

Pat is a former radiology practice administrator with extensive experience in strategic planning, corporate compliance implementation and oversight, billing/collections oversight, managed care contracting, process improvement, business development, interstate teleradiology, personnel management, oversight of multi-state licensing and credentialing activities and facilitation of radiology group/hospital relationship issues. Her experience with Malcolm Baldrige quality management principles and quality improvement initiatives ensures data-driven recommendations for HRP clients. As a member of a physician/administrator team for more than 10 years, she also understands the radiologists' perspective and business concerns.

## **Experience**

### **Healthcare Resource Providers, LLC, Albuquerque, NM**

**Principal, 7/01 – current**

Moved the consulting arm of TeleMedix into a separate business entity that focuses on radiology practice management consulting. Services include review and analysis of business process efficiency, process design and improvement, analysis of operational effectiveness, infrastructure design and development for teleradiology, strategic planning and marketing plan development. HRP also specializes in the radiology-specific implications of HIPAA compliance, including baseline assessments, plan development and implementation, training and ongoing operational support.

### **TeleMedix, Inc., Albuquerque, NM**

**Vice President, 9/00-7/01**

Assisted in the development and start-up of new company that incorporated previously developed security technology from Colorado Springs company and teleradiology/practice management experience from Albuquerque and officially began business in September 2000. Responsible for the development of turnkey HIPAA compliance program that provided consultation, analysis and security recommendations for medical group practices and billing companies. At the same time, also continued to work with radiology groups in interim administrator and/or problem resolution capacity on a consulting basis.

### **Radiology Associates of Albuquerque/Centauri, Inc., Albuquerque, NM**

**9/90 – 6/00**

**Executive Director (RAA), 1/93-6/00.** Management of 20+ physician group that provided professional interpretation for 5 New Mexico hospitals located throughout the state, two MRI centers, two outpatient imaging centers and numerous hospital-owned outpatient locations. RAA was Accredited in Diagnostic Radiology by the American College of Radiology and was the only medical group practice in the state to win four Quality New Mexico Awards, based on Malcolm Baldrige criteria. In addition, RAA was awarded a 1998 Vanguard Award in recognition for the advancement of women in the workplace. The practice also held a national contract for teleradiology services, which were provided for 40 specialty hospitals in 26 states and served as a Beta site for the RBMA "Compliance Implementation Toolkit." Revenue more than tripled in the 10-year period I worked at RAA.

Responsibilities included strategic planning, maintaining a leadership role in hospital/group relationships, development, implementation and oversight of corporate compliance program, managed care negotiation and contract management, physician recruitment, oversight and reporting functions for two hospital/radiology group MRI boards; oversight of billing/collections activities, operations, licensing/credentialing, marketing, quality management, finance, human resources, communications and related functions.

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## Experience (continued)

**Vice President of Operations (Centauri), 1/99-6/00.** Strategic development, start-up, business development activities and operational oversight for regional billing/management company that was spun off from RAA's infrastructure. Company experienced 43% growth in first year of operation, with clients in New Mexico, Colorado, California and Texas.

**Business Development Director (RAA), 9/90-1/93.** Responsibilities included participation in strategic planning, business plan development, managed care contract analysis and management, marketing and advertising, process development, marketing and management of medical legal division and marketing consultation for outside client radiology group.

**University of New Mexico, Albuquerque, NM**

**Adjunct Professor, 8/83-5/94**

Taught upper division advertising classes covering advertising theory and practice, campaign analysis; class also developed advertising campaigns for local businesses, non-profit groups and fine arts organizations in New Mexico.

**X-Ray Associates of New Mexico, Albuquerque, NM**

**Marketing Director, 7/89-8/90**

Reorganized marketing department and implemented numerous marketing programs for an 11-physician group with extensive outpatient operations. Responsibilities included management of sales program that included sales-by-objective physician marketing, development of company's first marketing plan, restructure of corporate communications program, supervision of advertising and public relations, contract analysis and communications.

**Bueno Foods, Albuquerque, NM**

**9/87-8/89**

Marketing and Sales Manager for regional food manufacturing and distribution company (a client of Rick Johnson & Company),

**Rick Johnson & Company, Albuquerque, NM**

**6/84-9/87**

Promoted from starting position as Account Executive to Account Supervisor and eventually to Assistant Vice President for largest advertising agency in state,

**Other**

**Prior to 1984**

Worked in New Mexico and Wisconsin in various positions, including Managing Director for Dallas-based advertising agency, advertising account executive for radio and television stations; newspaper reporter for daily newspaper.

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## Education/Certification

**Northern Michigan University, Marquette, MI**

Cum laude graduate with major in English and minor in sociology, 1970

**American College of Medical Practice Executives**

Certified Medical Practice Executive (CMPE), 1995

**American College of Medical Practice Executives**

Fellowship (FACMPE), 1996

**American Healthcare Radiology Administrators**

Certified Radiology Administrator (CRA), 2004

## Professional Activities/Awards

- **Radiology Business Management Association (RBMA), member 1993-present**
  - Data management director/marketing director, 2001-2002
  - President, 5/99-6/2001
  - President Elect, 5/98-5/99
  - Board of Directors, 1997-2002
  - Education Committee, 1999 - 2003
  - Developed *RBMA HIPAA Workbook*, 2002
  - Columnist, *RBMA Bulletin*, 2001-present
  - Editor and lead writer, *RBMA HIPAA Bulletin*, 2001-2003
  - Publications Committee, 1994-1999
  - Publications Chair, 1997-1999
  - Coding Task Force, 1993-1994
  - Regional RBMA President's Award for article, 1995
  - Special Recognition Award, 2003
  - Calhoun Award, 1996 and 1999
  - Pilsner Award (humorous article), 1998
  - First place member-authored article, 1997
- **American College of Medical Practice Executives, nominee 1994**
  - Professional Papers Grading Committee, 1999-2003
  - Professional papers mentor, 2001-2002
  - Essay Examination Grader, 1997-2003
  - ACMPE Honors Committee, 1999
  - New Mexico College Forum Representative, 1997-present
  - Fellowship completed 1996
  - Certified Medical Practice Executive, 1995
- **American Healthcare Radiology Association, member 2/2003 – present**
  - Columnist, *AHRA Radiology Management Magazine*, 3/03- present
- **Workgroup on Electronic Data Interchange/Strategic National Implementation Plan (WEDI/SNIP) 2001-current**
  - Member of national committee for Provider Education, 10/01-2002
  - Member of New Mexico regional WEDI/SNIP effort (NMCHILI), 8/01-2002
- **Medical Group Management Association, 1993-present**
  - Radiology Assembly, 1993-1999
  - President's Scholarship, 1995
- **New Mexico Medical Group Management Association, 1991-present**
  - President, 1995
  - President-Elect, 1994
  - Board of Directors, 1993-1996
  - Membership Co-Chairman, 1994-1998
- **Who's Who in American Women, 2000-2001 Millennium Edition, 2004-2005**
- **Nominated for YWCA "Women on the Move," 2000**
- **Who's Who in America, 1998**
- **Who's Who in Healthcare, 1997 through 2004**
- **Who's Who in the Millennium, 2000**
- **American Telemedicine Association member, 1997-2000**
- **American Society for Quality member, 1997-2000**
- **Quality New Mexico member, 1997-2000, 2003-present**

### **Community Service**

- **Character Counts! in Business Pilot Program, 1998-1999**
- **Advisory Committee, State of New Mexico for "New Mexico Showcase," 1988**
- **Fine Arts Advocacy Committee, 1989-1990**
- **Governor's Economic Development Planning Commission, 1987**
- **Perceptions of Albuquerque Task Force, 1984-1986**
- **Better Albuquerque Committee, 1985 and 1987**
- **International Association of Business Communicators, Board of Directors, 1986**

### **Selected Publications and Presentations**

Pat has authored numerous publications and presentations pertaining to radiology practices – a partial listing is available from HRP's website.