

Deborah (Debbie) L. Chandler, MBA, CMPE

Accomplished Medical Practice Chief Executive Officer

With more than 28 years of experience in multi-specialty medical group management, I bring to an organization the ability to effectively grow a multispecialty group practice and establish focus, tools and discipline to transition an organization into a high performing medical group. I possess the broad-based skills requisite of a CEO including charting organizational vision, goal setting, and achievement of goals utilizing physician engagement and staff alignment combined with advanced metric techniques.

In my most recent role as President and CEO of UCHHealth Medical Group, I successfully grew and transformed an employed medical group of 640 providers spread across the Front Range of Colorado (see specifics below). The group is part of a large integrated delivery system and interfaces closely with CU Medicine, the system's large independent academic medical group. At a system level, I participated in the development of our clinically integrated network, Patient Line (centralized physician call and scheduling management) and optimizing referral management and retention.

Prior to UCHHealth, I was the Executive Vice President and CEO of Colorado Springs Health Partners, P.C., (CSHP) the largest multi-specialty, physician-owned practice in Colorado. In this role, I introduced automated and patient-centered workflows to advance patient care and productivity.

Under my leadership, the practice achieved Level III NCQA Patient Centered Medical Home certification, was selected for the CMMI Comprehensive Primary Care Initiative pilot and was a key provider participant in the Central Colorado Community Care Medicaid RCCO project. CSHP also participated in the Colorado Business Group on Health Prometheus project and active in the Community Health Partnership, as well as the Colorado Innovative Physician Solutions local IPA.

I am a native Floridian, and acquired much of my experience through my position as CEO for Anchor Health Centers in southwest Florida where I spent over ten years before joining CSHP. I am a certified medical practice executive with the Medical Group Management Association (MGMA), earned my BS from the University of South Florida and MBA from Rollins' Crummer Graduate School of Business. I began my career on the clinical side as a certified cardiac nuclear medicine technologist.

I have been invited to present numerous times on health care reform and innovative care transformation related topics and strive to serve as a resource for my colleagues and the medical community at large. I am currently an AMGA Foundation board member and founding Trustee of the Colorado Springs Health Foundation. I maintain an extremely active presence in the Pikes Peak Region through volunteer work with Inside Out Youth Services, and active board participation with the Colorado Springs Health Foundation, Colorado Women's Foundation and Ent Credit Union.

EMPLOYMENT HIGHLIGHTS

Nov 2017 – Present

Matthews-Vu Medical Group, [REDACTED]
Chief Executive Officer

February 2016 – July 2017

UCHealth Medical Group, [REDACTED] [REDACTED] [REDACTED] [REDACTED]
President and CEO

- Established a strategic goal setting process that included all levels of Practice Board, physician leadership and management; ensuring engagement at all phases.
- Positioned the employed medical group by establishing focus, implementing metric and monitoring tools, and introducing discipline that transitioned the organization into a high performing medical group that achieved the following over fiscal year 2017:
 - All 17 primary care practices (280 providers) earned Level 3 National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home (PCMH) recognition.
 - Negotiated participation in three payor value-based contracts and achieved Shared Savings in first year for two of the three agreements.
 - Over a period of 12 months: improved provider wRVU productivity by 6%, outpatient visit growth by 16%, grew primary care panel size 9%, and net revenue of the group increased by 17%
 - Total provider growth of 15% (recruited a total of 184 providers)
 - Oversaw the addition of two new clinical sites, expansion of outpatient services and system hospital partner's service line growth (Poudre Valley Health System and Memorial Hospital, Colorado Springs)

June 2008 – January 2016

Colorado Springs Health Partners, [REDACTED]
Executive Vice President/CEO

- Responsible for developing and implementing a strategic plan that repositioned this 155 provider multispecialty group as a model for clinically integrated, coordinated and accountable patient care. A sought-after partner in an era of healthcare reform and clinical integration.
- Re-engineered practice operations through Allscripts EHR implementation, ancillary service interfaces (radiology, lab, pharmacy, etc), patient-centered workflows (achieved NCQA level 3 certification July 2011) and patient service center (centralized call management) strategy.
- Reduced group operational expenses by over \$1m in first year by implementing automated workflows (medical records, HR, billing and accounting), standard purchasing operations and eliminating antiquated departments and processes.

- Improved ancillary profits by over \$500k in year two by eliminating unprofitable services and strategically investing in new service lines like a Sleep Center.
- Improved provider productivity by over 15% through a series of ‘CSHP Stimulus Plan’ presentations focusing providers and their staff on improving access and best practices. Implemented benchmarking and monthly reporting processes.
- Increased practice revenues from average of \$5m to over \$10m per month, while at the same time reducing operating expenses as a percentage of revenue by 3%.
- Designed, planned and managed several facility replacement and renovation projects. Two examples include a new 30,000 sq ft ‘one stop shopping’ primary care facility and relocated all specialty physicians and most ancillary services to one ‘Specialty Center of Excellence’ campus of over 80,000 square feet.
- Negotiated and completed the purchase of an existing surgery center located on the new CSHP specialty campus. Allowed the group to expand from an average of 17 GI cases per day to over 30 GI, pain and surgery procedures as of July 2011. ASC profits have increased by \$655k in the first 7 months of operation.

April 1998 – June 2008

Anchor Health Centers, [REDACTED]

Chief Executive Officer

- Implemented an EMR utilizing NextGen that successfully linked a multi-specialty practice of 85 providers and supportive ancillary services (lab, radiology, physical therapy, infusion/wound care, etc.)
- Reduced operational costs through implementation of a central purchasing function, budgeting, and management education.
- Developed and executed successive two year business plans over the past nine years effectively growing our practice from 14 physicians and 15 million in receipts to the present day 85 providers and over 65 million in receipts.
- Created and launched an image campaign that successfully positioned the Anchor Health Centers group in the communities of Collier County.
- Strategically grew the Anchor organization by merging four specialty care practices into our primary care physicians to create the only independently owned multi-specialty physician group in Collier County.
- Re-engineered central management support infrastructure and implemented accounting information processes and systems to assure data for sound decision-making and financial control.

April 1993 - April 1998

Orlando Heart Center, [REDACTED]

Chief Executive Officer

- Managed the design and construction of a 28,000 square medical facility and completed project for less than budgeted cost.
- Expanded practice from 10 to 16 cardiologists and improved individual physician productivity by 16% when analyzing Medicare work units produced per day.
- Increased revenue per physician by 6% when comparing 1996 to 1997 financials.
- Improved ratio of *collections generated per operational expense dollar* by 8.5% when comparing 1996 to 1997.
- Developed and presented practice outcomes data to the Central Florida Healthcare Coalition and managed care payors that positioned Orlando Heart Center as the highest quality cardiology practice in Central Florida when analyzing dollars spent on care.
- Selected and implemented new practice management software that improved management reporting capabilities and net collection results. Automated transcription and computerized office medical records.
- Created corporate infrastructures and organized a management team focused on measuring operational efficiency and providing quality services.
- Developed and implemented >Value-Added Bonus Plan= for staff in 1995 that contributed to reducing employee salaries as a percent of charges and FTEs/1000 dollars of charges by 6% when comparing 1995 to 1996.
- Analyzed and renegotiated capitation contract in 1995 for over 70,000 lives that resulted in a retroactive payment of \$59,000 and 38% increase in the pmpm capitation rate. The new contract improved reimbursement by 5.5% when compared to the 1994 contractual terms.

August 1983 - March 1993

Heart Center of Sarasota, [REDACTED]

formerly Cardiology Associates of Sarasota

Executive Administrator

- Managed the growth of this practice from two physicians and five employees to nine cardiologist and 68 employees. Responsible for overall planning, directing and controlling of practice. Responsible for interfacing with lawyers, accountants, financial institutions, hospital administration and consultants. Gross revenues grew from \$2 million to more than \$10 million in 1993.

- Project manager for the design, development and construction of the Heart Center complex - a 44,000 square foot cardiology institute that houses a state-of-the-art cardiac cath lab, two cardiac rehabilitation programs, nuclear cardiology, echo and vascular imaging facilities, and comprehensive consultative areas. Responsible for developing and managing the \$6.4 million budget, securing financing, procurement of property, and coordination of construction.
- Established the Sarasota Heart Foundation, a non-profit entity with a Board of community leaders. The entity allowed us to channel pharmaceutical company donations into patient education publications and events like Dining-A-La-Heart to increase public awareness of prevention and heart disease.
- Trustee for Land Trust which owns the Heart Center facility; responsible for property management of building, planning and managing construction projects, financial analysis and feasibility of expansion projects, annual budget and other financial matters.
- Assisted in the development of a volunteer program for the Heart Center - *Heart Corps of Sarasota*. The program allowed retired patients to become involved with the center and benefited the practice with decreased personnel costs with the added value of public relation.
- Implemented a Continuous Quality Improvement Program and worked toward Joint Commission (AMAHC) accreditation for the facility in late 1993.
- As the Chief Nuclear Medicine Technologist from 1983 to 1986 I performed the following: Acquisition of studies using Baird System 77 Multi-crystal Gamma Camera, maintenance of quality control and study protocols for the department, thallium studies acquired on ADAC 2800 with Picker LFOV -quantitative analysis performed with Cedar-Sinai software and database.

February 1983 - August 1983

Shands Teaching Hospital Gainesville, Fl.

Staff Nuclear Medicine Technologist

- General nuclear medicine studies, specializing in gated heart studies with Fourier Phase Analysis of the left ventricle, stress thalliums, myocardial infarct analysis and quantitative renal analysis. Equipment consisted of ADAC 2800 computer interfaced to a Technicare 420 model gamma camera and MDS computer interfaced to a Picker LFOV.

EDUCATION AND CERTIFICATIONS

Rollins College

Crummer Graduate School of Business

Masters in Business Administration 1997

Graduated at top of class with a 4.0 average

University of South Florida

Bachelor Degree in Business Administration 1992

Graduated with Honors, Magna Cum Laude

Manatee Community College

AA Degree - Business

Graduated with Honors, Summa Cum Laude

Santa Fe Community College

AS Degree in Nuclear Medicine 1983

Graduated with Honors

University of Florida

Gainesville, Fl.

Undergraduate studies for pre-med

CERTIFICATIONS

Certified Medical Practice Executive (CMPE)

Nuclear Medicine Technology Certification Board (CNMT)

Licensed Nuclear Medicine Technologist, State of Florida

The American Registry of Radiologic Technologist (ARRT)

PERSONAL ACHIEVEMENTS AND PROFESSIONAL AFFILIATIONS

- Colorado Women's Foundation – selected as Trustee, May 2017
- Colorado Springs Health Foundation – appointed as founding Trustee by Mayor Bach in 2012, 2013 to Present
- Ent Credit Union – Supervisory Committee, 2014 to Present
- Independent Inclusion Award – 2015 Recipient
- Colorado Springs Business Journal – 10 Women to Watch - 2015
- 2014 Women of Distinction, Girl Scouts of Colorado
- Selected as a 2011 Women of Influence by the Colorado Springs Business Journal
- Community Health Partnership – Board of Directors, 2011 to 2016
- Greater Colorado Springs Chamber and EDC – Board 2009 to 2016, Chair 2015
- American Heart Association, Southwest Affiliate – Board of Directors

- Pikes Peak Workforce Investment Board – 2009 to 2012
- Greater Naples Chamber of Commerce - Board of Directors 2007 to 2008
- SunTrust Bank Community Board – 2006 to 2008
- Junior Achievement of Southwest Florida Hall of Fame Advisory Board (Vice Chair 2007)
- Board of Directors - American Heart Association, Collier County
- Collier County AHA Walk Chair, 2004 to 2005
- Neighborhood Health Clinic – Finance Committee, Audit Chair 2003 to 2008
- Leadership Collier Graduate 2002
- Board of Directors - Public Relations, Marketing, and Advertising Professionals of Collier County (PRACC), 1999-2000 Vice President
- 1996 '40 Under 40' award from the Orlando Business Journal, Honoring Metro Orlando's Rising Stars
- Committee Chairman for Central Florida Healthcare Coalition
- Leadership Orlando graduate in 1994
- Nominee - American Academy of Medical Administrators
- CMPE - American College of Medical Practice Executives (Board certified medical practice executive)
- Quality Improvement Committee - Sarasota Chamber of Commerce
- Medical Group Management Association, member 1988 to present