

Experience

**Healthcare Resource Providers, LLC, Albuquerque, New Mexico
Consultant/Business Analyst 9/09-present**

Rejoined Healthcare Resource Providers as a business analyst specializing in billing/collections activity, process improvement and correction of general business infrastructure issues. Based in Dallas, TX, current responsibilities include operations management for Radiology Consultants of North Dallas, a sub-specialty radiology practice in addition to nationwide consulting projects.

**RMI Physician Services, Dallas, Texas
General Manager 8/08-8/09**

Managed Dallas branch of Houston-based billing service with main client American Radiology Associates, a 72-physician group serving Baylor and Baylor-affiliated hospitals as well as approximately 15 other imaging facilities. Involved in start-up of office, including staffing, training, development of local policies and procedures, management reporting as well as hands-on claims follow-up/conversion activities. Acted as liaison between client leadership and Houston office, account representative for joint venture imaging center and manage back-end (claims follow-up) operations for the client, with direct oversight of A/R and insurance/patient follow-up activities.

**Radiology Consultants of North Dallas, Dallas, Texas
Operations Manager 12/03-7/08.**

Directed operations for large hospital-based, sub-specialized radiology practice, with management responsibility for 20+ administrative employees. Redefined operational workflow in the administrative office with implementation of new technology (ImagineRadiology), which improved performance compared to industry indicators and reduced staffing. Experience also included implementation of physician productivity monitoring, direct interaction with physician Executive Committee and Board of Directors as well as oversight of credentialing, financial, management consulting and legal activities.

**Healthcare Resource Providers, LLC, Albuquerque, New Mexico
Strategic Projects Manager and Process Improvement Analyst, 6/01-12/03.**

Assisted in formation of HRP, formerly the consulting arm of TeleMedix, Inc., when it became a separate business entity. HRP focuses on radiology practice management consulting, implementation of HIPAA compliance programs and regulatory compliance support services. Responsibilities included:

- Participation on audit teams for review and analysis of radiology business processes, including billing and collections as well as regulatory compliance programs.
- Assisted in the development of radiology-specific programs for HIPAA compliance.

- Participated in baseline assessments for HIPAA compliance.
- Provided support for various areas of medical practice management consulting including strategic planning, analysis of operational effectiveness, analysis of practice management reports and development of reports/recommendations
- Worked as a contracted software trainer for radiology RIS/practice management software company for several months during national product roll-out.

TeleMedix, Inc., Albuquerque, New Mexico

Compliance Project Manager, 9/00-6/01.

- Assisted in the development and start-up of a company that incorporated previously developed security technology from a company in Colorado Springs and teleradiology/practice management experience from Albuquerque.
- Served as office manager and was also responsible for physician billing and collections, along with accounts payable coordination and documentation.
- Supported senior management in the design of national teleradiology physician network.
- Worked on research and development of radiology-specific HIPAA programs and also assisted with business development activities.

Radiology Associates of Albuquerque, Albuquerque, New Mexico

1993-2000. Worked for large radiology group in various capacities with increasing levels of responsibility, gaining operational and project management experience.

Physician Licensing and Credentialing (RAA), 1996-2000.

- Handled licensing and credentialing functions for 18-physician group to support teleradiology and professional radiology services for 5 hospitals in the state, two MRI centers, two outpatient imaging centers and numerous hospital-owned outpatient locations.
- Licensed physicians and coordinated credentialing for 41 hospital sites in 26 states as part of national teleradiology contract.
- Provided administrative support to executive management and participated on corporate compliance team, completing compliance audits, coordinating follow-up and assisting with other regulatory compliance documentation.
- Developed instructional manual and documentation system for licensing and credentialing.

Administrative Support and Special Projects (Centauri), 1999-2000.

- Provided administrative support to executive management for regional billing company owned by radiology group, with an emphasis on supporting business development efforts.
- Served in an “as-needed” capacity for billing/collections department.

Data Entry Specialist (RAA), 1995-1996. Worked in charge entry and as a payment poster for billing/collections department in high volume radiology practice.

- Manually posted an average of \$400,000/month in insurance payments and entered a high volume of patient data for various hospital sites.
- Provided administrative support to practice's medical legal division.

Administrative and Billing Support (RAA), 1993-1994. Worked part-time in billing office while a student at the University of New Mexico. Responsibilities included charge data preparation, data entry support, Workers' Compensation claims documentation for high volume radiology office that handled more than 17,000 claims/month.

Education/Certification

Upper Iowa University, Fayette, Iowa. 2004 MBA with an emphasis in Quality Management.

Thesis: "Denials Management: Utilizing Malcolm Baldrige Criteria for Performance Improvement in a Radiology Group."

University of New Mexico, Albuquerque, New Mexico. BA in criminology, 2000.

Professional Activities/Awards

- RBMA Editorial Subcommittee Chair 2010-2011
- RBMA Editorial Subcommittee 2009-2010
- RBMA Data Committee 2011-2012
- NMCHILI, regional effort of national Workgroup on Electronic Data Interchange (WEDI), National Strategic Implementation Plan (SNIP), 2000
 - Member, NM Educational Committee, 2001
 - HIPAA statewide conference planning committee, 2001
- American Health Information Management Association (AHIMA), 2001-2003
- Radiology Business Management Association, 2002-current
- Medical Group Management Association, 2002-2009
- University of New Mexico, Dean's List, 1993
- Blue Knights Drum and Bugle Corps Instructor, 2001 and 2003
- Troopers Drum and Bugle Corps, 1990-1995
 - Section leader/instructor, 1994 and 1995
 - Outstanding brass musician, 1994 and 1995
- University of New Mexico Bands, 1992 and 1993
 - Section leader, 1993
- Certificate for Academic Achievement, 1989

Publications and Presentations

"Leading" More Than Titles, Part 2" article, *Executive Insight*, October 26, 2015

"Leading: More Than Titles, Part 1" article, *Executive Insight*, October 19, 2015

- “Billing System Automation: Tales From the Radiology Jungle” article *RBMA Bulletin*, July, 2015
- “Lessons in Leadership: An Interview with Commander Thomas Barber (part 5 of 5) article *RBMA Bulletin*—November-December 2013
- “Lessons in Leadership: An Interview with Carla Haroz (Part 4 of 5) article *RBMA Bulletin*—July-August 2013
- “Lessons in Leadership: An Interview with Thom Hannum” (Part 3 of 5) article *RBMA Bulletin*—May-June 2013
- “Succession Planning for the Radiology Administrator” (Part 2 of 5) article *RBMA Bulletin*—March-April 2013
- “Building Leaders—The Leadership Chasm (Part 1 of 5) article *RBMA Bulletin*, January-February 2013
- “Denials Management 2.0: Putting Some Management into Denials Management” article *RBMA Bulletin*, November-December 2012
- “The Not-So-Common Warning Signs of a Troubled Billing Practice: Part II” article *RBMA Bulletin*, September-October 2012
- “The Not-So-Common Warning Signs of a Troubled Billing Practice: Part I Denials for Duplicate Claims” article *RBMA Bulletin*, July-August 2012
- “Billing Department Job Descriptions—Necessary Evil?” article *RBMA Bulletin*, May-June 2012
- “Private Pay Collections: From the Patient’s Perspective” article *RBMA Bulletin*, March-April 2012
- “Setting Goals for Insurance Follow-Up: How Are We Doing Anyway?” article *RBMA Bulletin*, January-February 2012
- “Prioritizing Correspondence” article *RBMA Bulletin*, November-December 2010
- “Audit and RAC Tools” presentation at 2010 IMAGINE Software User Conference. April, 2010
- “Denials Management, a Case Study” presentation at 2010 IMAGINE Software User Conference. April, 2010

- “Evaluate Continuous Quality Improvement Models” and “Develop a Quality Improvement Program” written for a section on Continuous Quality Improvement for the AHRA *Operations Management in Radiology* textbook, 2010
- “Denials Management in a Hospital-Based Radiology Practice” Amann, Kroken article *RBMA Bulletin*, November-December 2009
- “My Computer is Slow...Now What?” article *RBMA Bulletin*, July-August 2008
- “The Future of Radiology: Where Are We Going?” article *RBMA Bulletin*, November-December 2007
- “Administrators Wrestle with New Challenges and Skill Sets,” Amann, Carmody, Kroken, *Diagnostic Imaging*, August 2005
- “Process Changes Solve Radiology Billing Issues,” Kroken, Carmody, Amann, *Diagnostic Imaging* magazine, January 2005
- “A Framework for Quality: Building the High Performance Radiology Group,” Kroken, Amann, Carmody, *Diagnostic Imaging* magazine, August 2004
- “The Patient as Consumer: Radiology in the New Age,” Kroken, Amann, *RBMA Bulletin*, November/December 2003
- “HIPAA EDI Checklist,” article *RBMA HIPAA Bulletin*, February, 2003
- “Regulatory Definitions Review,” article *RBMA HIPAA Bulletin*, January, 2003
- “State Privacy Resources,” article *RBMA HIPAA Bulletin*, November, 2002
- “The HIPAA Workbook for Privacy and Security: A Radiology Guide to the Implementation of the Health Insurance Portability and Accountability Act,” Kroken, Amann, Carmody, Spencer, Sarrialle, Murray, Callahan, book licensed to the RBMA, July 2002
- “Joni’s First Week of Work in the New HIPAA World,” presentation for Radiology Business Management Association HIPAA Conference, New Orleans, LA, February 2002
- “The Baseline Assessment,” three-part article series for *RBMA HIPAA Bulletin*, November 2001-January 2002
- “Transaction Code Sets,” article *RBMA HIPAA Bulletin*, December 2001

“Credentialing: Organization, Communication and Expectations,” presentation for
Radiology Business Management Association Fall Conference, Toronto, Canada,
October 2001

“Credentialing Physicians: A Guide Through the Red Tape,” article *RBMA Bulletin*,
August 2001