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Curriculum Vitae

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Education

Master of Business Administration

Health Care Administration, with Distinction

Colorado Christian University, Lakewood, Colorado

Capstone: Optum Population Health Internship Business Plan, Advisor: Dr. Mellani Day

Master of Science

Family Nurse Practitioner—Rural Track

University of Wyoming, Laramie, Wyoming

Thesis: Medical Self-Care and Empowerment in a Northern Colorado Sample; Advisor: Dr. Beverly Taheri-Kennedy

Bachelor of Science

Nursing, Cum Laude

Concordia University, River Forest, Illinois

Professional Experience

Founder/President

Connecting Points Advisory Services, LLC; from 2019

Independent contractor firm providing small to mid-size health systems and community-based organizations with data analytic, strategic planning, and quality improvement services.

Affiliate Faculty

Colorado Christian University; from 2017

An academic community of committed Christian believers rooted in a profound respect for higher learning framed within the Christian worldview.

Director, Quality Improvement

Northeast Health Partners, LLC (Beacon Health Options); 2018-2019
Representing Region 2 of the Colorado Accountable Care Collaborative.

Key Responsibilities:

- ❖ Oversight of comprehensive Quality and Performance Improvement Program for locally owned Regional Accountable Entity (RAE), serving in the capacity of a delegated administrative service organization.
- ❖ Accountable for development and implementation of all aspects of measuring and assessing program outcomes;
- ❖ Direction of all quality improvement activities, assuring alignment with federal and state guidelines;
- ❖ Setting of internal performance goals and objectives.
- ❖ Oversight of audits (behavioral health and care coordination), Performance Improvement Plan activity; collaborative planning for management strategy of over-utilizing populations;
- ❖ Support of the RAE's participation in 4 components of pay for performance: 1) Key Performance Indicators; 2) Behavioral Health Incentive Program; 3) Performance Pool, and 4) Public Reporting.

Notable Achievements:

- ❖ Drafted, socialized and submitted to State a comprehensive Quality Plan, including measurable milestones; accepted without changes.
- ❖ Co-chaired and managed monthly agenda and content development for 23-member, multi-stakeholder Regional Accountable Entity (RAE) Quality Improvement Committee;
- ❖ Following PROMETHEUS database analysis, designed and wrote a comprehensive Potentially Avoidable Complication (PAC) plan for three separate focus areas; plan included development of weighted, measurable multi-stakeholder milestones. Plan and evidence of milestone completion submitted to State for full performance credit.
- ❖ State-required Performance Improvement Advisory Committee (PIAC) development, involving stable multi-stakeholder voting membership, creation of Committee materials, and management of bi-monthly meeting agenda creation, minutes submission, and group communication.
- ❖ Creation Executive Director dashboard for weekly quality updates.

Senior Health Policy Associate, Health Care Integration

Nurse Family Partnership National Service Office; 2017-2018
Evidence-based nurse home visitor program for first-time, vulnerable moms and babies.

Responsibilities:

- ❖ Recruited to support the National Service Office with subject matter consultative expertise for establishing key relationships and financial arrangements with the commercial payer sector in states where Medicaid beneficiaries are served by managed care benefit design. Position eliminated due to reduction in workforce.

Notable Achievements:

- ❖ Creation of health care integration dashboard, aligning key variables, delivery systems, managed care organization footprints, and assigned team members across organization's 42 states.
- ❖ Definition structure for cross-functional discovery and planning sessions to use with staff spanning multiple divisions each having local market-level accountabilities.
- ❖ Development of quality measure matrix mapping program data points against CMS reporting requirements.

- ❖ Definition case study format/structure and identification of implementing agency models to use as subject matter.

Associate Clinical Director, Population Health Management

Optum; 2017

As part of UnitedHealth Group, has multi-brands and divisions targeting modernization of the health system's infrastructure.

Responsibilities:

- ❖ Recruited to lead a diverse, cross-functional team for a local, multi-million-dollar account in delivery of health management services (e.g. general population health management, chronic disease care management, complex case management) on behalf of contracting client, the State of Wyoming Medicaid Department.

Notable Achievements:

- ❖ Facilitation development vision and plan for restructuring delivery model to align with client expectations and availability of regional resources.
- ❖ Engagement of executive leadership for sponsorship of changes necessary to implement regional model.
- ❖ Role re-alignment for direct and indirect reports based on skill sets and areas of professional "sweet spots."
- ❖ Key contributor to required contract/SOW revision in meeting client expectations.
- ❖ Key contributor to privacy breach investigation and subsequent training requirements.

Data Analytics Senior Training Consultant

Kaufman, Hall and Associates, LLC; 2016-2017

Management consulting company focusing on health care, higher education, and financial planning; accompanying financial software suites.

Key Responsibilities:

- ❖ Development inpatient hospital data analytics software training content for on-site client training events.
- ❖ Onsite client training events
- ❖ Management end-to-end client facing training process and related assurances securing client satisfaction.

Notable Achievements:

- ❖ Translation of technical specifications into comprehensive, foundational curriculum appropriate for the clinical, non-tech savvy adult learner.
- ❖ Curriculum designed with focus on progressive development of analytic critical thinking skills.
- ❖ Established a process for assessment client readiness and alignment with organizational strategic goals as part of training event planning.
- ❖ Led collaborative development and production of foundational curriculum materials (e.g. Training manual, training decks, visuals, graphics and illustrations, narrative content)

Program Director, Enhanced Personal Health Care

Anthem, Inc.; 2012-2015

Publicly-traded managed care company with multiple lines of business including commercial, government, and national contracts.

Key Responsibilities:

- ❖ Enterprise-level program infrastructure development for national scale value-based reimbursement initiative within prominent, managed care organization.
- ❖ Market-specific leadership (VA, GA, and WI) for multi-discipline, matrix-organization teams (membership made up of Network Director, care management, and practice transformation) to launch and sustain rapidly evolving network contracting initiatives. Accountable for project managing milestones.
- ❖ Establishment and management key stakeholder (internal and external) relationships in matrix organization environment.
- ❖ Use of provider and network performance data, documented evidence base, and other key risk adjusted indicators to inform network provider engagement intervention development and evaluation.
- ❖ Creation written program materials for external audience, executive updates, and presentations.

Notable Achievements:

- ❖ Visionary lead facilitating development of strategic approach to working with large, complex organizations/Accountable Care Organizations (ACOs) supporting population health management.
 - Impacting care delivered by 9,000+ providers to approximately 950,000 attributed members.
 - Developed comprehensive assessment process based on MSSP, Pioneer ACO and NCQA ACO Standards.
 - Used provider group operations understanding to lead internal collaboration in defining a Joint Operating Committee approach and relationship framework for working with the ACOs.
- ❖ Successful collegial relationships held with network leaders and executive staff.
- ❖ Developed successful proposal to Virginia plan president for dedicated market medical director participation in local EPHC team activity with ACOs and Joint Operating Committees.
- ❖ Designer and lead co-author for virtual practice transformation curriculum.
 - Core content for 1400+ virtually supported practices across 14 markets; translates to nearly 2500 providers and 42,700+ attributed members.
- ❖ Development and management web-based provider resource toolkit, publicly available on Anthem.com
- ❖ Management contract, payments and external relationship with American College of Physicians for license purchase and initiative campaign for web-based Patient Centered Medical Home (PCMH) practice improvement tool.
- ❖ Lead facilitator in collaboration with care management for development program milestones.

Nurse Informaticist

Poudre Valley Health System/University Colorado Health; 2011-2012

Local non-profit hospital health system experiencing statewide growth following merger with University of Colorado Hospital.

Key Responsibilities:

- ❖ Bridge collaborative relationships between hospital-owned physician practices (both primary and specialty care) and Information Technology team.
- ❖ Interpretation medical group workflow and electronic health record software criteria to analyst team.
- ❖ Prepare medical group practices for Stage I Meaningful Use (CMS EHR Incentive Program) attestation.

- ❖ Participation and completion of Epic Ambulatory EHR certification training in preparation for system-wide implementation.

Notable Achievements:

- ❖ Spearheaded data analytic support for Meaningful Use metrics and quality measure tracking.
- ❖ Led department leadership team in defining primary care quality measure reporting solution.
- ❖ Completed Epic certification training in summer 2012, Verona, WI.

Coordinator, Grants Management and Program Development

Health TeamWorks; 2009-2011

Transitioned from Project Manager, Colorado Family Medicine Residency PCMH Project

Promoted from Quality Improvement Coach

HealthTeamWorks is a Colorado-based health care quality improvement organization which had its grassroots origin as Colorado Clinical Guidelines Collaborative, a statewide non-profit specializing in evidence-based guideline publication.

Coordinator--Key Responsibilities:

- ❖ Management diversified grant portfolio, responding to new proposal development requirements and ongoing reporting needs, with a focus on health reform and positioning care delivery system redesign initiatives. Accountable for project managing meeting of agreed upon milestones.
- ❖ Management key external stakeholder relationships and alliances supporting advancement system redesign.
- ❖ Strategic development and launch of new practice transformation interventions supporting improvement and/or population health management.

Coordinator--Notable Achievements:

- ❖ Point lead, along with Executive Director, in establishing collaborative relationship with Regional Care Collaborative Organization (RCCO) 7 for purposes of drafting plan for transformation support as sub-contract to Accountable Care Collaborative (ACC) RFP bid.
- ❖ Collaborative partner for successful federal Regional Extension Center (REC) funding submission, providing Colorado Regional Health Information Organization (COHRIO) and its REC partners with start-up resources to launch statewide EHR implementation and Meaningful Use initiative under ARRA.
- ❖ Partnered with Colorado Department of Health Care Policy and Finance (HCPF) to produce \$8M budget neutrality grant proposal to Centers for Medicare and Medicaid (CMMS) as 1 of 6 selected states to compete in advanced primary care demonstration project.
- ❖ Developed and maintained strong relationships and alliances with key state-level organizations:

Colorado Medical Society	Colorado Academy of Family Physicians
Colorado Children's Healthcare Access Program	Colorado Society for Osteopathic Medicine
Colorado Medical Home Initiative	Consortium for Older Adult Wellness (COAW)
Colorado Department of Health Care Policy and Finance	The Colorado Health Care Foundation

- ❖ Partnered with Colorado Medical Society to lead “Systems of Care PCMH Initiative” for primary and specialty care with a focus on “care compact” program development.
- ❖ Used data, customer feedback and existing evidence base to craft 6 additional primary care/specialty care improvement interventions.
- ❖ Formalized medical practice linking to COAW *Healthier Living Colorado*.
- ❖ Created internal Access database to support portfolio management over 17 awards.
- ❖ Industry news magazine article publication; local and national presentations (*listing available on request*).

Project Manager--Key Responsibilities:

- ❖ Support completion of project design and grant proposal.
- ❖ Participate in gathering buy-in for project across Colorado family medicine residency programs and key state-level stakeholders.
- ❖ Participate in project team selection and hiring process.
- ❖ Facilitate team preparation of infrastructure for initial project launch.

Project Manager--Notable Achievements:

- ❖ Lead visionary influence in building and launching innovative practice transformation initiative.
- ❖ See below related to lead role in concept development and funding.

Quality Improvement Coach--Key Responsibilities:

- ❖ Management panel of primary care practices in progression through structured national diabetes/asthma practice improvement/population health management initiative.
- ❖ Direct coaching primary care improvement teams, facilitating progression through key milestones such as team formation, meeting facilitation, integration use of Model for Improvement and the Chronic Care Model.
- ❖ Facilitate practice launch and use of web-based chronic disease registry.
- ❖ Facilitate practice use of data to inform improvement initiatives and rapid cycle tests of change.

Quality Improvement Coach--Notable Achievements:

- ❖ Collaborated with Department of Family Medicine to write Residency project proposal to The Colorado Health Foundation, winning \$3M grant award in 2008.
- ❖ Established relationship with COAW and initiated early successful pilots in connecting medical practices with community-based Chronic-Disease Self-Management Program.
- ❖ Developed and proposed vision for family medicine residency PCMH project gathering leadership and University of Colorado Department of Family Medicine endorsement and enthusiasm.

Patient Care Provider: Family Nurse Practitioner

Multi-settings: Family Medicine Residency clinics, health system Urgent Care, family medicine private practice, adult oncology private practice; 1997-2007

Patient Care Provider: Registered Nurse

Multi-settings: Inpatient medical/surgical, cardiac bypass, and adult oncology units; adult ambulatory hospital-based clinic (medical/surgical/oncology); home health (rural and urban); university research graduate assistant; clinical instructor, and school-based migrant health; Parish Nurse training; 1990-1998

Board and Volunteer Service

Colorado Health Care Financing and Policy (HCPF)

Voting member, Performance Measure and Member Engagement State PIAC sub-committee; from 2019

Frontier House Clubhouse International (North Range Behavioral Health)

Advisory Board member; from 2019

Colorado Christian University

MSN Advisory Board Member; since 2015

Redeemer Lutheran Church

Liaison, Lutheran Family Services (LFS) Refugee and Asylee Program; from 2019

Designer and Coordinator, Medical Response Team (MRT); 2008-2012

Short Term Missions/HIV Education: Mekane Jesus, Ethiopia, Africa; 2010

The Consortium for Older Adult Wellness (COAW)

Interim Board President; 2016-2017

Board Member; 2015-2017

American Academy of Family Physicians AIM (Americans in Motion)

Advisory Board Member; 2007-2009

Bright Stars of Bethlehem

Medical Task Force Member; 2005-2007

Wisconsin Academy of Family Physicians

Research Committee Member; 2007

Teaching

Health Care Quality Management and Assessment (HCA 430)

Colorado Christian University; 2020

Course Facilitation

Statistics and Research in Health Care (HCA 340)

Colorado Christian University; 2019

Course Facilitation, Course SME

Healthcare Delivery Systems (HCA 220)

Colorado Christian University; 2019

Course Facilitation

Role of Spirituality and Ethics in Health Care (HCA 330)

Colorado Christian University; 2018

Course Facilitation

Health Care Administration and Management (HCA 230)
Colorado Christian University; 2018
Course Facilitation

References

Austin Bailey, MD *(former manager)*

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