

## Submitted to Amentum for ARPA-H STATS

NAME	JOB TITLE	PWS Tasks
Fernanda Azucena	ITDI - Basic Action Office	7.3.1, 7.3.6, 7.3.5

Job Responsibility	Qualifying Skills
<b>Task &amp; Deliverable Tracking:</b> Manage and track taskers, briefs, and key deliverables to ensure leadership priorities are met.	<ul style="list-style-type: none"> <li>Managed multiple large-scale programs at NIH and USDA, ensuring all deliverables were tracked and completed on time.</li> <li>Coordinated program tracking and compliance reporting for government healthcare programs, ensuring regulatory adherence.</li> <li>Developed standardized workflows and task tracking systems, improving efficiency in government-funded healthcare programs.</li> </ul>
<b>Executive Administrative Support:</b> Provide high-level administrative support, including scheduling, document preparation, and correspondence management.	<ul style="list-style-type: none"> <li>Provided administrative leadership at NIH, FEMA, and USDA, supporting senior executives with scheduling, document preparation, and operational oversight.</li> <li>Managed meeting coordination, minutes, and executive briefings, ensuring seamless leadership support.</li> <li>Drafted and proofread reports, presentations, and government correspondence, ensuring accuracy and professionalism.</li> </ul>
<b>Stakeholder Communication &amp; Coordination:</b> Facilitate communication with internal and external stakeholders to support leadership operations.	<ul style="list-style-type: none"> <li>Liaised with federal agencies, healthcare leaders, and research organizations, ensuring alignment of key initiatives.</li> <li>Coordinated interdepartmental communications for grant-funded research programs, streamlining updates and compliance tracking.</li> <li>Developed and implemented engagement strategies for community and government stakeholders, improving collaboration and outreach.</li> </ul>

## Education

<b>Master's of Health Administration</b> University of Maryland, College Park • College Park, MD	05/2014
<b>Bachelor's of Community and Public Health</b> University of Maryland, College Park • College Park, MD	12/2008

## Experience

<b>Executive Director/Nursing Home Administrator</b> Engage Healthcare Fox Chase • Silver Spring, MD	12/2023 - Present
<ul style="list-style-type: none"> <li>Lead a team of Directors in contracting, performing, and delivering care-related services.</li> <li>Maintain operational and regulatory compliance by closely monitoring all processes and tactful issue resolution.</li> <li>Improved staff retention rates by 70% using tailored coaching and ongoing staff development training.</li> <li>Achieved reducing agency clinical staff to less than 5% in August 2024.</li> <li>Manage and grow a healthcare workforce of 90 employees by providing ongoing training and development.</li> <li>Preparing program reviews to include recommendations to investors, stakeholders, and ownership.</li> <li>Utilize project/program management skills to ensure successful delivery of care services.</li> <li>Implement financial performance management strategies to optimize operational efficiency.</li> </ul>	

- Oversee partner/service operations and integration to streamline processes.

**Director of Health Services****Friends House Retirement Community • Sandy Spring, MD****08/2022 - 09/2023**

- Led a team of staff and clinical directors in the operational function of the 82-bed skilled nursing facility of the CCRC.
- Develop and implement long and short-term plans to achieve established strategic goals, identify deliverables, track results, and report progress to key internal and external stakeholders.
- Developed policies in collaboration with the clinical team to create Quality Improvement Initiatives based on feedback and real time data that would best serve the patient experience.
- Implemented CMS software (PointClickCare) to enhance documentation accuracy and compliance with healthcare regulations.
- Collaborated and adapted new policies and workflows with external shareholders and Board Members to create the SNFs priorities.
- Monitored resident care plans and updated CMS data, contributing to a 70% improvement in quality metrics.

**Executive Director****Communicare • Silver Spring, MD****08/2021 - 07/2022**

- Coached and directed staff and clinical directors of an 82-bed skilled nursing facility to provide an improved and responsive patient experience.
- Ensured regulatory compliance in a facility with severe regulatory deficiencies.
- Exceeded financial and census goals by a 30% increase in profits.

**Nursing Home Administrator****HCR Manor Care • Bethesda, MD****01/2016 - 04/2021**

- Achieved and maintained 4-star rating from a 2-star rating by CMS in a span of a year.
- Streamlined operations with YOY total census improvement, 15% reduction in expenses and exceeding financial goals.
- Redesigned business office process with YOY 50% increase in private pay collections and reduced bad debt by 25%

**Program Manager****DC Primary Care Association • Washington DC, DC****07/2011 - 12/2015**

- Led strategic planning process for Quality Improvement Department to establish frameworks for departmental goals and annual PCA work plans.
- Manage a departmental budget of \$200K, including budget development, resource planning, and staff work time allocations.
- Responsible for the design, development, implementation, coordination and facilitation of training and development programs, in addition to overall coordination and monitoring of specific DCPCA programs.
- Manage the “Prevention EmpowerS ME” project, which establishes a sustainable and coordinated system of chronic disease self-management education and prevention to combat health disparities in medically vulnerable populations. Coordinate off-site training through 11 partnerships.
- Develop strategies to enhance the capacity and impact of DC’s existing network of community health workers by equipping them with evidence-based chronic disease self-management and prevention education and tools to train others who serve community residents. Author health education materials and facilitate trainings.
- Plan and implement community interventions with our member health centers and associations to improve patient access to quality health care in the District.
- Formulate program objectives for public health research and studies and promotion of public health activities.
- Analyzes variances between project plans and project goals and the impact on timelines.

- Manage the progress of multiple projects and provide guidance to the team for time completion.
- Accomplishments:
  - Developed and co-wrote \$500,000 Centers for Medicare & Medicaid Services Community Transformation grant.
  - Manage the Community Health Worker Professional Association of Washington, DC and all its related activities.
  - Manage the data process for the Capital Health Careers initiative; lead the tracking and reporting of community health center project activities, such as status and milestone reporting; establishes systems for communication and reporting for all projects; and provides project support in event planning, and scheduling meetings inclusive of preparing meeting materials, sending notices and providing follow-up communiqués.
  - Provide professional development trainings to community health workers and promotores de salud at member community health centers (English and Spanish language training)

**Program Coordinator I****Healthy Howard • Colombia, MD****06/2009 - 02/2010**

- Responsible for understanding, interpreting and explaining federal and state health program eligibility criteria, policies and procedures to individuals applying for the Healthy Howard Health Plan (HHHP).
- Reviewed and entered complete applications and followed protocol to determine eligibility using the Health-e-Link eligibility system; notified applicants of eligibility and registered them for weekly orientation sessions; served as the main point-of-contact between HHHP and Health-e-Link staff.
- Assisted in development of policies for the HHHP eligibility and enrollment processes.
- Increased enrollment pool by 450 members; supervised unpaid interns and volunteers.
- Worked with members eligible for the HHHP from the point of application/intake and throughout their enrollment.
- Present HHHP materials at weekly orientations and outreach events.
- Supported Latino outreach and enrollment efforts throughout the county.

**Program Specialist****Primary Care Coalition of Montgomery County • Silver Spring, MD****11/2007 - 05/2009**

- Provided referral management services and links to community resources to ensure eligible families access primary health care and specialty services.
- Coordinated all referral services and served as patient advocate for families in the Care-for-Kids program.
- Coordinated and performed client enrollment interviews.
- Maintained patient health information according to Health Insurance Portability and Accountability Act regulations.
- Monitored clients' progress by ongoing contact with clients and service providers to ensure overall adherence to patient care plans.

**Nutrition Education Coordinator****University of Maryland Extension Program • College Park, MD****12/2005 - 12/2008**

- Collaborated with state and community programs to bring them nutrition education programs.
- Plan, implement, teach, and evaluate the nutrition curriculum for Prince George's County children and adults.
- Liaison to the Hispanic community of Prince George's County and the University of Maryland through the Expanded Food and Nutrition Education Program.
- Measure and interpret evaluation data and submit information to USDA for funding consideration.
- Presented findings of pilot program at the Society for Advancement of Chicanos and Native Americans in Science Conference, October 2007.
- Received and compiled data using specific computer programs and different tools for program evaluation

- Collaborated with different community and faith-based organizations to provide information to members of the surrounding communities
- Developed educational and informational material and evaluation tools.

**Nutrition Food Assistant****National Institutes of Health • Bethesda, MD****10/2005 - 01/2006**

- Modified diets according to study protocol and assisted patients with their food selections to fit the study's protocol.
- Assisted principal researchers with evaluation and feedback on diets used in study protocols.
- Worked to resolve patient concerns about diet protocols.
- Performed clerical duties such as answering phones, photocopying, and sending emails and faxes as needed by the principal researchers.

**Laboratory Assistant****Holy Cross Hospital • Silver Spring, MD****08/2004 - 01/2006**

- Assessed specimens received in the main lab on the ClinStar and SoftLab software.
- Performed clerical duties such as mailing, faxing, and telephoning laboratory results to doctor's offices.
- Worked one-on-one with the phlebotomist and laboratory technicians to determine the best method of specimen collection.
- Answered inquiries on how to order lab tests and what appropriate collection method should be used by Phlebotomists.

**Research Assistant****USDA Agricultural Research Service (ARS) • College Park, MD****02/2004 - 09/2004**

- Conducted dietary interviews using the AM/PM program to collect information for a 6-month protein study.
- Performed data measuring, entry, and evaluation to be used in the findings for study.

**Health Enrollment Specialist****DC Healthcare Alliance • Washington, DC****05/2003 - 10/2003**

- Enrolled need-based participants into a public health insurance program run by Mayor Anthony Williams' office.
- Worked at Walker Jones clinic site.
- Managed tasks at site: to provide patients with insurance information and collection of participant information.
- Performed basic clerical duties, which included answering phones and faxing information to headquarters.