

SUSAN SHELLARD, OTR, MPA

211 Plymouth Colony ♦ Branford, CT 06405 ♦ H: 203.481.9657 ♦ C: 203.314.9385
sashellard@hotmail.com ♦ <http://www.linkedin.com/in/susanshellard>

HEALTHCARE EXECUTIVE

Deliver dramatic growth in revenue, market share and customer satisfaction by leveraging strong analytic skills, dual marketing/operations expertise and deep understanding of healthcare market dynamics

- ✓ Creative leader with proven ability to see the big picture and prioritize tactics for maximum impact.
- ✓ Excel at crafting marketing strategies that grow market share, referrals and new business.
- ✓ Change Agent practiced in starting up, turning around, re-organizing operations to reduce costs, increase revenue and improve service. Six Sigma certified.
- ✓ Participatory leader skilled in equipping, enabling, and empowering staff to meet objectives and deliver results.
- ✓ Career includes leadership and consulting roles with firms such as: Corporate Health Strategies/Metropolitan Life, Pfizer Inc., Miles Inc., Griffin Hospital, MediQual, Northeast Pharmacy Network, International Business Conferences (IBC), Tender Loving Care Home Care, and VNS of CT.

SKILL AREAS

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| • Strategic Planning & Execution | • Change Management |
| • Business Development & Marketing | • Quality & Performance Improvement |
| • Financial Analysis & Management | • Accreditation & Regulatory Compliance |
| • Medicare & Medicaid | • Budget Development |
| • Reimbursement | • Benefit Design/Managed Care |
| • Health Information | • Prescription Drug Benefits |
| • Geriatrics, Mental Health, Rehabilitation | • Inpatient, Ambulatory Care |
| • Post-Acute, Home Care | • Team Development |

PROFESSIONAL EXPERIENCE

GRIFFIN HOSPITAL / ACCESS REHABILITATION CENTERS – DERBY/WATERBURY, CT

2008 – 2011

ADMINISTRATIVE DIRECTOR, PHYSICAL MEDICINE AND REHABILITATION

Joined nationally-recognized leader in patient-centered care to transform underperforming department. Led staff of ~20 team members providing ambulatory and inpatient services. Initiated benchmark data collection and created dashboard performance reports. Created budgets and forecasts. Consistently exceeded revenue targets and controlled expenses. Defined specifications for outpatient integrated electronic medical records/practice management system. Brought department into compliance with JCAHO, Medicare, Medicaid and licensure requirements.

Notable Accomplishments:

- ♦ **Turned department around to become regional outpatient therapy volume leader and winner of 2010 Department of the Year award.** Expanded referral base, grew referral volume by 20%, boosted profitability, and increased therapist productivity by 36% through creation and execution of strategic three-year plan that addressed operational, financial, quality improvement, new service and marketing opportunities.
- ♦ **Drove 35% revenue growth** by evaluating financials and revenue cycle processes, implementing effective financial management, collaborating with key stakeholders, and chairing cross-departmental Revenue Cycle Committee.
- ♦ **Delivered 20% and 10% increase in outpatient rehabilitation visit volume** in 2009 and 2010, respectively, by launching effective marketing programs and forging strong relationships with physicians.
- ♦ **Improved staff accountability and empowerment** by launching team development and staff-led projects. Resulted in ownership of new clinical programs, improved customer service and operational efficiencies.

VISITING NURSE SERVICES OF CONNECTICUT – BRIDGEPORT, CT
DIRECTOR, REHABILITATION SERVICES**2006 – 2008**

Managed rehabilitation services in five branches for home care agency. Ensured compliance with Medicare, Medicaid, licensure, and JCAHO standards. Led staff of more than 75 therapists. Built leadership team dedicated to continuous performance improvement. Responsible for budget and financial results.

Notable Accomplishments:

- ♦ **Improved clinical outcomes** by spearheading continuous quality improvements, development of clinical services in orthopedics, and expanding fall prevention program.
- ♦ **Exceeded budgeted revenue targets by 7% within six months** by streamlining operations, instituting internal controls and developing budgets.
- ♦ **Filled 100% of long-standing therapist vacancies** by implementing innovative recruitment plan.

SHELLARD GROUP INC. – BRANFORD, CT
FOUNDER AND CONSULTANT**1991 – 2006**

Founded and grew consulting firm to provide market analysis, strategy development, and communications services to clients in healthcare industries.

Notable Accomplishments:

- ♦ **Enhanced Northeast Pharmacy Network's business** development efforts by creating innovative branding and promotional strategy including collateral materials for multi-state pharmacy retail network.
- ♦ **Provided venue for healthcare thought leaders and CEOs of the 100 largest US HMOs in healthcare to network** by producing Health Care Leadership Forum for Pfizer, Inc. Originated executive program, recruited nationally-recognized speakers, and produced all collateral materials for three-day forum.
- ♦ **Delivered physician education presentation** on changing health market dynamics on behalf of Miles, Inc.
- ♦ **Produced executive seminars that set records for attendance and profitability.** Attracted and engaged premier health care leaders to speak on prescription drug benefits, health care financing, managed care, reimbursement, business development and marketing.
- ♦ **Analyzed prescription drug trends, wrote articles and published *Prescription Price Watch*,** a newsletter that analyzed discount data and market issues for purchasers of prescription drug benefits.
- ♦ **Edited "Improving Patient Outcomes for Severe Asthma through Comprehensive, Specialized Treatment."** on behalf of John Hancock.
- ♦ **Established and grew occupational therapy practice (1998-2006)** into profitable operation providing home care, behavioral health, and post-acute care to primarily elderly patient population.

CORPORATE HEALTH STRATEGIES/METROPOLITAN LIFE – NEW HAVEN, CT
MANAGER OF CLIENT DEVELOPMENT**1986 – 1990**

Developed and closed \$250K-\$1M contracts with Fortune 100 companies for managed care services, information systems, data analysis, and consulting services. Consulted with National Account Executives on information strategies, benefit design, and cost management. Created and delivered highly effective proposals and presentations.

Notable Accomplishments:

- ♦ **Sold company's first integrated service package** of managed care and information services valued at \$1M to a large employer, not insured by Metropolitan Life.
- ♦ **Surpassed sales targets** by penetrating nontraditional markets, building relationships with key constituencies, and leveraging consultative selling skills to close contracts with large employers.
- ♦ **Developed customized cost management solutions** for large employers by applying plan design and retiree cost models.

**TENDER LOVING CARE HEALTH CARE SERVICES, INC. - NEW HAVEN, CT
CONNECTICUT STATE ADMINISTRATOR****1984-1986**

Charged to turnaround and manage two offices of home health agency at risk of licensure loss and one branch operating at a loss.

Notable Accomplishments:

- ♦ **Resolved regulatory deficits, preserved licensure and achieved profitability** within first year.
- ♦ **Increased billing 30% within six months** by implementing effective marketing program.

EDUCATION

New York University**Master of Public Administration in Health Administration****Bachelor of Science in Occupational Therapy, *cum laude*, *Founders Day Award for Academic Achievement***

CERTIFICATIONS & AFFILIATIONS

FACHE, American College of Health Care Executives, July 2012**Six Sigma Green Belt**

Administrator, Home Care – Qualified per State of Connecticut Regulations

Licensed Occupational Therapist – State of Connecticut

PMP Certification, currently preparing for exam

Professional Advisory Council of Visiting Nurse Association of South Central Connecticut, 2009-present

Connecticut Occupational Therapy Association, Home Care Special Interest Chairperson, 1998-2004

American Association of Preferred Provider Organizations, CT Chapter Board Member, 1989-1991

Hamden-North Haven Adult Day Care Center, Professional Advisory Committee, 1984-1986

TEACHING APPOINTMENTS

University of New Haven, Adjunct Faculty, Graduate Course, Cost Containment in Health Care, Spring, 2012

Sacred Heart University, Adjunct Faculty, Graduate Occupational Therapy Geriatrics Curriculum, 2003-Present

Quinnipiac University, Guest Lecturer, Billing for Therapy Services, Nov. 2010

SELECTED PUBLICATIONS

“Managing Prescription Drug Benefits.” Manual for Benefits Managers published by Shellard Group, Inc. for The Midwest Business Group on Health, 1994.

“Medicaid Managed Care. Where Are the Opportunities?” *Prescription Price Watch*, January 1997.

“Managing Drug Benefits for Older Beneficiaries.” *Prescription Price Watch*, January 1996.

“Pharmaceutical Highlights.” *Drug & Market Development*, July 6, 1992.