

Valerie Dewbre, RN

Cell: (214) 534-0716
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Executive Profile

Highly effective 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.

Skill Highlights

- Program operations, model design and PPD management
- Multisite budgeting and financial forecasting
- Compliance and regulatory acumen and expertise
- Strategic business development
- Effective leader and motivator
- Excellent organizational and interpersonal skills

Core Accomplishments

Operations/Clinical/Compliance:

- Worked one on one with CEO to align programs to model and address items outside of PPD to successfully double profitability of company within 6 months
- Decreased pharmacy costs from \$8.50ppd to \$6.00ppd company-wide average through development and implementation of formulary, authorization tools, and processes
- Negotiated medical supply contract to lower ppd from over \$3.50ppd to \$2.12ppd
- Assisted in contract negotiations resulting in reduced DME ppd from \$6.50ppd to \$4.75ppd and developed over-ride parameters to facilitate cost controls and control utilization
- Successful due diligence and integration of multiple targeted acquisitions
- Organized and managed 100% timely response of multiple ADR probe audits with a <15% denial rate

Professional Experience

PRACTICAL HEALTHCARE RESOURCES, LLC

A National Hospice and Healthcare Consulting Company

CONSULTANT AND OWNER

05/2016 – PRESENT

- Advised hospice start-up and existing hospice organizations on operations, clinical services, compliance, administration, and business development.
- Advised healthcare organizations on operational structure and model development.

CLARUS HEALTHCARE/VERACARE HOSPICE (Jointly Owned)

5/2016 - PRESENT

A Start Up Chronic Condition Management Company, Palliative Care and Hospice Operations in Texas, Colorado and Arizona, and Nevada with 5 locations and \$7.5 million in annual billing.

CLARUS CHIEF CLINICAL OFFICER
CORPORATE DIRECTOR OF HOSPICE DIVISION
CHIEF OPERATIONS OFFICER HOSPICE

05/2016 – 10/2017
01/2016 – 10/2017
10/2017 - PRESENT

VERACARE HOSPICE

- Assumed operational oversight of the hospice division October 2017 and facilitated ADC growth of 5 locations from 75 to 133, streamlined expenses, staffing and financials to a breakeven in all but 1 location within 9 months.

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- Managed corporate management team to control staffing and expenses within budget including operations, budgeting, billing, compliance, IT, and business development.
- Worked with potential buyers by organizing due diligence responses to successfully achieve acquisition of two locations.
- Worked with potential private equity firm by organizing due diligence responses to successfully achieve stock transition of majority interest for 3 locations.

CLARUS

- Worked with Chief Medical Director to architect and design a chronic care management model with a palliative care focus
- Collaborated with insurance consultants to design the model as an 'at risk' model of care
- Developed workflows, policies, protocols, procedures and guidelines
- Supported the General Partners in socializing model to potential payers and contract providers
- Organized and led clinical participation in development of patient selection algorithm with RAND data scientist
- Governing Board Director assigned to oversee hospice division operations, budgeting and corporate employees

HEART TO HEART HOSPICE

7/2009 – 4/2016

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

SVP OF ADMINISTRATION, REGULATORY AFFAIRS, CCO

1/2014 – 4/2016

CHIEF COMPLIANCE OFFICER

5/2010 – 4/2016

VICE-PRESIDENT OF REGULATORY AFFAIRS

10/2011 – 12/2013

VICE-PRESIDENT OF CLINICAL OPERATIONS

5/2010 – 10/2011

REGIONAL DIRECTOR OF CLINICAL OPERATIONS

7/2009 – 5/2010

OPERATIONAL/ADMINISTRATIVE

- Developed and implemented new authorization to hire process and staffing model
- Interviewed, mentored, and managed site leadership including Executive Directors, Director of Clinical Services, QA Nurses, and Sales Managers
- Worked with COO to align programs to model and address items outside of PPD model to successfully double profitability of company within 3 months
- Planned and conducted multiple regional training sessions for groups including Executive Directors, Nursing Leadership, Marketers, and Medical Directors
- Served as contracting resource for patient related services including LTCF, GIP, Respite, Physicians, and Contracted Patient Care Services

CLINICAL

- Day-to-Day resource for clinical services including but not limited to eligibility, all discharges, self-reports, hospitalizations, coverage for related and non-related services
- Transitioned all programs to new policies and documentation system
- Implemented online web based training program through Care2Learn
- Developed and implemented formulary, authorization tools and processes to decrease pharmacy costs from \$8.50ppd company-wide average to \$6.00ppd company-wide average
- Negotiated medical supply contract to lower ppd from over \$3.50ppd down to \$2.12ppd and developed tools and processes to control out of formulary expenditures
- Participated in contract negotiations to lower DME ppd from \$6.50ppd down to \$4.75ppd and developed override parameters to facilitate cost controls and controlled utilization

COMPLIANCE

- Sat as member of Governing Board and assumed role of completion and distribution of all minutes to ensure compliance requirements were met
- Organized and Supervised 100% timely response of multiple ADR probe audits with a <15% denial rate

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- Conducted due diligence review for all potential and actual acquisitions and worked with attorneys to complete all stock transfers and/or asset purchases for licensure and certification updates and change of ownership
- Successfully transitioned to CHAP accreditation company-wide
- Oversight of all DADS/Palmetto/CHAPs correspondence including licensure applications, renewals and updates
- Supported sites through all complaint and comprehensive surveys and subsequent plans of correction and IRODs
- Worked closely with attorney on all legal aspects of compliance including corporate compliance plan, appeals, litigation, and position responses
- Organized, supervised and completed ZPIC response to Medicare Contractor for 53 records with no recoupment outcome
- Worked with billing manager to resolve billing challenges including eligibility, certifications, ADRs, appeals, discharges and transfers
- Supervision of compliance/clinical regional team of 4 administrative and 8 clinical members

Education and Licensure

Associate Degree in Applied Science, Odessa College - Odessa, TX (1987)

Registered Nursing License #548842, Texas Board of Nurse Examiners (1987)

Certified in Healthcare Compliance, HCCA designation 2015

Certified Hospice and Palliative Care Administrator, HPNA designation October 2011

Past President and Founding Chairman of Dallas Area Hospice & Palliative Nurse Association Chapter (2004 & 2005)

References

References available on request