

# Lori Mallette Pflughoft, RN BSN

Cell: (972)-822-8095

lori@practicalhcr.com

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## Executive Overview

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Highly accomplished healthcare executive with 30 years experience in hospice and home healthcare and proven skills in leadership and teambuilding. Multisite experience including operations, clinical, compliance, financial and business development at the local, regional and C-suite levels.

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## Skill Highlights

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- Program operations, model design and PPD management
- Multisite budgeting and financial forecasting
- Compliance and regulatory acumen and expertise
- Successful in analyzing data to build and execute strategic business plans
- Effective in leading and motivating teams by example
- Excellent organizational and interpersonal skills
- Extensive De-Novo hospice experience

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## Core Accomplishments

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### *Operations/Clinical/Compliance:*

- Worked one on one with COO to align programs to model and address items outside of PPD and successfully grew all programs to profitability
- Contract negotiations and establishing of formularies resulting in reduction of PPD in pharmacy, supplies and DME and developed over-ride parameters to facilitate cost controls and control utilization
- Achieved ACHC accreditation of four hospice programs simultaneously, assuring all agencies met Federal, State and ACHC requirements for State and ACHC surveys
- Successfully developed long-term business/client relationships across various healthcare industries

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## Professional Experience

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### **VERACARE HOSPICE**

*A De-Novo Palliative Care and Hospice in Texas, Colorado, Arizona, and Nevada*

**VICE PRESIDENT OF OPERATIONS AND BUSINESS DEVELOPMENT**

**10/2015 – PRESENT**

- Operational oversight of the hospice division while streamlining expenses, staffing and financials to profitability.
- Developed and implemented a strategic marketing business plan for optimal growth and customer service, resulting in a census growth from zero to 133 in 12 months, across 4 programs, with consistent 10% growth monthly.
- Direct oversight and set up of the Medicare/Medicaid billing with establishment of billing process to ensure billing integrity and standards of ethical business and clinical practice are maintained.
- Managed all aspects of operational costs for the Houston, Phoenix, two Colorado locations and Las Vegas, including analyzing gross profit factors, market conditions and business volume mix.
- Hired and managed the executive management team to ensure staffing and expenses remain aligned within budget. Mentored the executive team on operations, budgeting, billing, compliance, IT, processes, personnel, business development and census growth.
- Ensure implementation of companywide processes to include; intake, staffing, scheduling, and data input.
- Act as a resource and mentor for Patient Care Managers on clinical issues, regulations, patient care management and leadership topics.
- Recruit and supervise the sales teams for the five programs as well as participate in marketing activities for target accounts in conjunction with the Executive Directors and Sales teams.

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## ALTUS HOSPICE

*A multi-state physician owned hospice*

**Regional Vice President of Operations and Business Development**

**08/2013 – 10/2015**

- Participated in the startup of the first free standing IPU for Altus Hospice in Sugar Land TX.
- Implemented a companywide contract decreasing the PPD for pharmacy and medical supplies.
- Partnered with sales leadership to move the culture from an acute care hospice and ALOS of 14 days to an ALOS of 50. This was done by introducing “a must be present to win” strategy in facilities.
- Managed all aspects of operational costs for the Houston, Las Vegas and Dallas programs. To include analyzing gross profit factors, market conditions and business volume mix. Ultimately delivering targeted EBITDA margins.
- Responsible for a revenue budget of approximately 50 million annually.
- Successfully grew four programs across two states from a census of 100 to 320+

## HEART TO HEART HOSPICE

**7/2009 – 7/2013**

*A 135-million-dollar hospice corporation with offices throughout Texas, Michigan, and Indiana*

**DE-NOVO SPECIALIST EXECUTIVE DIRECTOR OF THE GULF COAST**

**1/2013 – 7/2013**

**EXECUTIVE DIRECTOR OF NORTH HOUSTON**

**5/2011 – 1/2013**

**REGIONAL DIRECTOR OF CLINICAL OPERATIONS**

**1/2010 – 12/2011**

**EXECUTIVE DIRECTOR OF GREATER HOUSTON**

**7/2019 -1/2010**

**AND PALLIATIVE CARE COORDINATOR**

## DE-NOVO/ADMINISTRATIVE

- Responsible for the startup of the North Houston and Greater Gulf Coast offices
- Established and implemented a marketing plan for census growth from 34-127 in one year's time.
- Assumed responsibility for hospice operations.
- Recruited and worked to retain qualified personnel.
- Managed expenses in a fiscally responsible manner in accordance to a company established budget.
- Meet and exceeded all quarterly and annual census and budget goals.

## CLINICAL/PALLIATIVE

- Provided clinical and operational oversight to 8 statewide offices with an average census of 950
- Served as the clinical resource to all sites for eligibility, related and non-related services, billing and discharge.
- Ensured implementation of processes companywide to include; intake, admission, staffing, scheduling and data input.
- Served as the lead point-person in roll-out of new policies and documentation system.
- Ensured organizational compliance with legal, regulatory and accreditation requirements.
- Evaluated hospice services and personnel using measurable outcomes and objectives.
- Ensured adequate and appropriate staffing. Participated in right-sizing when necessary.
- Organized a palliative care program with a highly respected palliative care physician in the Houston area.
- Implemented the introduction and expansion of a palliative care program into many of the facilities that partnered with Heart to Heart Hospice.
- Educated facility staff on how a palliative care program could improve their reimbursement rates and improve outcomes.

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## Education and Licensure

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**Bachelors of Science and Nursing, Baylor University 1987**

**Registered Nursing License #540086**, Texas Board of Nurse Examiners (1987)

**Certified Hospice and Palliative Care Administrator**, HPNA designation October 2011

**Certified Hospice and Palliative Care Nurse** designation 2008

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## References

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References available on request