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10 Proposed Attorneys for the Chapter 11  
11 Debtor and Debtor In Possession

12 **UNITED STATES BANKRUPTCY COURT**  
13 **SOUTHERN DISTRICT OF CALIFORNIA**

14 In re  
15 BORREGO COMMUNITY  
16 HEALTH FOUNDATION,  
17 Debtor and Debtor In  
18 Possession.

Case No. 22-02384-LT11

Chapter 11 Case

**SUPPLEMENTAL DECLARATION OF  
ISAAC LEE, CHIEF RESTRUCTURING  
OFFICER, IN SUPPORT OF DEBTOR'S  
EMERGENCY FIRST-DAY MOTION  
REGARDING INSIDER  
COMPENSATION**

Judge: Honorable Laura S. Taylor

Date: September 13, 2022

Time: 3:00 p.m. PST

Place: Zoom Remote Conference

Jacob Weinberger

United States Courthouse

325 West F. Street

San Diego, California 92101

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**DECLARATION OF ISAAC LEE**

I, Isaac Lee, hereby state and declare as follows:

1. I am the Chief Restructuring Officer (“CRO”) of Borrego Community Health Foundation (“Debtor”).

2. I am a Managing Director at Ankura with more than 20 years of operational and financial restructuring experience. I have advised numerous companies on turnaround plan development and evaluation, liquidity improvement initiatives, asset dispositions, liability management and bankruptcy filing preparation. I have also assisted in managing and administering companies during chapter 11 cases. Additionally, I have prior experience with health care providers, including a nine surgical center system and had senior level responsibilities on two prior engagements where Ankura has been involved as Chief Restructuring Officer.

3. I received my MBA from the Tuck School at Dartmouth College and my BS in Business Administration from the University of Southern California.

4. I am knowledgeable and familiar with the Debtor’s day-to-day operations, business and financial affairs, restructuring efforts and the circumstances leading to the commencement of this chapter 11 case (the “Case”). Except as otherwise indicated herein, this declaration is based upon my personal knowledge, my review of relevant documents, information provided to me by employees of the Debtor or the Debtor’s legal and financial advisors, or my opinion based upon my experience, knowledge, and information concerning the Debtor and the medical industry, including Federally Qualified Health Centers (“FQHC”) both nationally and in Southern California within which the Debtor operates. If called upon to testify, I would testify competently to the facts set forth in this Declaration.

5. I make this declaration (the “Supplemental Declaration”) in further support of the *Emergency First Day Motion of Debtor for Entry of Order Setting Insider Compensation* (the “Motion”) [Docket No. 11] filed on September 12, 2022 (unless otherwise defined herein, capitalized terms shall have the same meaning as

1 in the Motion). I incorporate by reference into this Supplemental Declaration my  
 2 *Declaration in Support of Emergency First Day Motions* (the “Lee Declaration”)  
 3 [Docket No. 7] and my prior declaration in support of the Motion [Docket No. 12].

4 6. The Motion requested immediate authority for the Debtor to pay, as  
 5 obligations come due, its Insiders their pre-petition salaries during this Case.

6 7. This Supplemental Declaration provides further information with  
 7 respect to each Insider and their respective salaries.

8 8. Attached as **Exhibit “A”** are true and correct copies of the curriculum  
 9 vitae of the Insiders providing a summary of their experience and skills.

10 9. The start dates for the Insiders are as follows:

Title	Start Date
Chief Executive Officer	Feb. 21, 2022
Chief Financial Officer	July 5, 2022
Chief Operating Officer	Oct. 29, 2007
Chief Compliance Officer	Mar. 28, 2022
Chief Legal Officer	Dec. 6, 2021
Chief Medical Officer	June 27, 2022
Vice President of Information Technology	Feb. 1, 2012
Vice President of Human Resources	August 1, 2022

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22 10. The Board approved the Insiders’ compensation. In determining the  
 23 Insider’s appropriate compensation, the Board considered, as applicable,  
 24 recommendations from its personnel committee (on which no Insiders sit) (the  
 25 “Personnel Committee”), and deliberated on approving compensation in accordance  
 26 with the market, provisions applicable to FQHCs issued by the Health Resources  
 27 Service Administration (“HRSA”) and reports, assessments and compensation  
 28 surveys, including:

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- a. a detailed study provided by Gallagher Compensation Services for the Chief Executive Officer;
- b. compensation surveys from the Association of Physician Groups (2021) and Clinic Leadership (2021) for the Chief Financial Officer;
- c. the Clinic Organizations 2021 Executive Compensation Survey (the “CO 2021 Survey”) for the Chief Legal Officer;
- d. the CO 2021 Survey and compensation survey from the American Physician Groups for the Chief Medical Officer; and
- e. the CO 2021 Survey, California Primary Care Association Compensation and Benefits Survey and APG Leader Compensation Survey 2021 to determine the salary of the Vice President of Human Resources.

11. The Personnel Committee also reviewed independent salary data of comparatively sized organizations in setting the compensation of the Chief Operating Officer, Chief Compliance Officer and the Vice President of Information Technology Committee.

12. Based upon the foregoing and my own knowledge and experience, the compensation currently being paid to each Insider is reasonable and is not above market.

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I declare under penalty of perjury that, to the best of my knowledge and after reasonable inquiry, the foregoing is true and correct.

Executed this 19th day of September 2022, at Los Angeles, California.

  
\_\_\_\_\_  
Isaac Lee

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**EXHIBIT A**

(Copies of The Curriculum Vitaes)

**CORINA VELASQUEZ**



### **Corina Simerson, Executive Vice President Chief Operating Officer**

Corina has rapidly grown into more advanced roles during her time with Borrego Health. She is a primary example of how Borrego Health values and supports the empowerment of its staff.

Corina began her career with Borrego Health as a Medical Assistant in October of 2007. She then transitioned into the Quality department in 2010 where she worked with the team to develop and implement the Electronic Health Records system. She was later given the opportunity to become a Clinic Manager in 2011 at one of Borrego's newest locations in Riverside County, shortly thereafter she was promoted to the Regional Director of Operations position.

Corina continued to apply her growing skills within the Operations department and in 2013 she became the Senior VP of Operations for Borrego Health. With her growing knowledge of the organizations needs and adaptability to its rapid growth she later became the Chief Operating Officer for Riverside County in February of 2016. As a member of the Executive team she is responsible for overseeing clinic sites in the Riverside and San Bernardino County regions. In addition she has oversight of the Referrals Department for the organization as well as the continued development and implementation of the Electronic Health Records System managing the Health Information department.

In April 2017 Corina was appointed the position of Executive Vice President- Chief Operating Officer by the Board of Directors. Corina continues to execute her COO duties, as well as be responsible for making executive decisions in the absence of the CEO.

Corina graduated from the Clinic Leadership Program in June, 2016, a Project of Blue Shield of California Foundation, which prepares emerging leaders of California community clinics and health centers to be effective and passionate agents of change in an evolving health care environment. This program allowed for Corina to enhance her leadership skills while connecting her with some California's most prominent Community Health Centers.

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# CORINA SIMERSON

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## PROFESSIONAL SUMMARY

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Motivated, personable, dedicated, and skilled business professional with versatile administrative and clinical skill set. Diplomatic and tactful with professionals and non- professionals at all levels. Accustomed to handling sensitive and confidential records. Demonstrated history of producing accurate & timely reports while meeting stringent health plan & audit guidelines. Flexible and versatile - able to maintain composure under pressure Poised and competent with demonstrated ability to easily transcend cultural differences. Thrive in deadline-driven environments. Excellent team-building skills. High-profile executive successful at leveraging career experience to enhance organizational productivity and efficiency by effectively directing and supporting operations, services and solutions.

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## SKILLS

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- Self-motivated
- Strong verbal communication
- Team leadership
- Data management
- Conflict resolution
- Process implementation
- Staff development
- Executive presentation development
- Bilingual (English & Spanish)
- Microsoft Office expertise
- Project planning
- Critical thinking
- Report development
- Resource management expertise
- Operations management
- Strategic objective execution
- Process improvement
- Non-profit management

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## WORK HISTORY

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### **CHIEF OPERATING OFFICER - RIVERSIDE COUNTY, 02/2016 to Current**

#### **Borrego Health**

- Member of Chief Executive Management Team.
- Demonstrated ability to lead and motivate outstanding healthcare teams.
- Developed several leadership presentations and reports to facilitate project evaluation and process improvement.
- Assisted in the development and implementation of comprehensive tracking processes to monitor administrative and quality of care performance.
- Educated staff on state and federal statutes, rules and regulations governing community health care services.
- Developed and communicated new or revised policies to staff.
- Strategically planned methods to achieve operational goals and targets.
- Skillfully developed departmental goals, objectives, standards of performance, policies and procedures.
- Responsible for the oversight, development, training, implementation and maintenance of the Electronic Health Records (EHR) System.
- Responsible for the oversight, development, training, and utilization of the referrals department for the organization.
- Responsible for oversight and development of our Managed Care Operations Dept.
- Develop, implement, and monitor new processes/policies that enhance patient health outcomes and overall patient satisfaction while meeting key requirements from health plans, HRSA, and licensing.

### **CHIEF PATIENT ACCESS OFFICER, 01/2015 to 02/2016**

#### **Borrego Health**

- Member of Executive Management Team.
- Made strategic decisions regarding future targets.
- Applied advanced business expertise in program planning.

- Established operational objectives and work plans and delegated assignments to subordinate managers.
- Educated staff on state and federal statutes, rules and regulations governing community health care services.
- Closely collaborated with management team to make necessary improvements and satisfy patient and staff needs.
- Led the planning and achievement of goals and objectives consistent with the agency mission and philosophy.
- Responsible for the oversight, development, training, implementation and maintenance of the Electronic Health Records (EHR) System.
- Responsible for the oversight, development, training, and utilization of the referrals department for the organization.
- Responsible for oversight and development of our Managed Care Operations Dept.
- Develop, implement, and monitor new processes/policies that enhance patient health outcomes and overall patient satisfaction while meeting key requirements from health plans, HRSA, and licensing.

### **SENIOR VICE PRESIDENT OF OPERATIONS, 10/2013 to 01/2015**

#### **Borrego Health**

- Responsible for setting objectives, marketing, planning, finance, and policy decisions that affect patient care.
- Responsible for the oversight, development, training, and maintenance of the Electronic Health Records (EHR) System
- Responsible for the oversight, development, training, and utilization of the referrals department for the organization.
- Develop, implement, and monitor new processes/policies that enhance patient health outcomes and overall patient satisfaction while meeting key requirements from health plans, HRSA, and licensing.
- Skillfully developed departmental goals, objectives, standards of performance, policies and procedures.

### **VICE PRESIDENT OF PATIENT SERVICES, 08/2012 to 10/2013**

#### **Borrego Health**

- Responsible for setting objectives, marketing, planning, finance, and policy decisions that affect patient care.
- Analyze and maintain accurate referral utilization review reports in an effort to monitor over - utilization and under-utilization of the referral process.
- Initiate & implement centralized referrals for the entire organization- 11 sites within 2 counties
- Work alongside the Operations Dept. to ensure high quality & ease of patient access to care while aligning the organization's mission and meeting all health plan & auditory requirements.
- Strategically planned methods to achieve operational goals and targets.

### **REGIONAL DIRECTOR OF OPERATIONS, 07/2011 to 08/2012**

#### **Borrego Health**

- Responsible for the day to day operations of 6 Riverside clinics in various capacities
- Ensure that all sites were "audit ready" at all times by developing an internal audit tool that encompassed all audit requirements from county, state and federal regulations. Worked with Operations team to implement standard monthly clinic internal audits
- Assessed each sites workflows & needs in an effort to optimize each employee's skills while providing high quality care & operating within each sites individual budgets.
- Worked with all site managers to ensure that productivity goals are met consistently
- Develop processes and protocols needed to ensure that all sites were meeting the needs of the communities served.
- Developed various training material and content to maintain staff education of Community Health Care operations.

### **CLINIC MANAGER, 05/2011 to 07/2011**

#### **Borrego Health**

- Responsible for implementing day to day operations of two new clinics
- Initiated the hiring & development of all key staff
- Developed relationships with neighboring organizations & partners
- Maintained clinic "audit ready" at all times
- Worked with several departments within the organization to implement needed programs for the communities served.
- Strong leader of customer support staff.
- Implemented necessary changes based on evaluation of staffing requirements.

**QUALITY MANAGEMENT COORDINATOR- EHR Trainer, 03/2010 to 04/2011**

**Borrego Health**

- Assisted in audits of clinic sites & charts in accordance with Quality Dept guidelines.
- Reported all findings to clinic managers and supervisors in a structured and professional format.
- Trained all clinical staff including providers on use of EHR system
- Developed processes & training manual for EHR Program
- Worked with EHR vendor to enhance system in any aspects needed in order to improve workflows & patient health outcomes
- Facilitated & executed training's of various sizes and functions as they pertained to organizations various roles.

**CERTIFIED MEDICAL ASSISTANT/CPT, 01/2007 to 03/2010**

- Attained patient vital signs quickly & efficiently " Administered vaccines & injections while maintaining proper documentation at all times " Insurance verification/ICD 9 code coding to ensure proper billing of patient services " Referrals & Case Management of patient care per provider orders " CPT 1- attained blood specimens with accurate utilization butterfly, vacutainer & syringe.
- Monitored patient flow & worked closely with providers to maintain excellent patient satisfaction " Performed various other clinical & administrative duties.

**Certified Medical Assistant/CPT, 01/2005 to 03/2010**

**EISENHOWER MEDICAL CENTER**

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CERTIFICATIONS

2014- Clinic Leadership Institute-Emerging Leaders Program (UCSF & Blue Shield of CA)

**DAVID J. BALDWIN**

## **David J. Baldwin**

### **Objective**

Career Position in Information Technology with a focus on quality systems management, systems and data integration, and business process automation

### **Management Experience**

#### **IT Helpdesk Management**

- Used data reporting and new metrics for measuring department performance to manage executive expectations and improve customer satisfaction
- Vendor relationship management and negotiations
- Managed a team of ten IT computer engineers
- IT Hiring
- Team Evaluations
- 24x7 IT staff scheduling

### **Technical Skills and Experience**

#### **Application Software**

- Altiris/Symantec Management Platform and Service Desk
- AIX and open-source MPIO
- Linux and AIX Logical volume manager
- Xen Virtualization
- Citrix Xenapp/Xendesktop
- Open-source HA (Heartbeat, DRBD)
- Various DBMS (MySQL, Postgresql, MSSQL, DB2, Progress)
- Open-source monitoring software (MRTG, Smokeping, Nagios, Snort, OpenNMS)
- Open-source IP-PBX (Asterisk/Trixbox)
- Veritas Netbackup/Backup Exec
- UNIX shell programming (Perl, Bash)
- Secure Shell (OpenSSH and SSH.com variations)
- Apache Web Server (HTTP, HTTPS)

### **Systems Administration**

- IBM AIX 4.3-5.3
- IBM OS400
- VMWare ESX
- Various Linux flavors (Gentoo, Redhat/CentOS, Ubuntu, rPath)
- Boot From SAN (Linux/Windows)
- FreeBSD/OpenBSD
- Sun Solaris 7 and 8
- Windows Server 2008, 2003, Windows 2000 Professional/Server
- Active Directory/Group Policy
- Various network protocols
- User account management (UNIX, Linux, Windows Active Directory)

### **Hardware**

- Compellent Storage Center
- NetAPP Filers
- EMC CX600
- McDATA Fiber Channel switches
- Cisco MDS Fiber Channel switches

- IBM Bladecenter
- IBM RS6000 pSeries
- Stratus HAServer
- Some Foundry network switch experience
- Some Cisco PIX experience
- Installed robotic tape devices on MS Windows/Compaq Systems
- Barracuda SPAM filter

### **Education**

- Certified ScrumMaster - June 2009
- PMP Certified - September 2008
- Training by Project Management Institute
- Compellent administration training
- Cisco MDS switch training
- IBM training for AIX HACMP
- VMWare VCP - November 2008
- VMWare ESX training
- Microsoft Operations Manager training
- Anixter data center management training
- Sun Certified System Administrator (SCSA)
- RedHat Certified Engineer (RHCE) March 10, 2001
- Certificate in Computer Applications and Networks May 2000  
Coleman College, La Mesa, CA 91942 GPA 3.97

### **Work Experience**

Viejas Enterprises, Alpine CA

IT Manager 10/10 - Present

#### **Highlights**

- Established department knowledge base with over 200 pages of detailed documentation and procedures
- Established procedures for continued population of standard operating procedures and knowledge data
- Established departmental reporting structure to keep middle and executive management updated regarding IT utilization and needs
- Redesigned helpdesk management and ticketing system to align with current business objectives
- Automated several procedures to ensure that deadlines are not missed
- Established a standard of consistent service delivery for the IT helpdesk team
- Selected to sit on Guest Service Committee for commitment to change and improvements to the property
- Outsourced printer support and supply replenishment for 140 printers to Xerox to save a **minimum** of \$4500 per year in toner costs and free up staff from printer hardware support
- Established change control and review process for Active Directory Group Policies

Systems Engineer 5/05 - 10/10

#### **Highlights**

- Lawson Financials System Upgrade IT Project Manager  
Managed interdepartmental communications to drive project success  
Managed vendor relations to reduce cost and improve partnerships
- Linux and UNIX systems specialist  
Managed more than 30 Linux/UNIX systems used for mission critical casino

management applications (running db2, apache/tomcat, VMWare ESX, mysql)  
Constantly monitor and evaluate systems configuration  
Consult with peers and management to recommend solutions for Linux and UNIX systems  
Mentor peers and junior team members in Linux and UNIX administration and perform knowledge transfer for cross-training  
Perform software and hardware maintenance for Linux and AIX systems  
Troubleshoot performance problems with Linux and AIX systems (IO, Network, CPU, Memory, configuration, etc.)

- Played key role as IT Project Manager for \$15 million casino management systems replacement
  - IT systems amounted to approximately \$2.5 million of total project budget
  - Project included replacement of serial based slot floor communications with 300 Foundry Ethernet switches (24-port bank switches, high density distribution switches)
  - Planned storage requirements for all new systems (includes 74TB NetAPP storage and 45TB Compellent storage)
  - Planned new SAN connectivity solution (Cisco MDS fabric switches)
  - Worked with multiple vendors to negotiate best pricing and services for Viejas
  - Project included addition of 34 servers to Viejas environment (Stratus HA servers, IBM Intel and Power blades, and pSeries AIX servers)
  - Used PMI project management methodology to track project requirements, progress, and deliverables
- OpenNMS Implementation
  - Recommended OpenNMS system when budget for commercial monitoring system was cut
  - Planned scope for system implementation
  - Delegated tasks to peers for system implementation
  - Provide ongoing consultation for system improvements
  - Saved Viejas \$120,000 in software and hardware costs by eliminating the need for commercial monitoring software
- Disaster Recovery and Continuation of Operations
  - Primary point of contact for DR related projects
  - Implemented Asterisk IP-PBX cluster as fall back system for old PBX and phones
  - Attend company meetings to provide cohesive interface with IT department for continuations of operations planning and related discussions
- Windows System Administration (backup)
  - Assist team with MS Windows server administration
    - Storage Planning
    - Group Policy
    - Performance tuning
    - Virtualization evaluations
  - Perform day-to-day troubleshooting of Windows Server incidents
  - Deploy new accounts for Windows Active Directory and Exchange 2003
  - Participated in planning for Exchange 2008 transition
  - Managing Exchange 2008 mailboxes
- SAN storage engineer (backup)
  - Acted as a secondary storage expert for Viejas
  - Handled meetings with management when storage was a topic
  - Act as check-and-balance for storage planning and design

#### Roles and Responsibilities

- Constantly evaluate corporate processes and make recommendations for improvement and cost savings (Business Process Management)
- Evaluate new products and make recommendations
- Maintain vendor relationships and negotiations
- Meet with executives and management to determine business needs
- Plan enterprise projects using PMI or Agile methodologies
- Advise and assist in implementation of new Cisco SAN fabric
- Primary UNIX and Linux systems engineer
- Configure new systems for SAN connectivity (zoning, volume creation, etc)
- Key role in replacement of Casino Management System (Bally SDS and CMP)

- Monitor and evaluate overall corporate system performance and make recommendations
- Train peers and other IT personnel in Linux and UNIX systems best practices
- Facilitate communications between various teams inside and outside of IT department
- Evaluate, plan, and implement new and existing systems security

Systems Engineer 11/03 - 5/05  
The Eastridge Group, San Diego 92108

#### **Highlights**

- Managed Kronos iSeries timekeeping system for over 5000 temporary employees nationwide
  - Co-founded local Kronos user-group
  - Shared Kronos experience and lessons learned as a speaker at Kronos worldwide user conference in Las Vegas
  - Regular speaker at local user-group meetings during employment at Eastridge
  - Member of Kronos customer advisory board to further develop product
- Introduced open-source solutions to Eastridge
  - Eastridge had not previously considered using open source software to meet business requirements
  - Implemented first of many Linux systems for network monitoring and secure mail relay
  - Created custom interactive MRTG Web UI using Perl and CGI

#### **Roles and Responsibilities**

- Maintain and develop Linux based monitoring systems (MRTG, Nagios, Smokeping, Snort)
- Maintain and develop Linux based qmail email relay system
- Kronos iSeries Timekeeper project manager(iSeries Version)
- Maintain Citrix Metaframe XP environment (user management, server deployment and changes, monitoring)
- Manage Siemens HiPath 3000 PBX and remote office VOIP gateways
- Exchange 2003 user account management
- Windows 2000 user network account management
- Thin client deployment and maintenance
- Printer deployment and maintenance
- Offsite office and home office setup and support
- Support desk end user assistance and call management
- Citrix printing setup and maintenance
- New user training (end users and IT staff)
- Telecommunications wiring management
- Fax line and machine configuration and management
- Octel Aria 250 administration and user management
- Testing software support (ProveIT, Qwiz)
- Configure interfaces from Kronos to other systems (OpenVMS, Windows, generic)

Systems Engineer 5/01 - 11/03  
Network Insight LLC. San Diego 92121

#### **Highlights**

- Sr. Solaris System Engineer
  - Built Solaris NIS domain from ground up to support NFS shared central home directories and central NIS authentication
  - Developed automated software distribution system for Solaris workstations leveraging OpenSSH and key based authentication

Created custom CDE desktop policy and profiles for users to support integration with Windows AD domain

- MSSQL Database Administrator
  - Integrated disparate ticketing and asset tracking systems into a single interface
  - Created a single point of interaction for NOC operators to look up client information

#### Roles and Responsibilities

- Maintain internal system infrastructure (MS Windows and Sun Solaris)
- Maintain and develop call ticketing system (Frontrange Heat)
- Maintain and develop asset tracking infrastructure (Peregrine Asset Center)
- Plan and maintain backup schedule for UNIX and Windows Servers
- Assist in network event monitoring (via SNMP)
- Troubleshoot network problems (in relation to systems)
- Maintain UNIX workgroup print servers
- Installing and administering internal support software (including startup scripts)
- Common Desktop Environment programming
- Microsoft SQL Server database administration (Heat Call Logging, Peregrine Asset Center)

#### RedHat Technician 6/00 - 5/01

The Sutherland Group Ltd., San Diego, CA 92123

- Assist customers in installation of RedHat Linux 6.0-7.0.
- Hardware conflict resolution.
- Assist in configuring supported hardware (video cards, network cards, sound cards, modems, cdroms, and hard drives).
- Basic service setup (apache, samba, ftp, and telnet).
- Provide information on locations for documentation, drivers, and third party utilities.
- Provide PreSales support for callers.

**DOUGLAS HABIG**

# Douglas Habig

Authorized to work in the US for any employer

## Work Experience

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### **General Counsel**

Mission City Community Network - Foresthill, CA  
June 2019 to Present

General Counsel for Federally Qualified Health Center (FQHC) operating over 20 clinics throughout Los Angeles, San Bernardino and Orange Counties, California. Work included successfully directing extensive litigation overturning Medi-Cal temporary suspension and addressing regulatory issues for FQHCs involving Health Resources & Services Administration (HRSA) requirements. Also, performed work related to 340B Drug Pricing Program, facility acquisitions and other regulatory and compliance issues.

### **Contract Attorney**

Axiom Law - San Francisco, CA  
January 2018 to June 2019

Providing contracted legal services for a legal placement company. Engagements included providing legal services to Landmark Health, a national healthcare company specializing in clinical services to Medicare Advantage and other managed care enrollees. This engagement primarily involved downstream provider contracting and managed care regulatory issues. I have also handled provider contracting for Well Care, a nationally known managed care health plan.

### **General Counsel**

Alameda Health System - Oakland, CA  
2010 to 2014

General Counsel for a public hospital authority, managing all legal affairs for a Level II trauma center (90,000 annual ED visits), 2 community hospitals, a psychiatric hospital, rehabilitation hospital and skilled nursing facilities. I reported to the CEO and served as counsel to the County-appointed fiduciary Board of Trustees. During my tenure, I directed the acquisition of two community hospitals and established the organization's first systemic compliance program. I managed claims and litigation, healthcare regulatory issues, employment, insurance and compliance matters. I also initiated and led renegotiation of a psychiatric services agreement with Alameda County, increasing annual revenue by \$12 Million.

### **Regional Counsel**

Trinity Health - Novi, MI  
2007 to 2010

Regional Counsel for Trinity's Iowa hospitals and medical clinics, managing all legal affairs for 4 acute care hospitals, 12 critical access hospitals, and regional clinics employing more than 300 physicians. I also directed claims and litigation, risk management, regulatory compliance, medical staff matters and medical practice acquisitions. I integrated and re-structured management of helicopter ambulance

services at three facilities and assisted in establishing the first e-ICU center in the State, providing intensivivist services to remote rural ICUs.

### **Owner/CEO**

Habig Law Firm - Anaheim Hills, CA  
2004 to 2007

Anaheim Hills, CA

Private law practice providing managed care and regulatory advice to clients.

### **Senior Counsel for a Catholic**

St. Joseph Health System - Orange, CA  
1998 to 2004

Senior Counsel for non-profit health system, with 18 hospitals in California and Texas, managing claims and litigation and managed care contracting for the system. I also personally litigated a multi-million dollar arbitration involving complex risk pool contracts.

### **Regional Counsel**

Catholic Healthcare West - San Francisco, CA  
1994 to 1998

Regional Counsel for a Catholic non-profit health system, directing all legal services for three hospitals in Northern California, including Level III trauma center for a five-county region. I dealt with claims and litigation, healthcare regulatory matters, physician disciplinary actions, employment issues and construction contracts and arbitration. I worked on the acquisition of an acute care hospital and issues involving the region's air ambulance program.

### **General Counsel**

Medical Heritage, Inc - New Orleans, LA  
1988 to 1994

General Counsel of a for-profit hospital and home health company, managing claims and litigation, physician and vendor contracting, employment matters, Medicare cost report appeals and Medicaid disproportionate share and hospital fee issues.

### **Associate Attorney**

Lugenbuhl, Larzelere and Ellefson - New Orleans, LA  
1983 to 1988

Associate Attorney for a litigation law firm, primarily engaged in Business, Admiralty and Aviation litigation matters.

## Education

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### **J.D. in Law**

College of William and Mary  
1983

### **B.A.**

University of Colorado  
1980

## Skills

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- Legal Research
- Privacy/HIPAA/HITECH
- Managed Care
- Legal Drafting
- Negotiation
- Hospital Experience

**ROSE B. MACISAAC**

# ROSE B. MACISAAC

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## CHIEF FINANCIAL OFFICER Healthcare

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Accomplished senior financial executive with strong record of driving strategies, initiatives and processes that generate sustainability and operational efficiencies. Expert in implementing processes and procedures to comply with government standards. Skilled in relationship building and negotiations with key internal and external decision makers. Demonstrated broad-based strengths and accomplishments in:

Process Improvement	HRSA Program Requirements	FQHC Rate Setting
FQHC Scope Changes	Medicare Cost Reports	DHCS PPS Reconciliations
340B Contract Pharmacy	Federal 330 Grant Applications	Federal 330 Grant Reports
Super Circular Procurement Rules	Single Audit Requirements	Annual Financial Audit Requirements
Vendor Contract Negotiations	Banking Services	403B Plan Oversight
Labor Union Negotiations	Restructure/Reorganization	Financial Modeling
Indirect Cost Rate Proposals	Cash Flow Forecasting	Ad-Hoc Analysis

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### **OLE HEALTH – NAPA, CA – October 2019 – Present**

*\$80M Federally Qualified Health Center with approximately 315 employees, 7 clinical sites across 2 counties and 2 supporting organizations, comprising of a Foundation and a New Market Tax Credit legal entity*

#### **CFO/COO (May 2021-Present)/CFAO (Apr 2020-Present)/CFO (Oct 2019-Apr 2020)**

Promoted to Chief Financial and Administrative Officer within first six months of employment and collaborated with organizational leadership at the start of Coronavirus pandemic, as well as Napa fires, to ensure the safety and wellness of all staff and patients. Promoted to Chief Financial Officer/Chief Operating Officer to direct the organizational vision and strategy for OLE Health. Directly oversees the development and oversight for the Finance, Grants, Procurement, Billing, Patient Access, Patient Services and Clinical Operations departments

#### **Key Accomplishments**

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- Strategized and executed a more transparent and robust budget process that enabled leaders to contribute to the budgets they were responsible for
- Successful negotiations with Department of Health Care Services for rate finalization of Fairfield sites
- Successful completion of HRSA OSV after 2 months of employment for Finance and Billing sections
- Implementation of new budget and reporting software to reduce time spent on manual reports
- Successfully implemented processes within Finance department to reduce closing from 2 months to 3 weeks for three separate entities
- Updated the board reports to provide more transparency with data-driven, actionable reports
- Through COVID, navigated the abundance of fiscal resources available to health centers and advised on proper accounting and tracking of each of the sources
- Successful transition of investment managers to strategize an updated investment policy to ensure the long-term financial sustainability of the health center
- Completed training for all front office, call center and billing staff on different payers in an FQHC setting
- Negotiated and executed new space for administrative staff to allow for proper spacing in the clinical settings
- Educated and trained providers, managers, and supervisors on budget process and accounting process
- Promoted an atmosphere of service and collaboration with other departments

# ROSE B. MACISAAC

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## **ONE COMMUNITY HEALTH – SACRAMENTO, CA – June 2018 – October 2019**

*\$55M Federally qualified health center with approximately 250 employees across 2 clinical locations*

### **Chief Financial Officer**

Strategic leader in the financial operations and sustainability of FQHC with direct oversight of all accounting, grant, billing and procurement staff.

### **Key Accomplishments**

- Formed collaborations with C-Suite leadership to reforecast 2018 budget
- Successful redesign of 2019 budget process with buy-in from all levels of management
- Ongoing training of new and existing management staff of the financial budget and reporting process
- Implemented new procurement processes to centralize purchases of medical and office supplies
- Successfully redesigned the revenue month-end cycle by converting revenue entries from estimated to actual by utilizing and designing revenue reports out of EPIC
- Reduced month-end closing cycle by 5 business days
- Produced redesigned board reports and education around FQHC financial reporting
- Successful OSV Review with HRSA
- Re-organization of accounting department by identifying inefficiencies in workflows

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## **Asian Health Services – Oakland, Ca – November 2014 – May 2018**

*\$55M Federally qualified health center with approximately 450 employees across 9 clinical locations*

### **Chief Financial Officer (2016-Present) / Controller (2014-2016)**

Promoted to Chief Financial Officer from Controller and immediately faced several challenges that impacted the operations and revenue of the organization. Direct responsibility for accounting, billing, financial reporting, payroll and procurement teams totaling 22 employees.

### **Key Accomplishments**

- Successful negotiations with Department of Healthcare Services for PPS Reconciliations that resulted in a reversal of \$7M in imputed revenue offset
  - Successful negotiations with DHCS for finalizations of site rate setting
  - Creating and implementation of procurement department, including policies and procedures and improved workflow for both clinic and administrative staff
  - Successful creation and implementation of "bottoms up" budget that included the input of key staff
  - Established Policies and Procedures, including sliding fee scale to result in all 19 program requirements being met during HRSA Office Site Visit
  - Established Board Designated Assets through strategic discussions with senior leadership and board members
  - Worked closely with Managed Care Organization to set-up proper reporting of 340B prescriptions through contract pharmacy relationship
  - Successful negotiations with bargaining unit that resulted in a 3-year contract renewal
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## ROSE B. MACISAAC

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### **ALLDATA** – Elk Grove, CA – 2012 – 2014

*\$165M Automotive software company, subsidiary of Autozone, Inc, with approximately 400 employees*

#### **Accounting Manager (2014-2014) / Senior Financial Analyst (2012-2014)**

##### **Financial Management**

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- Work with various levels of management to ensure accurate and timely reporting of financial information to parent company
  - Work cross functionally to enhance transactional data
  - Enhance policies, procedures and controls
  - Prepare periodic financial statements, including executive staff presentation materials
  - Tracking and reporting of capital expenditure budget of approximately \$8.4 million
  - Hands on management, while staying involved and engaged with senior management on a daily basis
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### **NEIGHBORHOOD HEALTHCARE** – ESCONDIDO, CA – 2010 – 2012

*\$40M Federally qualified health center with approximately 450 employees*

#### **Controller (2011-2012) / Accounting Manager (2010-2011)**

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- Manage Accounts Payable, Payroll, General Ledger and Cash Posting staff (approximately 9 employees)
  - Maintain financial reporting and general ledger structure, which include the chart of accounts
  - Ensure timely filing of all required financial reports
  - Develop processes and procedures to streamline existing tasks
  - Implement internal control audit process for cash handling at clinic sites
  - Develop contracts management process flow for grants, county, federal and state funds
  - Created improved process flow for payroll process
  - Develop and manage Budget of \$40M
  - Negotiated with new and existing vendors to save organization money in the areas of medical supplies, copy machines, cell phones and office supplies
  - Cash Management functions, which include working with banks, determining cash requirements, forecasting
  - Year-end Audit Management
  - Produce Scope-of-Service, PPS Rate Change reports, Medicare Cost Reports as well as assist in preparation of UDS, OSHPD and Managed Care Reconciliation Reports
  - Perform Productivity Calculations for Incentive Payouts for Medical Sites and Providers
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##### **Other Positions Held:**

Accounting Manager, Carl Zeiss Vision Inc. (2008-2010)

Senior Accountant, San Diego Foundation (2007-2008)

Senior Accountant, Shamir Insight (2005-2007)

Staff Accountant, BakBone Software (2004-2005)

Staff Accountant, The Eastridge Group (1999-2004)

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# ROSE B. MACISAAC

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**Education:**

Clinic Leadership Institute, Emerging Leaders Program  
University of California, San Francisco Cohort 9 (2016-2017)

University of Phoenix  
Bachelor of Science, Accounting (2006)

**Other Accomplishments:**

*California Primary Care Association*  
CFO Peer Network Chair (2019-Present)  
Financial Management Plus Content Advisory Committee Member (2021-Present)

*Healthcare Financial Management Association*  
Certified Healthcare Financial Professional  
August 2019-Present

**Systems/Skills:**

Financial Systems: MIP, Sage 100, Oracle, SAP, Fundware, Essbase, F9, Great Plains Dynamics  
Electronic Practice Management: OCHIN EPIC, NextGen, EClinical Works  
Microsoft Office Suite

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**DANA ERWIN RN, MSN, CPHRM**

# DANA ERWIN RN, MSN, CPHRM

[www.linkedin.com/in/dana-erwin/](http://www.linkedin.com/in/dana-erwin/)

## QUALITY/RISK/COMPLIANCE Regulatory | Organizational Leadership | Risk Mitigation

Master’s educated, Officer-level professional with extensive experience in providing the leadership and direction needed to drive the achievement of key organizational goals and objectives. Skilled at analyzing current environments, developing and implementing solutions designed to ensure regulatory compliance with strict healthcare guidelines, reducing risk to the organization while improving patient safety. Proven strength, building strong, long-term relationships with healthcare partners based on open lines of communication and the effectiveness of the solutions focused strategies. Recognized for the ability to deliver impactful results while leading in fast-paced, highly regulated business environments.

### AREAS OF EXPERTISE

- Regulatory Compliance
- Project Management
- Root-Cause Analysis
- Staff Education
- Program Management
- Risk Management
- Statistical Methodologies
- Quality Improvement Programs
- Process Improvement
- Change Management
- Program Governance
- Regulatory (Fed and State)

### PROFESSIONAL EXPERIENCE

#### CHIEF COMPLIANCE OFFICER- *InnovAge –Denver, Colorado*

March 2019- March 2021

Responsible for overseeing the compliance program for one of the largest PACE organization in the United States, and ensuring compliance with laws, regulatory requirements, policies and procedures.

Subject matter expert with state and federal CMS regulation, and responsible for establishing standards and implementing procedures to ensure that the compliance programs throughout the organization are effective and efficient in identifying, preventing, detecting and correcting noncompliance with applicable laws and regulations.

Provide reasonable assurance to senior management and the Board that there are effective and efficient policies and procedures in place, well understood and respected by all employees, and that the company is complying with all regulatory requirements.

#### *Chief Compliance Officer's responsibilities:*

- Defining the necessary level of knowledge on existing and emerging regulatory compliance requirements across the organization.
- Developing the annual compliance work plan that reflects the organization's unique characteristics.
- Periodically revising the compliance plan in light of changes.
- Coordinate’s compliance activities and/or response to external regulatory agencies -
- Guiding in a productive, professional way, the compliance teams.
- Overseeing and monitoring the implementation of the compliance program.
- Providing guidance, advice, and/or training and educational programs, to improve business' understanding of related laws and regulatory requirements.
- Providing strategic direction to the management team on compliance.
- Preparing and presenting clear and concise compliance reports to the Board. Inform the Board about important issues and material violations.
- Interacting with regulators on compliance issues.
- Coordinating efforts related to audits, reviews, and examinations.
- Developing policies and programs that encourage managers and employees to report suspected fraud and other improprieties, without fear of retaliation.
- Coordinating internal compliance review and monitoring activities, including periodic reviews of departments.
- Independently investigating and acting on matters related to compliance. Monitoring external review processes.
- Notable achievements while in the position have included:
  - Developed a Compliance Program
  - Created Compliance Data Dashboard
  - Developed Enterprise Mock Audit Process
  - Implemented Contracted Facility Oversight Program
  - Reorganized the Policy and Procedure System

DIRECTOR OF QUALITY/RISK MANAGEMENT

Feb 2016 -March 2019

***Portneuf Medical Center and Clinics (Ardent), Pocatello, ID***

- Administer the Enterprise Quality and Risk Management Program, continually managing and analyzing risk management data which has resulted in opportunities to identify performance improvements.
- Utilize qualitative and quantitative incident data to uncover opportunities for performance improvements.
- Provide ongoing staff and provider education regarding quality/risk and patient safety.
- Work in collaboration with compliance and all levels of the organization to investigate all incidences resulting in asset loss and to improve healthcare quality and patient safety.
- Partner with the Senior Leadership team to correctly identify best practices and implement processes to improve patient safety and care.
- Created strong interdisciplinary relationships through negotiation and consensus building to drive goal achievement for all disciplines.
- Plan, coordinate, organize and direct all operations for the mitigation of legal claims against the hospital.
- Implement procedure specific informed consents for all specialty areas.
- Utilized standard work methodology for RCA action plans and AHRQ RCA squared methodology.
- Collaborate with the leadership team in both risk mitigation and risk financing and assisting in The Joint Commission (TJC) and CMS regulatory compliance.
- Correctly identify variations in evidence-based medical practice and sub-standard performance, recommending opportunities for improvement.
- Lead mock surveys for Ardent Corporate Facilities (Texas and Florida) and oversee Patient Safety Infection Control and Employee Health.
- Notable achievements while in the position have included:
  - Developed an incident data reporting platform which provided trending analysis for directors, managers, and staff.
  - Successfully created a Quality and Risk Management plan and evaluation while ensuring compliance with all Compliance/Risk policies and procedures.
  - Implemented RCA2 methodology, which successfully aligned with the facility's lean methodology of process improvement.
  - Asked to serve as an expert on the Pre-Litigation panel for the State of Idaho.
  - Led the accreditation with The Joint Commission and the successful conversion to DMV.
  - Facilitated collaboration with stakeholders which ensured quality improvement and health promotion.

**QUALITY/RISK PROJECT MANAGER**

April 2015 – Dec 2018

***Astria Sunnyside Community Hospital and Ambulatory, Sunnyside, WA***

- Served as an expert quality/risk consultant to Critical Access Hospital and 13 rural outpatient clinics
- Designed, implemented and oversaw highly effective quality, patient safety and risk management programs based on local, state and national trends with a focus on organizational culture, performance improvements, and risk mitigation.
- Conducted detailed analysis for a policy software system and incident reporting process and supported data extraction and the creation of risk and patient safety dashboards.
- Ensured hospital and clinical staff-patient safety through continual risk education and managed policy software and clinical policy development and training.
- Correctly identified variations in evidence-based medical practice and substandard performance, recommending opportunities for improvement.
- Designed quality-based activities, facilitated teamwork and implemented project plans which elevated the organization's health quality-related measurements.
- Set the vision and developed hospital and medical staff performance improvement activities, provided reports of quality activities and outcomes to committees and supervised the Employee Health Department.
- Provided annual update to the Board of Directors on quality and risk polices and data in addition to developing annual quality, risk, and patient safety plans.

**CORPORATE RISK MANAGER**

Sept 2010 – March 2015

***Yakima Valley Farm Workers Clinics, Toppenish, WA***

- Led in terms of risk management in a 25 ambulatory, multi-disciplinary federally qualified healthcare system in both Washington and Oregon.
- Created and managed quality and patient safety programs throughout the multi-state healthcare system.
- Responsible for risk financing and collaboration with liability insurer with claims management and for the planning, directing and providing of risk and patient safety education for all clinical and non-clinical sites.
- Worked in collaboration with clinical and administrative departments to develop and implement action plans and served as a resource for providers on topics related to patient safety, risk prevention, malpractice and general liability.

- Wrote 150+ policies, protocols, guidelines and procedures related to patient safety and nursing care.
- Provided comprehensive oversight for the implementation of Joint Commissions (TJC) standards and state and federal guidelines in addition to managing the system's occurrence reporting.
- Managed the annual Federal Tort Claims Act (FTCA) application process,
- Performed root-cause analysis for both adverse and sentinel events and assisted the CEO with risk financing.

**SENIOR RN CASE MANAGER**

April 2009 – May 2010

*Clear One Health Plans, Inc., Bend, OR*

- Assumed a leadership role in collaboration with the Bend Memorial Clinic, developing the Patient-Centered Medical Home, which produced the desired clinical and financial outcomes.
- Successfully implemented a Hospital Utilization Review (UR) and the associated Case Management process.
- Coordinated the care of select patient populations through the acute care episode and across the continuum.
- Notable achievements while in the position included:
  - Improved the patient care delivered by effective utilization and monitoring of healthcare resources.

**COMPLEX CASE MANAGER**

2000 – April 2009

*Group Health Cooperative, Kennewick, WA*

- Successfully managed a complex caseload comprised of complex patients with multiple co-morbidities.
- Served as a liaison to 6 area hospitals, conducting daily rounds and assisting both physicians and staff in managing care for patients with complex disease processes.
- Led in terms of care coordination in conjunction with a concurrent and retrospective review using Milliman Care medical record review – InterQual.
- Worked in collaboration with providers to ensure delivery of the proper treatments and follow-up.
- Maintained open lines of communication between Group Health Cooperative, hospital and contracted providers as a key liaison.
- Provided ongoing staff education regarding medical necessity guidelines to improve performance.

PREVIOUS EMPLOYMENT: Lead Shift Manager – Walla Walla General Hospital.

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**EDUCATION, CERTIFICATIONS & TRAINING**


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**Master of Nursing Leadership (MSN)** – Western Governors University, (7/2018)**Bachelor of Science, Healthcare Business** – Western Governors University**Associates in Registered Nursing** – Walla Walla Community College

Registered Nurse – Washington (#RN           ), Colorado (#RN           )

Certified Professional in Healthcare Risk Management (CPHRM)

Lean, IHI Quality and Risk Modules

Master Trainer – Team Steps

HIPAA – Meeting Security Regulations Trained

Meaningful Use and It-Tech Act Trained

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**PROFESSIONAL AFFILIATIONS**


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National Association of Healthcare Quality (NAHQ)

American Society for Healthcare Risk Manager (ASHRM)

American College of Healthcare Executives

**KENNETH M. SODA, MD, MHA (EMHL)**

**Curriculum Vitae**  
**Kenneth M. Soda, MD, MHA (EMHL)**

**PROFESSIONAL EXPERIENCE:**

- 2/21 – 5/22 **Chief Medical Officer**  
Dignity Health-Pacific Central Coast Health Centers Medical Group  
Santa Maria, CA
- 9/18 – 1/21 **Physician Executive**  
**Office of System Integration and Transformation Medical Director for  
Whole Person Care Medi Cal Waiver**  
Santa Clara County Health and Hospital System  
Santa Clara Valley Medical Center-Hospital and Clinics  
San Jose, California
- 11/16 – 8/18 **Physician Executive**  
**Primary Care Medical Director**  
Santa Clara Valley Medical Center- Hospital and Clinics  
Ambulatory Health and Community Services Division  
San Jose, California
- 2/15 – 10/16 **Chief Medical Officer**  
Physician Health Partners, LLC  
Colorado Community Health Alliance  
Colorado Medicaid Accountable Care Collaborative  
Denver, Colorado
- 10/12 – 1/15 **Assistant Program Director**  
Centura Health System  
St. Anthony North Family Medicine Residency Program  
Westminster, Colorado
- 9/11 – 9/12 **Interim Program Director**

Centura Health System  
St. Anthony North Family Medicine Residency Program  
Westminster, Colorado

7/07 – 8/11 **Clinical Faculty, Family Medicine Physician**  
Centura Health System  
St. Anthony North Family Medicine Residency Program  
Westminster, Colorado

5/04 – 4/07 **Family Medicine Physician**  
Kaiser Permanente - Colorado Permanente Medical Group  
Family Medicine Department  
Physician Site Leader  
Westminster, Colorado

4/02 – 4/04 **Family Medicine Physician**  
Family Medicine Associates, P.C.  
Broomfield, Colorado

10/01 – 2/02 **Family Medicine Physician**  
Metropolitan Community Provider Network  
Hoffman Heights Community Health Center  
Aurora, Colorado

1994 – 1997 Clinical Technician and Nursing Assistant  
Clinical Research Unit, Division of Clinical Pharmacology  
Thomas Jefferson University Hospital  
Philadelphia, Pennsylvania

1992 FDA Regulatory Department  
BioPharm, Incorporated  
Blue Bell, Pennsylvania

1991 – 1992 Research Associate in Pharmacology  
Agouron Pharmaceuticals  
La Jolla, California

1990 – 1991 Research Associate in Pharmacokinetics

Cytel Corporation  
La Jolla, California

1988 – 1990 Senior Research Assistant for Laboratory and Clinical Research in the  
Biology of Addictive Diseases  
The Rockefeller University  
New York, New York

1985 – 1988 Materials Research Group Fellow, Synthetic Organic Chemist, & Teaching  
Assistant  
Polytechnic University  
Brooklyn, New York

1984 – 1985 Biochemistry Research Assistant  
Ayerst Research Laboratories  
Princeton, New Jersey

1983 – 1984 Bioorganic and Analytical Chemistry Research Assistant  
Monell Chemical Senses Center  
Philadelphia, Pennsylvania

**EDUCATION AND TRAINING:**

2019-2021 **MHA Degree (Executive Master's in Healthcare Leadership)**  
Brown University  
School of Professional Studies  
Providence, RI.

2018-2019 **Business Management Courses-On Line:**

- Introduction to Project Management and Practices-University of California Irvine
- Finance for Non-Finance Professionals-Rice University
- Financial Accounting Fundamentals-University of Virginia

2000-2001 **Obstetrics Fellowship**  
Santa Clara Valley Medical Center  
OB/GYN Department  
San Jose, California

- 1997-2000 **Graduate Medical Training-Family Medicine Residency Program**  
University of Iowa Hospitals and Clinics  
Iowa City, Iowa
  
- 1992-1997 **Medical Degree**  
Jefferson Medical College  
Philadelphia, Pennsylvania
  
- 1987-1988 **Postgraduate Studies in Biology**  
Hunter College  
New York, New York
  
- 1985-1988 **M.S. Degree in Chemistry**  
Polytechnic University-New York University  
Brooklyn, New York
  
- 1980-1984 **B.S. Degree in Chemical Engineering**  
Lafayette College  
Easton, Pennsylvania

**PROFESSIONAL MEMBERSHIPS AND APPOINTMENTS:**

- 1995 – Date American Academy of Family Physicians
  
- 2000 – Date Diplomat, The American Board of Family Medicine
  
- 2001 – 2004 Senior Clinical Instructor of Family Medicine  
Department of Family Medicine, School of Medicine  
University of Colorado Health Sciences Center  
Denver, Colorado
  
- 2001 – 2017 Colorado Academy of Family Physicians
  
- 2007 – 2016 Society of Teachers of Family Medicine
  
- 2017 – Date California Academy of Family Physicians

2018 – Date American College of Healthcare Executives

**LICENSURE:**

2001 – Date Colorado License

2016 – Date California Medical License

1997 – Date DEA with Buprenorphine Certification

2007 – Date NPI

2007 – Date UPIN

2007 – Date Medicaid

2007 – Date Medicare

2007 – Date CAQH

**CERTIFICATION:**

7/1998 Passed USMLE Step 3

8/2000 Diplomat, The American Board of Family Medicine  
Membership  
Recertification 12/2017 to 12/2027

**PUBLICATIONS, ABSTRACTS, AND POSTERS:**

1. Soda Kenneth MD and Litvak Patricia MD, Clinical Faculty, St. Anthony North Family Medicine Residency Program, Westminster, Colorado. Poster Presentation, Society of Teachers of Family Medicine Conference, Denver, Colorado, 5/1/09. TITLE: Giving Residents the Keys to the Medical Home: Health Promotion and Disease Prevention and the Six Competencies.
2. Powell MF, Stewart T, Otvos L, Gaeta FCA, Sette A, Arrhenius T., Thompson D, Soda K, and Colon SM. Peptide Stability on drug development II: Effect of single amino

acid substitution and glycosylation on peptide reactivity in human serum. Pharmaceutical Research 10(9):1268-73, September 1993.

3. Webber S, Johnston A, Shetty B, Webber SE, Welsh K, Hillard J, Kosa M, Morse C, and Soda K, Preclinical studies on AG-337, a novel lipophilic thymidylate synthase inhibitor. American Association of Cancer Research (Abstract) July 1993.
4. Shetty BV, Kosa M, Soda K, and Webber S. Pharmacokinetics and tissue distribution of two novel thymidylate synthase inhibitors, AG-311 and AG-337 in the rat. American Association of Cancer Research (Abstract) April 1993.
5. Shetty BV, Webber S, Soda K, Kosa M, Andrada D, and Tyle P. Absorption of AG-85, a thymidylate synthase (TS) inhibitor, from topical formulations. American Association of Pharmaceutical Scientists (Abstract) July 1992.
6. Webber S, Shetty B, Johnston A, Welsh K, Varney M, Deal J, Morse C, and Soda K. In vitro properties and antitumor activity of AG-331, a novel lipophilic thymidylate synthase inhibitor. American Association of Cancer Research (Abstract) April 1992.
7. Culpepper-Morgan JM, Twist DJ, Petrillo CR, Soda KM, and Kreek MJ. Beta-endorphin and cortisol abnormalities in spinal cord injured individuals. Metabolism 1992; 41:578-81.
8. Bodner G, Soda KM, Kennedy J, and Kreek MJ. Modulation of Natural Killer Cell activity: role of neuroendocrine status. NIDA Research Monograph Series 1991:412-3.
9. Stone NN, Wilshire-Clements M, Miller M, Soda K, and Kreek MJ. Effect of opiate antagonist nalmefene (IVX-B-III) on beta-endorphin levels and urine concentrating capacity in patients with interstitial cystitis. Abstracts of Endocrine Society, June 1990.
10. Bodner G, Albeck H, Soda KM, and Kreek MJ. Modulation of natural Killer cell activity: possible role of hypo-thalamic-pituitary axis hormones. New Leads in Opioid Research, 1990:330-1.

**COMMITTEE APPOINTMENTS:**

- 2018-2021 **Transformation 2020 Domain Leadership Committee-Care Coordination Division**, Project Management Representative, Santa Clara County Health and Hospital System (SCC-HHS), San Jose, CA
- 2018 **Medi-Cal Waiver and Project Operations Committee**, Ambulatory and Community Health Services, Primary Care Division, Chairperson, Santa Clara Valley Medical Center (SCVMC), San Jose, CA
- 2017-2018 **Center for Leadership Transformation Committee**, Ambulatory and Community Health Services, Primary Care Division, Medical Director, Santa Clara Valley Medical Center (SCVMC), San Jose, CA
- 2017-2018 **Patient Paneling Committee**, Ambulatory and Community Health Services, Primary Care Division, Chairperson, Santa Clara Valley Medical Center (SCVMC), San Jose, CA
- 2016-2018 **Recruitment Committee**, Ambulatory and Community Health Services, Primary Care Division, Chairperson, Santa Clara Valley Medical Center (SCVMC), San Jose, CA
- 2016 **Mile High Health Alliance, Specialty Care Access Workgroup**, Denver Colorado
- 2016 **Boulder County Health Improvement Collaborative (BCHIC)**, Specialty Care Access Program, CCHA Representative for Medicaid, Boulder, Colorado
- 2015 – 2016 **Colorado State Medical Assistance and Services Advisory Council**, Physician Representative, Co-Chairperson, Denver, Colorado
- 2015 – Date **Colorado Medicaid Accountable Care Collaborative (ACC) Program Improvement, Provider and Community Issues Sub-Committee**, RCCO#6 Representative, Colorado Department of Health Care Policy and Financing
- 2015 – 2016 **Colorado Community Health Alliance (CCHA) Physician Advisory Committee**, Chairperson, Denver, Colorado

- 2014 – 2015 **Clinical Competency Committee**, Chairperson, St. Anthony North Family Medicine Residency Program, Westminster, CO
- 2014 – 2014 **Centura St. Anthony North Health Campus - Family Medicine Residency Transition Team**, Residency Administrative Co-Team Leader, Westminster, CO.
- 2013 – 2014 **Practice Innovation Committee– 5S Team**, Physician Leader, St. Anthony North Family Medicine Clinic, Westminster, CO
- 2013 – 2014 **Centura MNDOG Residency Transition Committee**, St. Anthony North Family Medicine Residency, Assistant Program Director, Administrative Representative, Westminster, CO.
- 2013 – 2014 **Centura MNDOG Connected Health Committee**, Outpatient Physician Representative, Colorado Division.
- 2013 – 2014 **St. Anthony North Hospital Continuum of Practice/Transitions of Care Committee**, Physician Representative, St. Anthony North Hospital, Westminster, CO.
- 2012 – 2014 **Residency Program Progress Committee**, Chairperson, St. Anthony North Family Medicine Residency Program, Westminster, CO.
- 2012 – 2014 **Operations Improvement Committee**, Physician Leader, St. Anthony North Family Medicine Residency Clinic, Westminster, CO.
- 2012 – 2014 **Residency Program Recruitment Committee**, Co-Chairperson, St. Anthony North Family Medicine Residency Program, Westminster, CO.
- 2012 – 2014 **Quality Improvement Sub-Committees** (Health Maintenance, Anticoagulation Services), Physician Representative, St. Anthony North Family Medicine Residency Clinic, Westminster, CO.
- 2009 – 2012 **Practice Improvement Steering Committee** (Patient Centered Medical Home/NCQA Level 3, Quality Improvement), Physician Leader, St. Anthony North Family Medicine Residency Clinic, Westminster, CO.

- 2009 – 2016 **Colorado Academy of Family Physicians (CAFP), Legislative Committee**, Physician Member and Doctor of the Day Participant at the Colorado State Capital, Denver, CO.
- 2011 – 2014 **St. Anthony North Hospital Quality and Safety Council**, Family Medicine Physician Representative, Westminster, CO.
- 2011 – 2012 **Physician Advisory Group for Health Information Technology**, Clinical Physician Representative, Centura Health Physician’s Group, Colorado.
- 2011 – 2012 **Continuum of Practice Committees** (Emergency/Trauma Department, Women’s and Children’s Department, Chronic Obstructive Pulmonary Disease Project), Family Medicine Physician Representative, St. Anthony North Hospital, Westminster, CO.
- 2011 – 2012 **Medical Executive Committee**, Family Medicine Residency Program Representative, St. Anthony North Hospital, Westminster, CO.
- 2011 – 2012 **Colorado Association of Family Medicine Residency Directors**, St. Anthony North Family Medicine Residency Program Director Representative, Colorado.
- 2010 – 2011 **Committee on Outpatient Clinic Electronic Medical Record Implementation**, Physician Leader, St. Anthony North Family Medicine Residency Clinic, Westminster, CO.
- 2009 – 2011 **Outpatient Electronic Medical Record Subcommittee** (Ambulatory Care Subcommittee), Physician Member, Centura Health, Colorado.
- 2008 – 2011 **Outpatient Clinic Patient Care and Safety Committee**, Chairperson, St. Anthony North Family Medicine Residency Clinic, Westminster, CO.
- 2008 – 2011 **OB Division Committee and OB Quality Review**, Family Medicine Physician Representative, St. Anthony North Hospital, Westminster, CO.
- 2008 **Hospital Utilization Review Committee**, Physician Chairperson, St. Anthony North Hospital, Westminster, CO.

2007 – 2010 **Curriculum Committee**, Faculty Representative, St. Anthony North Family Medicine Residency Program, Westminster, CO.

2006 **Family Medicine Department Physician Group Leader**, Kaiser Permanente, Westminster, CO.

**PERSONAL:**

Date of Birth

Hometown

Children

**PERSONAL INTERESTS:**

Running, Weight/Circuit Training, Biking, Surfing, Rowing, Dance (Ballroom, Ballet, Argentine Tango), Yoga, Cooking, Traveling, Hiking, Backpacking, Camping, Art History, Classical Guitar.

**WILLIAM GLEN CUMMINS II**

# William Glen Cummins II

[linkedin.com/in/William-glen-cummins-ii-62494118a](https://www.linkedin.com/in/William-glen-cummins-ii-62494118a)

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## Adept Accounting & Finance Leader

*15+ years of progressive expertise leading organizations to financial success.*

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Results-focused, trusted finance executive with demonstrated experience as a senior-level decision maker. Adept at providing strategic financial insight while enforcing federal and state regulatory compliance. Demonstrated experience overseeing all routine financial functions and reporting while developing and implementing effective initiatives, policies, and improved processes to enhance business operations, uncover savings, optimize time, and drive financial growth. History of proactively identifying and resolving potential problems while ensuring strict accuracy of all financial information.

### Highlights of Expertise

Financial Management	Strategic Planning & Execution	Policy & Procedure Development
Budgeting & Data Analysis	Executive Reporting & Presentation	Risk Management
Forecasting		
Internal Audits / Tax Review	Regulatory Compliance / GAAP	Team Leadership & Mentoring

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## Career Experience

### Self-Employed

#### **Tax Preparation** (2019 – Present)

Using Lacerte Tax Software, Excel, and Word programs; complete and review annual Tax Planning and Tax Returns including:

- Individual Tax – 1040-EZ, 1040, 1040 -Sched. A & C (200 – 250 annually)
- Corporation Tax – 1120, 1120C & 1120S (10 – 20 annually)
- Non-Profit Tax – Form 990 – Organization Exempt from Income Tax (5 -10 annually)
- Extension Forms – Individual-4848, Business-7004 (25 – 75 annually)
- Individual Tax Planning (50 – 100 annually)

Imperial Beach Community Clinic, Inc. Imperial Beach, CA

#### **Chief Financial Officer (CFO)** (2006 – 2019)

- Established and launched first in-house Accounting Department (\$6M budget), from outside accountants QuickBooks to Great Plains Dynamic creating improved accounting functions
- Performed day-to-day administration and utilized federal regulation to create, analyze and write financial policies for presentation of policies, monthly financial statements & annual independent Financial & A-133 audit results to Board of Directors for review and approval
- Generated and submitted timely regulatory reports – Quarterly & annual HRSA/FQHC 330 Grant (\$2M annually), Medicare Cost Report (\$1.5M – \$2.5M annually) and UDS report (Financial & Statistics) through Reconciliation of Accrual to Cash & Fiscal to Calendar Year
- Through expert Administration calculated and prepared periodic budgets increasing the corporation from (\$6M to \$13M) budget, growing from 1 to 2 clinic locations

## William Glen Cummins II

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- Directed 17 Accounting & Finance, Billing, IT, and Reception staff members while enforcing strict adherence to regulatory standards, including GAAP
  - Reduced overtime and payroll costs through comprehensive analysis identifying excess overtime costs – resulting in a (5% or 250k) reduction in payroll and payroll taxes annually
  - Lowered time to pay vendor invoices by enacting streamlined processes that enabled payment of invoices as they arrived, resulting in vendor discounts of (1 – 3% or \$1k – \$3k per \$100k)
  - Achieved error-free results for financial sections during the Health Resources & Services Administration (HRSA) federal site visit for FQHC 330 Health Center Grant
  - Received unqualified opinion for 12 consecutive annual Financial Statement and A-133 Audits
  - Completed annual Medicare Cost Report using software approved by Centers for Medicare & Medicaid Services, a Federal Agency (\$1.5M – \$2.5M annually)

ista North America, San Diego, CA

### **Accounting Supervisor** (2005 – 2006)

- Integral to accounting department operations, serving as ACCPAC accounting software administrator.
- Oversaw and trained Senior Accountants
- Prepared and reviewed monthly financial statements and journal entries for all departments.
- Reconciled monthly inventory reports and trust accounts
- Assisted with seamless implementation of internal SOP 98-1 compliant software by reviewing and authenticating employee and consultant timesheets

Grice Lund and Tarkington LLP, Carlsbad, CA

### **Auditor/Tax Preparer** (2004 – 2005)

Completed disclosure audits, reviews, and compilations in adherence to regulatory GAAP and SOX standards. Prepared tax returns for individuals, corporations, partnerships, and non-profits. Partnered with financial brokers to develop and deliver accurate investment presentations. Verified accuracy of client financial statements. Consistently liaised with clients to ensure satisfaction.

## Education & Credentials

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**Bachelor of Science in Accounting** - *University of Phoenix*

**Certified Public Accountant (CPA)** - California License, inactive

**Affiliations** - prior

Finance Committee Chair, Health Center Partners of Southern California (HCP)

Finance Committee Voice, Integrated Health Partners (IHP)

Liaison, Imperial Beach Community Clinic and Amos Investments, Inc.

California Society of Certified Public Accountants / American Institute of Certified Public Accountants

**BRIAN J. BECK, PHR, SHRM-CP, MHROD**

**Brian J. Beck, PHR, SHRM-CP, MHROD**

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**Education**

**Masters Degree in Human Resources & Organizational Development**

University of San Francisco, 99 CA

**B.S., Criminal Justice**

California State University Sacramento, 92 CA

**SHRM Professional in Human Resources (PHR)**

Certification Institute, 1995

**SHRM Certified Professional (SHRM-CP)**

Certification Institute, 2015

**Human Resources Management Certificate Program**

California State University Sacramento, 96

**Summary Of  
Qualifications**

Over twenty-five years of professional experience in Human Resources.  
Fifteen years of solid professional recruiting experience.  
Seventeen years of practiced management skills.  
Effective team player that is comfortable with leading or collaborating.  
Strong business planner and effective strategic planning experience.  
Five years of training experience across the US.  
Trained organizations in Studer Principles (Hardwiring Excellence)  
Quality New Mexico and Malcolm Baldrige Award Coordinator  
Keen intuition; sincere, fun, ethical Human Resource and responsible management styles.

**Experience**

**Human Resources**

Advised senior executives, middle management, colleagues and clients on both local and Federal/State Labor Laws.  
Managed HR functions for over 2,500 employees.  
Experienced in bargaining labor contracts, decertifications, and working effectively with unions.  
Experienced in recruiting healthcare, executives, and other professionals.  
Authored and lectured advanced training courses for management.  
Performed many employee relation mediation and grievance sessions.  
Familiar with different compensation and benefits models.  
Designed and directed business assessment programs.  
Knowledgeable of business ethics in Human Resources.  
Experienced and participated in Strategic Planning at a Senior level.  
Trained over 300 employees nationwide.  
Educated and experienced in various OD models.  
Skilled in creating a "Best Place to Work" atmosphere in the workplace.  
Experienced in acquisitions/how HR can contribute to successful integration.

**Management**

Managed healthcare operations in several clinics, \$11M in operations.  
Knowledgeable of general and corporate business models.  
Projected and held accountable for Profit and Loss Statements.  
Supervised work groups from 2-400 people.  
Directed and maintained recruitment and retention costs and programs.  
Managed all SUI and Worker's Compensation cases, including no lost time injuries.  
Demonstrated exceptional customer service and follow-through.  
Knowledgeable of general OSHA guidelines.  
Familiar with JCAHO standards.

**Employment History**

8/11/2021- 4/19/2022 Adventist Health +Rideout, CA  
**Director of Human Performance**

4/1/20-3/11/2021 Palmdale Regional Medical Center, CA  
**Director of Human Resources**

1/2/13-12/6/19 Oak Valley Hospital District, CA  
**Vice President of Human Resources**

**Accomplishments:**

- Created a more streamlined and focused recruitment program with fast turnover of open requisitions, decreasing traveler costs by \$1.2M.
- Contributed to creating several health insurance initiatives and wellness programs resulting in over \$500,000 in cost savings within one year.
- Successfully negotiated three labor contracts.
- Lowered workers compensation costs 94% within one year.
- Union decertification, arbitration, mediation experience.

8/29/12-12/14/12 Pioneers Memorial Healthcare District, CA  
**Interim Chief Human Resources Officer**

04/12/10-07/12/2012 Community Health Centers of the Central Coast, CA  
**Director of Human Resources**

**Accomplishments:**

- Re-built an HR department that became an employee advocate as well supporting managers and balancing the needs of the corporation.
- Instituted a culture of Rounding for Outcomes as an HRD/Senior Leader.
- Re-booted several Studer concepts and best practices for employees and managers, and streamlined a much more successful recruitment program.
- Asked to step into role as Regional Operations Manager for North County clinics.
- Increased overall quality and financial measures of North County operations, including the start up of a walk-in clinic in Templeton.

09/07-02/01/10 Lovelace Westside Hospital, New Mexico  
**Director of Human Resources**

**Accomplishments:**

- Assisted with a regional recruitment plan that generated a reduction of open requisitions from over 550 to 260 in less than 6 months.
- Managed a workers compensation plan that contributed to a 90% reduction in incurred claim costs and no lost time claims.
- Wrote and facilitated a leadership development program with a goal of increasing retention, generating 97<sup>th</sup> percentile in employee satisfaction.
- Assisted with strategies that lowered agency cost by 80% in 6 months.
- Voted Top 100 Best Places to Work in Healthcare, Modern Healthcare
- Ranked 3<sup>rd</sup> in NM as Best Places to Work, NM Business Weekly

09/05-9/07 Heritage Home Healthcare & Hospice, New Mexico  
**Director of Human Resources**

**Accomplishments:**

- Developed a recruitment structure that lowered no staff available to clients by 80%, also contributed to less overtime for schedulers per week.
- Created a management training and mentoring program designed to develop leadership and their competencies, lower turnover, and increase retention.
- Strategically designed faster functions to drive, screen, and hire caregivers.

08/02-09/05 Providence Kodiak Island Medical Center, Alaska  
**Director of Human Resources**

**Accomplishments:**

- Created an HR Department that was more approachable and functional in service.
- Designed workers compensation systems that saved over \$40,000 in one year of allocated costs and nearly three years of no lost time injuries.
- Coached many managers in employee relation techniques that enabled these managers to become better communicators with staff, and also improve employee opinion survey scores.

5/98-6/02 Specialty Additions Inc., California  
**Director of Human Resources**

12/93-5/98 Remedy Intelligent Staffing, California  
**Regional Human Resources & Area Operations Director**  
**Regional Human Resources/Operations Manager**  
**Regional Trainer/Branch Manager**  
**Area Training Assistant**  
**Sales Supervisor**

**Faculty Appointments**

- **Adjunct Faculty Member**, University of New Mexico

Management, 2006-2010

Anderson School of

**Mgmt. 306/506 -**

**Organizational Behavior and Diversity**

**Mgmt. 498/598- Strategic Management**

**Mgmt. 561 - Interpersonal & Team Dynamics**

**Mgmt. 563 - Human Resource Theory & Applications**

**Mgmt. 594 - Health Care Organizational Management**

- **Lorman Education Seminars Faculty Member**

**Professional Affiliations and Publications**

Member of Society for Human Resource Management (SHRM)

Member of California Public Employers Labor Relations Association (CALPELRA)

Life member of The International Order of DeMolay

Life member of the Delta Sigma Phi Fraternity

Ultrarunner

Directions, National Association for  
Success": **Recruiting in Kodiak**

Healthcare Recruitment, "Share Your  
**Island, Alaska**, March 2004, Vol. 28,  
Number 2, pp. 37-38

Directions, National Association for Healthcare Recruitment, "Share Your Success": **Sell  
The Culture, Not The Job**, February/March 2006, Vol. 30, Number 2, pp. 23-24

Directions, National Association for Healthcare Recruitment, **Let's Not Forget The  
Backdoor**, February/March 2006, Vol. 30, Number 2, pp. 27

The ASHHRA Advocate, American Society For Healthcare Human Resource  
Administration, **Where's The Front Door?**, Fall 2006, pp. 1-2

Lorman Education Services, Employment and Labor Update, HR Newsletter, **The  
Retention Crisis**, October 2006

Lorman Education Services, Employment and Labor Update, HR Newsletter, **It's About  
The Culture**, December 2006

Success In Home Care, Operational & Clinical Solutions For Home Health Executives,  
**Execs Step Up To The Plate For Recruitment/Retention**, Vol. 11, No 1-  
January/February 2007, pp. 22-27

Rio Rancho Magazine, **What Makes A Great Hospital**, March, 2008, pp. 25

Lorman Education Services, Employment and Labor Update, HR Newsletter, **General  
Orientation, Set The Tone For Success** August 2008

HR Pulse, **Diversity Considerations..More Than AAP & EEO**, Fall 2008, pp. 52-53

Go Jobing Magazine, **New Mexico Employers Spotlight**, Fall 2008, pp.8-10

Voluntary Benefits Magazine, **B.I.N.G.O....and Safety Is It's Name-O**, February 2012,  
Issue 32