for all children in Napa County. Became President one year into existence. This is the only Children's Health Initiative within the state which was financially viable for many years.

- Enrolled over 8000 in Healthy Kids and Kaiser Kids programs by diligently identifying eligible children through outreach programs in local schools and collaboration with Family Resource Centers.
- Increased the enrollment of children in state/federal and CHI programs from approximately 7,000 to over 14,000 from inception within the first 3 years.
- Garnered the largest single donation of \$1 million given to a non-profit at that time in Napa Valley. This within the first few months of initiation of this startup organization without funding. Funding facilitated

the procurement of a number of other grants from the county, the California Wellness Foundation, the Kaiser Foundation and others.

- Directly instrumental in delivering over \$7 million annually into the County of Napa by continually growing the program from a modest \$100,000 budget and only increasing spending to \$1.5 million within 3 years.

CHOC CHILDRENS: CHILDRENS HOSPITAL OF ORANGE COUNTY, ORANGE COUNTY, CA. 1982-1996

Administrator and Chief, Division of Hematology/Oncology and Bone Marrow Transplantation
Medical Director, Blood Donor Services, Co-Medical Director, Case Management, Chair, Department of Medicine
Chair, Risk Management (1990-1996)

- Established the only tertiary Hematology/Oncology and Bone Marrow Transplantation program in the Orange County California with responsibility for expanding patient base and growing staff.
- Raised millions of dollars to fund CHOC and other research facilities by initiating a laboratory research funding project currently known as the Pediatric Cancer Research Foundation.
- Played instrumental role in hospital becoming first free-standing children's hospital to receive a federal grant to pursue cord blood transplants. Led efforts to devise collection techniques for freezing and maintaining cord blood and stem cells.
- Built a high caliber team including seven subspecialty physicians, multiple nurses, several nurse practitioners, a translator, PhD's, researchers, social services staff and psychologists.
- Spearheaded construction of a Ronald McDonald House by obtaining foundation support, recruiting volunteers and managing fundraising activities; efforts enabled opening in just over one year and was the first of House in the world to open with no mortgage and no debt.
- Developed division to a \$100,000,000 program,(1995) employing 7 physicians and providing 40 inpatient beds 12 bone marrow transplant beds and a 5-day a week clinic. Became only cost center in hospital at the time to show a positive revenue return.
- Assisted in and ensured preparation for JCAHO site visits and maintained national accreditation.

EDUCATION

Board Certified, Pediatric Hematology/Oncology, Sub-Board Pediatrics

University of California, Irvine

Board Certified, Pediatrics

University of California, Irvine

Doctor of Medicine

Loma Linda University School of Medicine

Master of Arts, Educational Psychology/Philosophy

Andrews University

Bachelor of Arts, Psychology and Chemistry

Columbia College

TRAINING

American Board of Quality Assurance and Utilization Review Physicians—CERTIFIED IN RISK MANAGEMENT

American Association of Physician Leadership—CERTIFIED PHYSICIAN EXECUTIVE

American Board of Quality Assurance and Utilization Review Physicians—CERTIFIED IN QUALITY ASSURANCE AND UTILIZATION.

American Board of Medical Quality—FELLOW

University of California Irvine/Childrens Hospital of Orange County—FELLOWSHIP IN PEDIATRIC HEMATOLOGY AND ONCOLOGY.

University of California Irvine/Childrens Hospital of Orange County—CHIEF RESIDENT

University of California Irvine/Childrens Hospital of Orange County—RESIDENCY IN PEDIATRICS

AFFILIATIONS

Napa County Medical Society

District I Pediatric Society, American Academy of Pediatrics

American Association for Physician Leadership

American College of Medical Quality

American Society of Clinical Oncology

American Society of Pediatric Hematology/Oncology

California Medical Association

American Medical Association

American Board of Quality Assurance and Utilization Review Physicians

American Society of Law, Medicine, and Ethics