

Jacqueline Schaffer

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Senior Executive of Healthcare Operations & Optimization

Transformational Leadership | Operations Management | Strategic Planning & Growth | P&L | Revenue Cycle Management | Process Optimization | Quality & Compliance | Talent & Team Building

A committed healthcare executive with proven success in enhancing operations, driving revenue growth, and improving service quality through operational efficiencies, strategic leadership, and a strong understanding of enterprise systems. Adept in performance turnarounds and operational transformations. Lead change management initiatives, driving service lines and large group practices, and being well-versed in revenue cycle management, front-end collections, mid-cycle, and back-end processes.

Forward-thinking advisor and partner to the c-suite, building trust, negotiating favorable deals, and forging long-term relationships with clients, executives, vendors, peers, and the community. Strategic vision and charismatic leadership foster high-performing, efficient teams. A magnetic force of nature and articulate communicator, effectively engaging in a broad range of conversations from information system management, quality improvement, lean process strategies, coding, billing, rural health, community health, Medicare and Medicaid, population health, and CMS guidelines. Excel at recruiting, mentoring, growth development, and leading top talent.

Healthcare Practice Operations • EHR Optimization & IT Implementations • Multi-Site System Management
Data Analysis • Contract Negotiations • Physician Revenue Cycle Management • Financial Forecasting & Budget Oversight • Staff Selection & Coaching • Credentialing • Referral Management • Physician Service and Management Service Agreements

KPI Design • Relationship Management • Rural Healthcare, Hospital-Based Clinics, & Critical Access

Career Experience

Medical Office Management Solutions, Columbus, OH

2016-Present

A private healthcare management consultancy providing interim solutions for a range of organizations.

Senior Principal Interim Executive & Consultant (Independent Contractor)

Trusted advisor, guiding executives to transform antiquated silo systems into efficient private and hospital-based physician practices. Mentor leaders in EHR platforms, streamlining workflows and ensuring compliance with CMS, OIG, JACHO, and ACHC. Partner with cross-functional groups to educate and articulate value to stakeholders.

Assess the business vitality of newly acquired practices, evaluate customer bases and processes, and apply root cause analysis insights to optimize operational and patient experience. Directly oversee and manage up to 250 staff, enhancing and developing onboarding practices, implementing policy and procedures, developing programs and processes, directing daily operations, KPI, and revenue cycle management.

Interim Director of Primary Care (2024-Present)

Expertly advise the healthcare executive leadership team to modernize systems into efficient workstreams for the employed physician network. Improve processes, patient access to healthcare, and patient satisfaction. Increase provider efficiency and capacity. Develop patient care teams to optimize population health initiatives. Managed 35 providers and 110 employees, \$64 million budget, reporting to the VP of physician services.

- **Obtained a 33% uptick in Medicare wellness and happiness** in the workplace scores by strategizing with the VP of the medical practice to adjust provider compensation models.
- **Gained a 17% increase in patient portal access**, significantly augmenting patient satisfaction by directing customers to a user-friendly health portal for expedited support to schedule medication renewals and same-day message response.
- **Attained a 10%+ patient access surge**, on track to achieve 25% improvement in provider productivity through data analysis, enhancing telephone triage.

Hospital-Based Outpatient Departments & Rural Health Clinics Interim Director (2021-2023)

Reported to the VP and chief physician engagement officer. Revamped the practice and management framework, adding operational enhancements, new policies, and updated roles. Leading 120 people, setting up systems for efficient hospital and rural healthcare billing. Improved business operations by incorporating teams focused on clinical documentation and revenue management. Applied best practices, proven models, and systems for continuous quality improvement and effective process management.

- **Averted a \$1.7 million net charges write-off** by assessing rejected claims never processed.
- **Garnered \$1.5 million in revenue**, a +11% spike YoY, by converting ten physician clinics to hospital-based departments and two clinics to rural healthcare sites,
- **Increased provider billings by 25%** by initiating a physician compliance program, leading a documentation and coding course followed by 30, 60, and 90-day reviews.
- **Enhanced productivity and quality** through an optimization study with Athena Healthcare, applying insights to streamline workflows, and collaborating with lead physicians to address practice-specific quality and workforce skills, patient empanelment, and care coordination and interventions.
- **Enabled patient price transparency** and the “No Surprise” Billing Act of 2022 by leading project steering committees, transforming bariatric surgery patient journeys, and contracting auditors to verify accounting methods.

Cancer Center Interim Director (2019-2021)

Led the reorganization of a critical access health system cancer center by improving workflow and processes of services within the center by mentoring and developing a team of 40 multidisciplinary staff. Established best practices, managed pharmacy strategies, and ensured sanitation and compliance with state regulations. Served as administrator for the cancer tumor board and cancer committee for the Department of Oncology. Collaborated with HR on staff performance, development planning, and resource allocation.

- **Saved \$3.6 million** by ordering pharmaceuticals and reallocating the medication inventory by creating a department formulary for all cancer treatments.
- **Averted \$1 million in expenses** to rebuild the pharmacy by conducting a LEAN process improvement study to determine the causes and effects of ongoing contamination issues.
- **Updated and computerized 300 patient treatment regimens**, providing cross-referencing with the pharmacy to ensure no counter-indications and contain costs.
- **Increased patient satisfaction to 84.5%** from 68.2% through staff development training, building empathy and compassion throughout the center.
- **Built a multiyear partnership** with a metropolitan hospital oncology group to provide a physician service agreement allowing rural patients to receive local treatment.
- **Attained recertification and accreditation with no deficiencies** by the Commission on Cancer of the American College of Surgeons.
- **Established in-house, low-dose CT lung screening program**, including recruitment of thoracic surgeon, for early-stage cancer detection, and created a tumor board specifically for lung cancer.

Gastroenterology Practice Interim Director (2016-2019)

Created and optimized the business unit to support a multi-location gastroenterology practice with 30 employees and six providers. Established and oversaw phone operations, medication authorizations, referrals, appointment setting, procedure pre-certification, and clinical management of results and follow-up procedures. Directed all aspects of recruitment, hiring, performance evaluations, and terminations. Created policies and procedures, forecasts, budgets, and managed revenue cycle for a \$23 million budget. Reported to the executive director of the physician network.

- **Generated \$100,000 additional revenue/year** by adding new medical technology for capsule endoscopies.
- **Converted 8,000 paper patient medical charts** to electronic health records (EHR).

- **Facilitated a 25% decrease in discontinued procedures** due to improper patient preparation by assembling a multidisciplinary service team to create an interactive patient education form, eliminating repetitive instructions and redundant communications from multiple departments to the patient.
- **Increased appointment volume by 12%** by revamping the colon screening scheduling process to allow patients to self-direct (set appointments) for colon screenings.

Lee Health, Fort Myers, FL

2014-2016

The most extensive health system in Southwest Florida.

System Director of Hospitalist Medicine

Created annual business plans and budgets for the hospital medicine department, oversaw scheduling, monthly meetings, and joint operating committee reporting. Managed a complex staffing model and physician schedules for a \$64+ million service line with 1,400 beds and 100 physicians across five hospitals. Cultivated a culture of teamwork and collaborated on strategic plans for service growth and sustainability. Assessed and revised processes.

- **Reduced locum overhead by \$12 million annually** by recruiting 25 physicians and eight advance care providers.
- **Generated a 92% quality performance bonus** each quarter by reviewing KPIs to reduce readmission rates, prevent sepsis, and reduce Foley catheterization infections.
- **Instituted a new unified communication system** linking all employees and contracted hospitalist practices and implemented an algorithm for hospital admissions distribution and tracking.
- **Accommodated seasonal spikes of up to 300 patients per day in admissions** from an average of 520/day by initiating a single credentialing resource pool across all three groups.
- **Optimized workflows**, utilization management, hospital and floor initiatives, system-wide projects, and quality metrics while continuously improving operations and decreasing re-admissions and length of stay.

Earlier Experience: program director for The Christ Hospital Wound Healing Center, Medical Group & professional billing services interim director for Medical Office Management Solutions, executive director for Family Medical Group, COO for Obstetrics & Gynecology Specialists of the Palm Beaches, regional EMR implementation manager for Misys Healthcare, & VP for Datamed Worldwide

Education

Pacific Cambria University

Master of Healthcare Administration (MHA) in Healthcare Management

California Creek University

Bachelor of Science in Business & Healthcare Administration & Management

Accounting Principles, Project Management, Process Improvement & Business Management Courses

Technical Proficiencies

Microsoft Office, Zoom, Teams, Athena, EPIC, Cerner, Smart Sheets, Survey Monkey

Professional Associations, Awards, & Community Involvement

Medical Group Management Association, Cincinnati Chapter Secretary

National Healing, Front Runner Club & Research Center of the Year

Data Med Worldwide, Employee of the Year

Girl Scouts, Volunteer Troup Leader

The Christ Hospital Heart Association Education Program