

R.C. Pope



June 6, 2023

Silver State Health Insurance Exchange
2310 S Carson St.
Carson City, NV 89701

Greetings,

With over 16 years of professional experience, I have worked with various teams to create the best outcomes for both the employer and employee. My passion for working with others, combined with a penchant for Business Operations and Management, has allowed me to be successful in my previous roles. In my current role as the Director of Process Improvement Initiatives at Maryland Community Health System, I have used my acquired knowledge to interface with C-Suite level executives and stakeholders to affect change within seven Federally Qualified Health Centers in Maryland.

As my resume outlines, I have over 8 years of experience working at Johns Hopkins Health System which also included working at Johns Hopkins Bayview Hospital. During my time there, I had the opportunity to manage teams, develop communication plans and workflows, and work on succession planning.

During my career, I have demonstrated a strong commitment and ability to successfully meet organizational standards, goals, and objectives. I have also established a reputation for being a strong analytical and logical thinker with a highly ethical and professional demeanor. I have excelled in being an innovative and persistent problem solver who thrives in a high paced work environment. Through this experience, I have developed the ability to communicate effectively with colleagues, those who I've managed (teammates), and those who have managed me.

I was pleased to learn that the Silver State Health Insurance Exchange is seeking to fill a vacancy for the Executive Director. I would like to express my strong interest in this position as a successful Business Operations and Management Professional.

I look forward to speaking with you to further present my education, experience, and qualifications. I am available at your convenience for any additional questions you may have.

Sincerely,

RC Pope

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EXPERIENCE

Director of Process Improvement Initiatives

May 2022 - Present

Maryland Community Health System | Columbia, MD

- Responsible for the day-to-day management of the Performance Improvement Initiatives under the Memorandum of Understanding between Maryland Community Health System (MCHS), seven Federally Qualified Health Centers (FQHC's), Johns Hopkins Healthcare, and Priority Partners Managed Care Organization (PPMCO).
- Create and analyze individual FQHC data reports monthly to identify PPMCO members to initiate engagement strategies and interventions based on targeted gap closures.
- Serve as the liaison between seven FQHC's Quality and Population Health teams and the MCHS CEO.
- Responsible for presenting applicable monthly data reports at monthly MCHS Board meetings comprised of the seven FQHC CEOs.
- Identify barriers and potential solutions to improve PPMCO member engagement and achieve health access goals to help with gap closures and MLR reduction.
- Coordinate, meet, and plan with outside vendors responsible for member outreach and engagement initiatives and measure the success of those programs.
- Assist in the development and implementation of Strategic initiatives and planning for MCHS and FQHCs.
- Organize and manage bi-monthly FQHC Leadership Group meetings.
- Organize and manage bi-monthly individual FQHC meetings.

Assistant Administrator, GYN/OB, Pediatrics, and Neonatology

September 2018 – May 2022

Johns Hopkins Bayview Medical Center | Baltimore, MD

- Managed and lead the financial activities of the GYN/OB, Pediatrics, and Neonatology departments which includes financial planning, financial reporting financial analysis, fiscal and business planning
- Worked in collaboration with The Department Administrator to initiate, develop, and authorize capital purchases and capital planning.
- Participated in the strategic planning for Johns Hopkins Bayview Medical Center and Johns Hopkins University departments for both short term and long-term planning projections.
- Assisted The Department Administrator with planning and developing new programs, business plans, faculty recruitment, and clinic expansion.
- Worked collaboratively with Medical Directors and Clinic Managers in triad function to aid in the successful implementation of new policies and procedures.
- Through the use of Tableau, QlikView, Access, and Cognos pull data for the department to analyze volume trends and financials.
- Input JIRAs for EPIC updates and data requests.
- Through the use of EPIC EMR, analyze provider schedules and templates to ensure clinic effectiveness
- Uses Lightning Bolt scheduling system to input and manage GYN/OB provider schedules (night call, GYN call, Labor and Delivery, etc.) on a monthly basis for 30 providers.
- Through the use of SAP and Concur, approve purchase orders and reimbursements for three departments.
- Pulled and analyzed monthly variance reports for seven cost centers and sent to hospital CFO.
- Participated and completed the annual budgeting for two departments and one division (seven cost centers).
- Direct supervisor to one employee with 10 indirect reports. Responsible for handling day to day questions of staff, HR concerns, and employee relations.
- Collaborated with the Johns Hopkins School of Medicine on a business plan to expand the White Marsh clinic space and volumes from 14,500 visits to 21,000. This included review of construction plans, expansion into an additional suite, and implementation of new design and renovations.

Interim Administrator, GYN/OB, Pediatrics, and Neonatology

May 2021 – October 2021

Johns Hopkins Bayview Medical Center | Baltimore, MD

- Reported directly to the COO of Johns Hopkins Bayview Medical Center.
- Served as the communication link between the physicians and Medical Center Administration.
- Worked with department physician leadership and nursing leadership to ensure that there are appropriate departmental policies and procedures for key operations, e.g., management of the revenue cycle, billing compliance, quality assurance, patient access, insurance authorization, etc.
- Developed and integrated all departmental policies and procedures to be consistent with those of the Medical Center and/or University.
- Developed hospital and university operating budget program, as guided by institutional constraints, and provides consultative recommendations regarding alternative approaches and contingencies.
- Developed capital budget and aids in the justification process in conjunction with the Medical Directors.

- Ensured compliance of regulatory and quality assurance programs with the Medical Center and University goals, by providing consultative recommendations and logistic support for their accomplishment.
- Provided consultative recommendations regarding development of an organizational structure consistent with the Medical Center and/or University, by integrating technical/medical and administrative requirements.
- Directly supervised 30 staff members (including Nurse Practitioners and Physician Assistants) and over 50 providers for GYN/OB and Pediatrics.

Corporate Sr. Project Analyst

2015 – September 2018

Johns Hopkins Health System | Baltimore, MD

- Evaluated complex financial data and provided productivity reports to five entities (Johns Hopkins Hospital, Johns Hopkins Bayview, Howard County General Hospital, Sibley Memorial Hospital, and Suburban General Hospital).
- Served as a change management and project management facilitator on projects with executives, leadership, physicians, clinicians, and other business stakeholders to improve decision making and support critical business strategies throughout the health system.
- Worked as the ongoing project co-lead to the annual JHM Strategic Priorities fiscal request process, which included a collaborative effort between direct teammates, senior leadership, and stakeholders to review possible investment requests from Johns Hopkins faculty that were aligned with the JHM Strategic Priorities.
- Researched and analyzed previous business plans to determine if the business plan is currently on target with the business plan proposal. Developed recommendations for ways to meet the business plan assumptions.
- Collaborated with the Department of Neurology to create a business model and workflow for the new Tele-Dizzy implementation program. This program was developed to decrease the number of CT and MRI scans patients receive within the ER. This program was also created to increase virtual diagnosis of patients. With the implementation of this program, it is proposed that the hospital would be able to reduce 95% of CT scans and payor savings of over \$450K.
- Created and presented various financial models using trends, performance, quality, and outcome data, to assist Leadership in decision-making.
- Completed over 50 business plans and more than \$25M invested as a result.
- Participated in several due diligence projects for potential mergers and acquisitions for the Johns Hopkins Health System.
- Served as project manager for designated projects. This included business planning, financial analysis, weekly project updates, and serving as a point of contact for customers.

Assistant Manager

2011 - 2015

SunTrust Bank | Baltimore, MD

- Served as customer liaison and point of contact in the implementation of account and loan generation.
- Collaborated with other business partners to refer clients for relevant products (mortgage, wealth management, investments).
- Trained over 20 junior staff members on teller system, product knowledge, and financial regulations.
- Served as the champion in the internal audit process to ensure each teammate was aware of their daily transaction limits, FDIC guidelines, and emergency procedures.
- Awarded Gold Award five times as a top seller within the region and top 100 in the company.
- Served as the SunTrust at Work champion, which involved developing relationships with local businesses to meet and present their employees with SunTrust services. As a result of this effort, over 300 accounts were opened in the branch.
- Assisted in the implementation of various marketing campaigns, which resulted in lead generation and account creation.

EDUCATION

University of Maryland University College | Adelphi, MD
Master of Business Administration (M.B.A.)

May 2014

Howard University | Washington, DC
Bachelor of Arts (B.A.), Political Science, Minor in Classical Voice

May 2009

CERTIFICATES/ SKILLS

- LEAN, Patient Quality and Safety, Armstrong Institute
- Foundations of CUSP, Armstrong Institute
- Language Services for Patients Family and Friends
- TeamSTEPPS, Agency for Healthcare Research and Quality
- Proficient in Microsoft Word, Excel, PowerPoint, Outlook
- Experience using EPIC EMR

PROFESSIONAL AFFILIATIONS/AWARDS

- Member, JHHS Finance and Supply Chain Diversity Council
- Member, JHM Female Finance Professionals Network
- Mentor, JHH Youth Program Summer Internship Program
- Mentee, JHM Finance Mentoring Program
- Member, Alpha Kappa Alpha Sorority Inc.
- Volunteer, United Way of Central Maryland
- Charter Member, National Women of Achievement, Prince George's County
- Member, Junior League of Baltimore
- Troop Leader, Girl Scouts of Central Maryland