

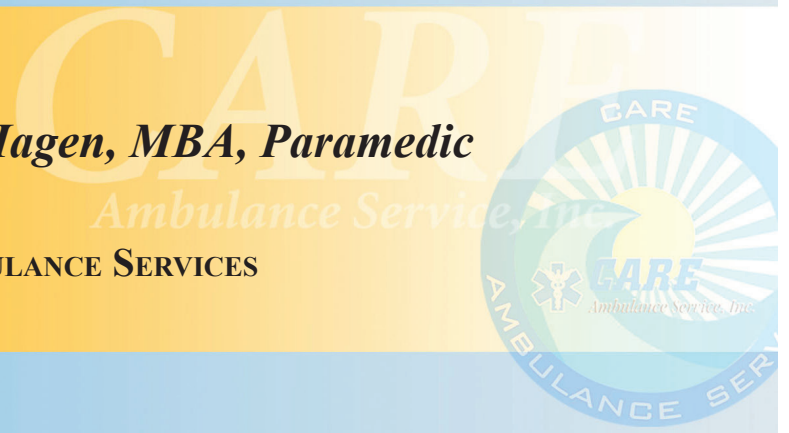


ATTACHMENT 4  
Leadership Team Resumes



## ***Curriculum Vitae of Troy Hagen, MBA, Paramedic***

**PRESIDENT AND CEO, CARE AMBULANCE SERVICES**



### **Curriculum Vitae Overview**

Troy Hagen is the President and CEO of Care Ambulance Service, based in Orange County, CA. Troy has been involved in Emergency Medical Services since 1989. His background includes: paramedic, volunteer fire fighter, reserve deputy sheriff, flight medic, tactical medic, technical rescue team commander, community paramedicine, field supervisor, management, and executive positions.

Troy holds a Bachelor of Science degree in Biology and a Master's degree in Business Administration. He is a frequent lecturer and writer on EMS leadership and management topics, EMS finance, emergency preparedness, and special events planning. Troy served as Medical Commissioner and Incident Commander for the 2009 Special Olympic World Winter Games.

Troy was the 2010 Pinnacle Leadership Award Winner and was recognized for outstanding dedication to improving EMS, and for his lead role in developing a white paper entitled "EMS Makes a Difference" published by the US Department of Transportation. Troy is President of the National EMS Management Association (NEMSMA) and served as the Finance Committee Chair for the National EMS Advisory Council (NEMSAC) from 2010 to 2012.

### **Educational Achievements**

<i>Ada County Strategic Leadership Program</i>	5/09
George Fox University, Meridian, ID	
<i>Master in Business Administration</i>	10/05
University of Phoenix, Meridian, ID	
<i>Level One Reserve P.O.S.T. Academy</i>	7/94
Ada County Sheriff's Office, Boise, ID	
<i>Paramedic Program</i>	6/93
Mckennan Hospital, Sioux Falls, SD	
<i>Bachelor of Science Degree, Biology with Minor in Chemistry</i>	5/92
South Dakota State University, Brookings, SD	
<i>Emergency Medical Technician - Special Skills</i>	6/91
Mitchell, SD	
<i>Emergency Medical Technician - Basic</i>	4/89
Brookings, SD	

*continued*

## Curriculum Vitae of Troy Hagen, page 2 of 4



### Professional Experience

<i>Care Ambulance Service CEO</i>	<i>1/13 to Present</i>
<i>Ada County Paramedics, Boise, ID</i>	
Director	5/04 - 1/13
Assistant Director	7/02 - 5/04
Emergency Medical Dispatch QI Coordinator	3/00 - 5/04
Field Supervisor	5/99 - 7/02
EMT - Paramedic	9/93 - Present
Special Operation Team (SOT) Commander	12/96 - 5/03
SOT Training Officer	12/95 - 12/96
<i>Unified Emergency Response Consulting, Boise, ID</i>	
Partner, Consultant, Instructor	2/04 - 12/09
<i>Life Flight - St. Alphonsus Regional Medical Center, Boise, ID</i>	
Flight Paramedic	7/98 - 1/00
<i>Ada County Sheriff's Department, Boise, ID</i>	
Reserve Deputy	2/94 - 1/97
<i>West Idaho Critical Incident Stress Management Team, Boise, ID</i>	
EMS Consultant	9/94 - 9/96
<i>Brookings Ambulance, Brookings, SD</i>	
EMT - Paramedic	6/93 - 9/93
Education Coordinator	8/92 - 9/93
EMT - Special Skills	7/91 - 6/93
QI Assistant Coordinator	1/91 - 9/93
EMT - Basic	8/89 - 6/91
<i>Canistota Fire Department, Canistota, SD</i>	
Rescue Squad, Firefighter	6/89 - 9/93
<i>Canistota Municipal Pool, Canistota, SD</i>	
Lifeguard/Safety Instructor/Manager	Summers 1986 - 89

*continued*

## **Professional Resume of Troy Hagen, page 3 of 4**



### **Professional Affiliations/Experience**

*Adaptive Business Leaders (ABL) Orange County (CA)*  
*Healthcare CEO Roundtable - Member*  
*National EMS Management Association – President*  
*Center for Leadership, Innovation and Research (CLIR) – Board Member*  
*National EMS Advisory Council –Member 2010-2012*  
*DHS First Responder Working Group – Member*  
*Idaho Incident Management and Support Team – Incident Commander*  
*Idaho EMS Chiefs Association – Member*  
*Idaho Emergency Communications Commission – Commissioner*  
*Idaho State University Paramedic Degree Program – Adjunct Faculty and Advisory Board Member*  
*2009 Special Olympics World Winter Games – Medical Commissioner and Area Commander*  
*Burning Man – Medical Incident Commander (2012-13)*

### **Awards/Recognition**

*2010 Pinnacle EMS Leadership Award of Excellence*  
*2009 Idaho Health Care Hero*

### **Publications**

Hagen, T. (2011, December). Five Steps to Becoming a Learning Organization. *EMS World*, pp. 91-92.

Hagen, T. (2012, February). Learning from History. *EMS World*, pp. 24-25.

Hagen, T. (2012, April). Moving Toward Regionalization. *EMS World*, pp. 55.

Hagen, T. (2012, August). The Value of EMS. *Best Practices in Emergency Services*.

Hagen, T. (2012, June). What's Your EMS Story. *EMS World*, p. 47.

Hagen, T. M. (2010, September). Crystal Clear Vision. *NAEMSP NEWS*, 19(2), p.5.

Hagen, T. M. (2011, October). The Executive EMS Officer. *EMS World*, 40(10), p.26.

Hagen, T. M. (2011, March). The Making of a Leader. *EMS World*, 40(3).

Hagen, T. M. (2011, September). The Managing EMS Officer. *EMS World*, 40(9), p.34.

Hagen, T. M. (2011, September). The Managing EMS Officer. *EMS World*, 40(9), p.20.

Hagen, T. M. (2011, August). The Supervising EMS Officer. *EMS World*, 40(8), p.35.

Hagen, T. M. (2011, May). What's a Leader to Do? *EMS World*, 40(5), p.34.

Hagen, T. M. (2013). It's A Dangerous World. *38(12)*, 65.

Hagen, T. M. (2013). Laundry Bins-Basic needs, pay raises & other morale issues. *JEMS*, 38(11), 84.

Hagen, T. M. (2013, February). Stepping Up. *EMS World*, 42(2), 20.

Hagen, T. M. (2014). The Circle of Life. *JEMS*, 39(1), 2.

National EMS Advisory Council. (2009, December). Retrieved July 11, 2011, from EMS.GOV:www.ems.gov/nemsac

National EMS Advisory Council. (2012). *EMS System Performance-based Funding and Reimbursement Model*. Washington, DC: NHTSA.

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## *Curriculum Vitae of Troy Hagen, page 4 of 4*



### **Conference/Panel Discussion Speaking Engagements**

- 2013 - EMS Today (Washington, D.C.), Pinnacle (Amelia Island, FL), EMS World Expo (Las Vegas)
- 2012 - EMS Today (Baltimore), Pinnacle (Colorado Springs), EMS World EXPO (New Orleans)  
Idaho Hospital Association (Sun Valley, ID), Community Paramedic Policy Summit (Atlanta), NASEMSO (Boise)
- 2011 - NAEMSE (Reno), EMS World EXPO (Las Vegas), Pinnacle (Miami), EMS Today (Baltimore)  
Association for Healthcare Documentation Integrity (AHDI) National Conference (Phoenix), ESO Northwest User Working Group (Seattle)
- 2010 - Pinnacle (San Diego), ESO WAVE Conference (Austin)
- 2009 - EMS EXPO (Atlanta), AHDI (Orlando), AHDI West (Lincoln City, OR)
- 2007 - EMLRC 28th Annual International Disaster Management Conference (Orlando)

### **Certifications and Training**

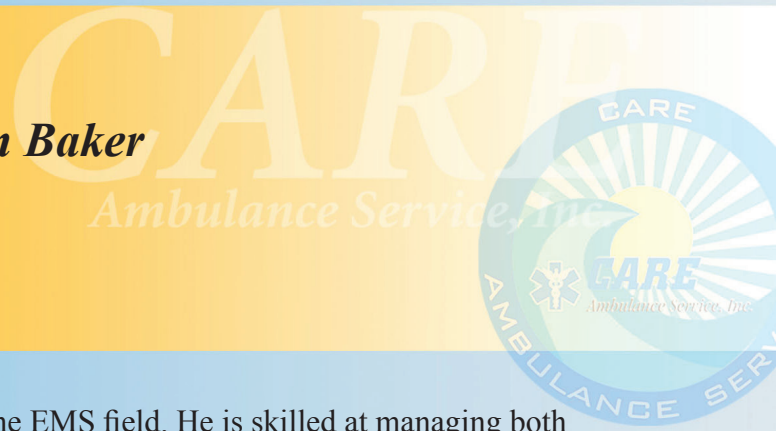
- National Registered Paramedic
- Advanced Cardiac Life Support Provider
- Pediatric Advanced Life Support Provider
- Neonatal Resuscitation Provider
- Incident Command System (ICS) 100-400 Instructor
- NIMS 700 and 800
- Integrated Emergency Management Course
- All Hazards Incident Management Team - Incident Commander
- ICS to Emergency Operations Center (EOC) Interface
- Exercise Design
- Basic Public Information Officer
- Multi-Agency Coordination
- Six Sigma Black Belt
- Project Management
- Strategic Planning and Leadership
- The Speed of Trust (Steven MR Covey) - Instructor
- State of Idaho EMS Instructor - EMT through Paramedic
- State of Idaho Emergency Services Training Instructor
- Idaho State University Institute of Emergency Management Adjunct Faculty
- Rope Rescue Technician
- Haz Mat Operations
- Confined Space Rescue Operations
- Structure Collapse Awareness Instructor
- CMC Level 1 and 2 Rope Rescue/Rappelling
- AMSAR Level 1 and 2 Rope Rescue
- C.O.N.T.O.M.S. Tactical Paramedic
- Emergency Medical Dispatcher (EMD) and EMD-QI
- Basic Critical Incident Stress Management
- P.O.S.T. Peace Officer and Marine Duty
- Emergency Vehicle Operations Course

*References available upon request*



## *Professional Resume of Ben Baker*

**DIRECTOR OF COMMUNICATIONS**



### **Key Qualifications**

Ben Baker has 10 years of experience in the EMS field. He is skilled at managing both systems and staff, with a focus on team building and quality performance. During his tenure with Care Ambulance, Ben Baker has implemented multiple improvements to enhance operational efficiency, producing outstanding results in both ambulance response time and quality of service. He is skilled at identifying and tracking performance indicators, as well as designing and implementing processes to continuously improve performance. While with the Riverside Police Department, he honed his communication and problem-solving skills which he brings to his position of leadership at Care.

### **Professional Experience**

*Care Ambulance Service*

*2002 to Present*

- Director of Communications job responsibilities include system status management and communication center supervision
- Director of Information Technology (IT) overseeing network management and all technological components of the business
- Responsible for recruiting, interviewing, hiring, scheduling and overseeing 30 dispatchers and continually allocating resources for 130 ambulances and over 550 EMTs; consistently matching the change in demand to the available resources to provide appropriate resources for exceptional customer service while maintaining productivity
- Responsible for contractual compliance and reporting

*Riverside Police Department*

*1999 - 2002*

- As a sworn police officer, responsible for supervision of every scene on a daily basis
- Extensive experience in emergency and non-emergency radio communication
- Documentation of incidents
- Citizen contact and problem solving

*Care Ambulance Service*

*1996 – 1999*

- Field Training Officer responsible for overseeing and scheduling EMTs
- Conducted EMT training in multiple subjects including basic orientation, fail-safe driving, chest tubes, Pediatric Airway
- Prior to becoming a Field Training Officer, served as Emergency Medical Technician

### **Educational Achievements**

Bachelor of Science Degree/Business Administration, University of Phoenix (2009)

POST Certified Police Officer, Riverside Community College (2000)

Certified Emergency Medical Technician, Riverside Community College (1996)

Associate of Science Degree, Riverside Community College (1996)

Certified Lifeguard, American Heart Association (1993)

Certified in CPR, American Heart Association (1992)

Computer Skills: IBM PC, Windows, Microsoft Word, Excel



## ***Professional Resume of Robert E. Barry***

**BUSINESS DEVELOPMENT, PUBLIC RELATIONS MANAGER**



### **Key Qualifications**

Robert Barry is responsible for all of Care Ambulance's business development activities including contracting, marketing and sales, strategic planning and government relations. With over 30 years in the ambulance transportation industry, he has extensive experience in designing transport programs that help customers select the best provider to meet their needs and manage their risks. Barry serves as Chairman of the Board of Directors of the California Ambulance Association, helping to assure the delivery of excellent pre-hospital care to the people of California, by promoting recognized industry best practices.

### **Professional Experience**

#### *Care Ambulance Service*

*2003 to Present*

- Responsible for the development, growth and retention of emergency and non-emergency ambulance service market area and sales volume
- Develops and implements marketing strategies
- Oversees the company's support of community programs and charities
- Acts as Community Liaison with community officials and elected leaders
- Negotiates service contracts with hospitals, PPOs, HMOs and public entities

#### *HealthOne Medical Transport*

*1993 - 2003*

- As President and CEO, guided business from initial startup to sales of \$350,000 per year
- Specialized in Hospital Courtesy Van services
- Responsible for the day-to-day operations including marketing, accounting, human resources, and contracting

### **Education, Licenses, and Certifications**

Bachelor of Science/Business Administration, California State University, Fullerton (1987)

### **Awards and Professional Affiliations**

Chairman of the Board of Directors, California Ambulance Association (2010 – Present)  
Board Member, St. Joseph Hospital, TOCO's Foundation Committee (2007 – Present)  
Board Member, Garden Grove Chamber of Commerce (2004 – 2006)  
Board Member, Acacia Adult Day Services, Garden Grove, CA (2004 – 2006)



## ***Professional Resume of Loree Carey***



### **DIRECTOR OF REVENUE CYCLE MANAGEMENT**

#### **Professional Experience**

##### ***Care Ambulance Service***

***2014– Present***

Responsible for all aspects of the West Coast billing office including overseeing management of 80+ employees (exempt & non-exempt) and full cycle revenue cycle management of Care Ambulance, Falck San Diego, Falck NorthWest (WA & OR) & Falck Northern California. Including overseeing all aspects; patient registration, call creation (insurance verification & invoicing), a/r review including all follow up and payment posting. All aspects of attendance & payroll, managing staff time off. Managing the work flows to ensure all billing is processed in a correct & timely manner, responsible for reviewing and managing all claim edits, monthly productivity & quality control reports including all staff audits, daily office & bank reconciliation for accounts payable, ensure all ERA posting is accurate, productivity & process analysis, running monthly meetings, staff corrective action, team building & motivation, prepare policies as needed, month end processes including a variety of specialized reports. Additional responsibilities include overseeing contracts with LA & Orange County cities, various facilities and other entities. Part of an 8 person executive leadership team, involved in decision making as a group for the company. Support offsite training & continuing education as relevant for staff. Ambulance coding certification kept up to date in addition to annual off-site continued educational trainings. RescueNet administration as needed.

##### ***Billing Manager, POSS/Torrance Health Association***      ***2011 – 2014***

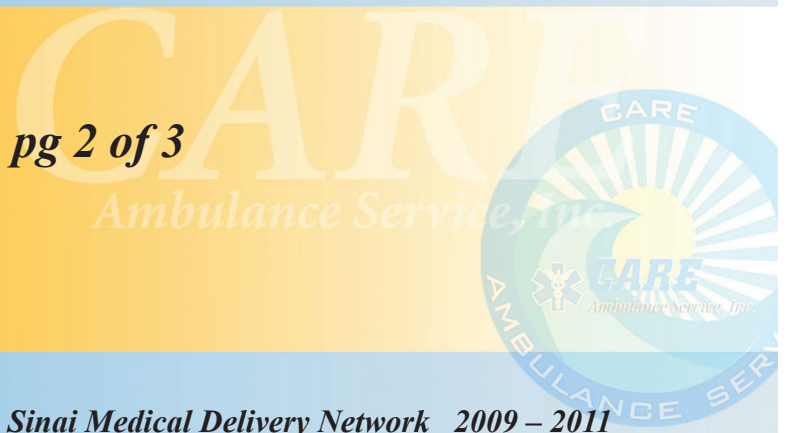
*(parent company of Torrance Memorial Medical Center)*

Responsible for all aspects of managing 17 patient account reps and the billing & A/R for the first physician employed group under THA, Torrance Memorial Physician Network consisting of 6+ locations. Family Practice as well as Rheumatology, Endocrinology & Infectious Disease. All operations on a daily basis from registration, encounter creation, charge entry/charge passing, a/r review including all follow up and payment posting. All aspects of attendance & payroll, managing staff time off. Managing the work flows to ensure all billing is processed in a correct & timely manner, responsible for reviewing and managing all claim edits, monthly productivity & quality control reports including all staff audits, daily office & bank reconciliation for hospital accounting, ensure all ERA posting is accurate, run & review monthly telephone audits, productivity analysis, running monthly meetings, staff discipline, team building & motivation, setting productivity goals, creating and maintaining spreadsheets, assisted in creating training manuals & prepared universal training methods for staff, created & ran customer service training for employees, prepare policies as needed, handle all site billing and patient related issues as they arise, month end processes including a variety of specialized reports, additional projects as deemed needed by executive management, use of NextGen EPM/EHR, Mysis/Medic, Navicure, all insurance websites as needed.

*continued*



## *Professional Resume of Loree Carey, pg 2 of 3*



### ***Supervisor, Central Registration, Cedars Sinai Medical Delivery Network 2009 – 2011***

Responsible for all aspects of managing 23 Central Registration staff and 6 physician billing coordinators including all operations on a daily basis, kronos time keeping for all staff, time off requests. Managing the work flow to ensure registrations are entered in a timely manner, monthly productivity & quality control reports including all staff audits, run & review monthly telephone audits, productivity analysis, running monthly meetings, staff discipline, team building & motivation, setting productivity goals, creating and maintaining spreadsheets, implemented monthly surgical charge reconciliation, created training manuals & prepared universal training methods for staff, created two higher level positions, co-created customer service training for employees, maintain insurance code listings, handle client related issues as they arise, additional projects as deemed needed by management, use of EPIC, WebVS, EMR, Centricity, IDX character cell & advanced web

### ***Kerlan-Jobe Orthopaedic Clinic 2006 – 2009 Business Office Supervisor 2007 – 2009***

Responsible for assisting patients with insurance and billing questions, analyzing billing, auditing accounts, special projects, Navicare rejection reports, review cash accounts for adjustments, oversee Scheduling department/staff, oversee any changes to doctors schedules, patient complaints/problems, along with all listed below for the Coordinator position

### ***Admitting/Business Office Coordinator 2007***

Responsible for overseeing daily operations of the admitting and business office for a large orthopaedic practice, assist patients with complaints, trouble-shooting, assist in scheduling appointments, patient registration, quality control, enter data into the master file for the Mysis/Tiger system, oversee two departments and a staff of eleven, payroll/e-time, human resource issues, analyze billing/collection issues

### ***Physician Practice Coordinator 2006***

Responsible for overseeing one surgeons daily/weekly/monthly orthopaedic practice, assist with preparation for med-legal billing, schedule med-legal appointments, schedule all surgeries, pre-certify all surgeries, auditing of doctors past paid surgeries, surgical appeals to commercial and workers compensation insurance companies

*continued*

***Professional Resume of Loree Carey, pg 3 of 3***



***Kerlan-Jobe Orthopaedic Clinic*** ***2000 – 2002***  
***Lead Collector*** ***2002***

Responsible for running administrative reports, auditing surgery schedule to make sure all surgeries accounted for, research specific procedures, analyze accounting & audit reports on both a financial and technical level, assist Business Office Operations Director with special projects weekly, deal with patient complaints, add/edit master file maintenance issues within SMS, audit patient accounts, cash surgical quotes, ensure electronic billing sent as clean as possible, work edit reports, review EOB's, responsible for all system training of new hires, assist fellow employees with problem solving, edit and link operative reports, responsible for patient balances A/R, order business office supplies

***Medicare/Appeals Coordinator*** ***2001-2002***  
***Collector*** ***2000-2001***

**Education**

2015 Certificate, CAC (Certified Ambulance Coder, annual recertification), NAAC

1992-1993 Certificate, Medical Front Office, The Bryman College



## ***Professional Resume of Charles (Chuck) Dovey***

*CARE*  
*Ambulance Service, Inc.*

### **CORPORATE SPECIAL PROJECTS MANAGER**



#### **Key Qualifications**

Chuck Dovey is a results-driven leader with over 40 years of experience in emergency medical services. He has a proven track record in executive management, operations management, and marketing and contract negotiations. He has extensive experience in the development, implementation and operations of high performance ALS systems.

#### **Professional Experience**

*Care Ambulance Service*

*2011 to Present*

- Corporate Special Projects Manager responsible for projects that result in organic growth for Care Ambulance
- Responsible for development and implementation of emergency ambulance service system bids

*PacificBowers Ambulance*

*2007 - 2011*

- Public Relations/Corporate Compliance Officer responsible to provide interagency liaison, and ensure corporate compliance for counties served including Los Angeles, Orange, and San Diego

*Westmed Ambulance, Inc.*

*2003 - 2006*

- Exec. Vice President/Business Development Southern California responsible for developing and implementing new business, contracts and partnerships with local governments, city and county agencies, and healthcare agencies

*American Medical Response*

*1993 - 2003*

- From 1997 – 2003, Vice President of Operations in charge of day-to-day operations of 100+ million dollar medical transportation company with oversight of over 1,000 employees
- From 1993 – 1997, Chief Operating Officer for California responsible for the day-to-day operations of high performance ALS ambulance systems including Contra Costa, Alameda, Santa Clara, Santa Cruz and Santa Barbara Counties

*MedTrans, Inc.*

*1984 - 1983*

- From 1990 – 1993, Chief Operating Officer responsible for Profit and Loss responsibilities for Orange County Division with annual revenues of 6+ million dollars and over 70 employees
- From 1984 – 1990, responsible for the development, implementation and ongoing ALS Ambulance system for MedTrans' San Diego County Operations

*continued*

## ***Professional Resume of Charles (Chuck) Dovey, page 2 of 2***

*CARE*  
*Ambulance Service, Inc.*



### **Education, Licenses, and Certifications**

Certificate Program, Management, University of California, San Diego (1981)  
Certificate, MICU Paramedic, University of Southern California/LA Co. Hospital (1972)  
Associate of Arts/Economics, Orange Coast College, Costa Mesa, CA (1964)

### **Awards and Professional Affiliations**

Member, California Ambulance Association (1981 – Present)  
Member, San Diego County Ambulance Association (2007 – 2011)  
Member, Los Angeles County Ambulance Association (2006 – Present)  
Member, Ambulance Association of Orange County (2007 – Present)

Computer Skills: IBM PC, Windows, Microsoft Word, Excel



## *Professional Resume of Mitch Felde*



**DIRECTOR OF HUMAN RESOURCES AND COMPLIANCE OFFICER**

### **Key Qualifications**

Mitch Felde possesses a wealth of experience in employee relations, with 25+ years in Human Resource management at organizations ranging from emergency management services to banking institutions, a non-profit firm, a software development company, and a real estate and mortgage company. With this background, Mitch Felde brings to Care Ambulance a powerful focus on the importance of customer service and the development of employee-management collaboration. He also has extensive knowledge of employee-related California laws and compliance requirements. He is a steady and calm team player, with strong communications skills.

### **Professional Experience**

*Care Ambulance Service*

*2008 to Present*

- Human Resources Director and Compliance Officer responsible for day-to-day functions of Human Resources department including employee relations, recruitment, compensation and benefits, training, policy development and implementation, vendor management
- Responsible for Medicare, Medi-Cal and HIPAA compliance; ensuring Care's Code of Conduct is followed; and all mandatory training

*Pacific Park Financial Associates*

*2002 - 2008*

- Human Resources Manager for this real estate firm, in charge of leadership development, staffing, compensation, benefits, and performance management
- Also responsible for company financials, budgeting and tracking

*8e6 Technologies*

*2000 - 2002, 1998*

- Human Resources Manager in charge of all Human Resources functions similar to those listed above

*Regional Center of Orange County*

*1998 - 2000*

- Human Resources Director in charge of all Human Resources functions similar to those listed above

*Southern California Bank (Currently U.S. Bank)* *1993 - 1998*

- Human Resources Manager in charge of all Human Resources functions similar to those listed above

*First Interstate Bank of California*

*1981 - 1993*

- Held progressively responsible positions including Securities Settlement Supervisor, Senior Trainer/Program Designer, and Employee Relations Officer

*continued*

***Professional Resume of Mitch Felde, page 2 of 2***

CARE  
Ambulance Service, Inc.



**Education, Licenses, and Certifications**

Bachelor of Arts/Communications, Loyola Marymount University (1979)

**Awards and Professional Affiliations**

Certified in Health Care Compliance

Member of Health Care Compliance Association

Member of Society of Human Resources Management



## ***Professional Resume of Ali Mian***

### **DIRECTOR OF FINANCE**



#### **Summary**

More than 12 years of experience in Accounting and Finance with focus on Health Care Industries. Providing financial oversight, business and financial planning. Leading the preparation and analysis of financial reports. Expertise in driving efficiency and productivity through evaluation of financial management systems and implementation of process improvements. Directing skilled teams to support achievement of overall goals and objectives. Creating challenges and proactively preparing and planning for priorities. Proficient knowledge of current accounting standards, US GAAP and International Financial reporting standards IFRS.

#### **Key Strengths**

- Financial and Strategic Planning
- Budgeting and Forecasting
- Corporate Accounting and Reporting
- Internal Control and Business Process Analysis
- System design and Implementation
- Efficiency improvement and Cost analysis
- Management and Administration
- Policies and Procedures

#### **Professional Background**

##### *Experience at Care Ambulance Service (May 2011 - present)*

- Leading finance and accounting department.
- Optimizing business results through process improvement and financial analysis.
- Providing strategic alignment between Finance & Accounting, Business Development, Operations and Communications with a focus on accounting, financial reporting, budgeting, operational metrics and analysis to support attainment of current and future goals.
- Meeting objectives in a highly customer focused and ever-changing environment.
- Ensuring the month end close, reporting, P&L and Balance sheet analysis and Cash Flow management processes are completed in a seamless manner.
- Designing and Implementing internal control process.
- Maintaining active communication to manage expectations, ensuring deadlines are met and leading change efforts effectively

##### *Experience in Public Accounting (December 2001 - May 2011)*

- Leading and managing all phases of financial audit, review, and consulting engagements.
- Drafting financial statements with footnote disclosures and opinion.
- Monitoring multiple engagements at a given time.
- Establishing engagement expectations, planning objectives for the engagement and determining an audit strategy that appropriately addressed the engagement risk.

*continued*

## *Professional Resume of Ali Mian, pg. 2 of 2*



### *Experience in Public Accounting - continued*

- Identification of critical audit areas, risk assessment and development of audit approach thereto.
- Evaluating internal controls based on COSO requirements.
- Documenting the system, procedures and accounting processes.
- Improvements to client internal controls and business procedures.
- Formulating and tailoring appropriate audit programs.
- Researching complex and specialized accounting and auditing issues.
- Working with audit team to identify and resolve client issues discovered during audit process.
- Supervising, mentoring and training staff on engagements.
- Reviewing and evaluating assigned audit areas, and work papers to document work performed.
- Reviewing financial statements for completeness, accuracy and compliance, when performing technical review.
- Performing consolidated financial statement audits and preparing consolidated financial reports when required.
- Interacting with key client management to gather information, resolve audit-related problems, and make recommendations for business and process improvement.
- Effectively communicating financial statement disclosure requirements to clients and applying new pronouncements to client situations.
- Experience in developing, restructuring and evaluating internal control design and operating effectiveness.
- Analyzed data obtained for evidence of deficiencies in controls and developed action plans to remediate control weaknesses.

### **Education**

MBA (Finance and Accountancy) Premier College, Chartered Certified Accountant (ACCA), London, UK, Completed CPA in California.





## ***Professional Resume of Laura Vartanian***



**MANAGER, CITY REVENUE CYCLE / CORPORATE SECRETARY**

### **Key Qualifications**

Laura Vartanian has more than 29 years of experience in the fields of finance and accounting. She is skilled at developing and implementing finance-related policies and procedures, as well as training staff to deliver high quality, customer-focused service in a timely and efficient manner. She has developed billing and collector performance measures that have resulted in improved billing and payment processes.

### **Professional Experience**

*Care Ambulance Service*

*1998 to Present*

- Manages the business office including pre-billing, processing and collections
- Identifies and tracks Billing and Collector performance indicators
- Supervises staff, ensuring that each patient account is screened, evaluated and properly billed in order to ensure more timely collection of accounts receivable
- Trains staff on appropriate policies and procedures

*BNL Associates*

*1992 – 1998*

- Owner of a full service bookkeeping and accounting firm specializing in converting businesses from manual to computerized accounting systems

*Century American*

*1987 – 1992*

- Property Supervisor responsible for supervising properties from lease-up through disposition for Builder Developer
- Recruited, trained, supported and motivated on-site team members
- Developed property management policies and procedures and comprehensive training and reporting programs

*Arnel Management Company*

*1984 – 1987*

- Project Accountant for residential division responsible for all accounting functions including cash receipts, cash disbursements, property audits, lost dollar reporting, and monthly financial statements
- Accounting Manager for commercial division, managing financial statement preparation and review
- Conducted income proformas, expense projections, loan summaries, lost dollar reports, annual budgets, monthly budget variance analysis, etc.

### **Education, Licenses and Certifications**

Bachelor of Science/Business Administration, Accountancy, University of Texas  
Licensed Tax Preparer, California Tax Education Council



## ***Professional Resume of William T. Weston***

**DIRECTOR OF OPERATIONS**



### **Key Qualifications**

Bill Weston has been involved in the provision of emergency medical service since 1986. He is highly skilled at tracking crucial operational and financial data to maximize operational efficiency and quality. He also possesses strong interpersonal and communication skills that make him a natural leader, able to educate and challenge employees to the highest quality performance.

### **Professional Experience**

*Care Ambulance Service*

*1996 - Present*

- Director of Operations in charge of daily operations of this full-service ambulance company, include all aspects of safety, risk management, and human resources
- Develops and implements operational and financial reporting procedures
- Conducts weekly operational meetings

*Adams Ambulance Service*

*1994 – 1996*

- Director responsible for business development activities including marketing and promotional strategies
- Spearheaded management training program
- Implemented operational success indicator reporting process to effectively track crucial operational and financial data

*American Medical Response*

*1986 – 1994*

- Director responsible to establish a medical transportation program between American Medical Response and Sutter Health Systems (the largest health care system in Northern California)
- This required working with a multi-disciplinary team of company personnel, hospital executives and administrators, and social workers

### **Education, Licenses and Certifications**

Designated Subjects Teaching Credential, California State University, Long Beach (2003)

Master of Business Administration, University of Phoenix (2000)

Bachelor of Science/Business Administration, University of Phoenix (1997)

### **Awards and Professional Affiliations**

Leadership in EMS Award, Orange County Emergency Medical Services

Orange County Private Sector Terrorism Group

Hospital Preparedness Program group

President, Ambulance Association of Orange County

California Ambulance Strike Team Task Force, Statewide Patient Movement Taskforce

Region 1 Patient Transportation Coordinator



*Curriculum Vitae*

**Freddy Sotelo, M.D., MPH**

**MEDICAL DIRECTOR**



**Summary of Qualifications**

- Physician leader with a focus on maximizing strengths of my staff and organization; encourage creative problem-solving
- Motivated in achieving positive results.
- Exceptional verbal and written communication on an individual and group level
- Have the required knowledge of medical management, evidence-based practice, and physician engagement to create a successful hospital-physician collaboration

**Professional Experience**

*Chair, Credentials Committee, Medical Executive Committee* July 2015 – present

*Co-Chair Health Information Management Committee* Sept 2014 - present

*Crimson Clinical Advantage, Clinical Documentation Improvement Program and Emergency Department Best Practices Committee, MemorialCare Health Systems* June 2014 - present  
Physician liaison and program champion

*MemorialCare Health, Medical Director, Senior Physician Advisor, Department of Health Information Management, Clinical Documentation Improvement Project* April 2014 - present

Provide medical direction, coordination and oversight for the program and the medical centers. Challenged with a lowest quartile hospital case mix index for our large multi-specialty teaching hospital in Los Angeles I have currently led a diverse medical staff in capturing true patient severity of illness and risk or mortality. Part of the success is educating physicians and coding staff to ensure adequate and data capture practices are compliant, consistent, efficient and accurate. I developed sound and efficient clinical queries for physicians. Currently our case mix index has increased from 1.6 to 1.91 and has led to increase revenue of about 1.6M in FY 2016. In addition the improved documentation has led to a mortality ratio of over 1 to 0.5 over the last two years work. The proved required collaboration with HIM, hospital Medical Directors, the Chief of Staff, and hospital administrative staff.

*continued*



**Professional Experience, continued**

***Department of Emergency Medicine, Long Beach Memorial Medical Center***

*July 2011 - present*

Leader, MC-21 Lean Process, Emergency Department continuous quality improvement and process improvement

1) Sub-treatment-Pause Improvement Project (process owner) *11/2012-1/2013*

- Challenged by poor patient waiting room experience in the emergency department I led improvement by streamlining and increasing efficiency of patient check-in, registration and time to treatment by a physician Results: improved ED arrival to ED bed times by 20% over 3 months and anticipate improvement in AVATAR scores.

2) Early discharge A3 Rapid Process Improvement (process owner) *12/2013-present*

-With and increasing census our wait times were increasing leading to find an innovative way to decrease our length of stay for discharge patient. Allotted a new, previously underutilized, room in the ED to create and new pathway for early discharges and improvement in patient experience in the emergency department. The process required significant cultural change by nursing and physician practice and key frequent communication with ED staff

***Results:*** increased efficiency by increasing capacity without changes or additions to staffing. Demonstrated reduction in AMA rates, decreased length of stay for early discharge patients and anticipating improved AVATAR scorers. AMA has decreased 50% since start of process and length of stay for early discharge has decreased below target of 210 minutes

***Emergency Department and Surgical Department, Trauma service, Harbor-UCLA Medical Center***

*July 2015 – present*

Member, Quality Improvement, Risk Management and Patient Safety Task force

***Harbor UCLA Medical Center, Department of Emergency Medicine***

*August 2008*

MSE Triage Pilot Study, Leader

Obtained data to assess change in left-without-being-seen rate before and after initiation of the newly implemented Medical Screening Exam (MSE) in the emergency room triage area

*continued*

***Freddy Sotelo M.D., MPH - pg 3 of 3***



**Education**

Harbor-UCLA Medical Center, Department of Emergency  
Medicine **Resident Physician**, graduated June 2010 *June 2007 - June 2010*

UCLA School of Public Health, Department of Health Services  
**M.P.H.** Public Policy and Health administration *September 2005 - June 2007*

David Geffen School of Medicine at UCLA **M.D.** *August 2002 - June 2007*

University of California, Los Angeles *September 2000 - June 2002*  
**B.S.** Biology

Irvine Valley College *September 1997 - June 2000*

**License and Certification**

American Board of Emergency Medicine, Board Certified *June 2009 - present*

California license and DEA certified *January 2008 - present*

ACLS, BLS, PALS certified *June 2012 - present*

The Advisory Board Crimson Analytics Fellow *October - November 2014*

**Academic Appointments**

Clinical Instructor of Medicine, Volunteer Clinical Instructor  
University of Southern California, Keck School of Medicine *July 2011 - present*

Clinical Instructor of Medicine, Volunteer Clinical Instructor  
University of California, Irvine, School of Medicine *July 2011 - present*

**Speaking Engagements**

**HealthCare Partners Regional Hospitalist Meeting.** "Clinical documentation integrity through capture of comorbid conditions and HCC capture" *July 2014*

**MemorialCare Physician Society Annual Meeting** "How clinical documentation integrity can impact national quality metrics" *September 2014*

**Organizations**

**American Association of Physician Leadership** *June 2015 - present*

**American College of Emergency Physicians** *June 2009 - present*

**MemorialCare Physician Society** *June 2010 - present*