

Executive Profile

Of

Leslie A. Carter

Business Contact

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Executive Profile



Leslie Carter is an accomplished, driven leader with over 25 years in the health care industry including expertise with commercial, managed care, government, behavioral health, disability and revenue cycle management products. Innovative executive with extensive focus on operational excellence, business transformation and quality service for payers, providers, employer groups and members. Talented, strategic thinker with collaborative mindset leveraging people, process and technology to create long term client value and sustainable revenue gains.

Leslie is an established communicator with stellar record of achievement exemplifying effective leadership skills developing high performing cultures. She has led teams encompassing 1000+ employees and has delivered exemplary performance as an individual contributor. She has a successful track record in public, private and nonprofit environments utilizing strategic operations strengths, operational efficiencies protocols and financial management discipline.

Leslie joined Highmark, Inc. in March 2018, as the Vice President of the newly-formed Health Plan Operations (HPO) Shared Services business area. HPO Shared Services centralizes critical support functions that work across all five HPO business units. Leslie's focus is to ensure optimal and standard solutions, drive HPO's strategic objectives and business transformation and identify ways to create value by simplifying the customer experience. She leads multiple teams in HPO, including quality, training, reporting, business analysis, compliance, project management, financial planning and analysis, vendor governance, and communications functions.

Leslie's health care experience expands across commercial and government markets, with expertise in managed care, behavioral health, disability, and revenue cycle management products. Her prior experience in client acquisition and retention, implementation of new product offerings (autism, digital programs, Whole Health Rx) coupled with an extensive focus on operational excellence, business transformation, and leadership skills to develop high performing teams, has made her a great fit for Highmark organization.

Since joining Highmark, Leslie has indicated, "we have a significant impact on both internal and external stakeholders, and we use our core behaviors, which are embedded in our daily work performance, to ensure we are continuing to put the customer first."

Having worked in organizations across multiple sectors and diverse cultures, Leslie has a true leadership acumen which includes trust, collaboration, and execution. Building trust among the people she works with is crucial and embracing diverse thinking has been invaluable for her career. Leslie works diligently with her team to build strong partnerships, alliances and collaborations to achieve favorable outcomes.

Prior to joining Highmark, Leslie worked at United Health Group/Optum 360 in Atlanta, Georgia, where she was the Vice President of Service Center Operations. Leslie has also held various leadership positions with Magellan, Aetna, and Horizon Blue Cross Blue Shield of New Jersey. Leslie holds a Bachelor of Science in Business Administration and is a certified Project Management Professional and Six Sigma Green Belt.

Business Acumen

- ◆ **Transformative Leadership** – stellar record of achievement as a senior level professional exemplifying strategic and tactical expertise, creating a culture of operational efficiency, project management and financial discipline. Committed focus towards employee engagement and leadership development.
- ◆ **Operations Management** – distinguished professional with extensive experience in creating operational excellence culture with particular strengths in startup operations, leveraging human capital, optimizing technology, utilizing analytical acumen and maximizing cross functional teams.
- ◆ **Customer Advocacy** – True client focus, participated in 40+ customer implementations, achieving performance guarantee requirements. Strives to improve NPS scores delivering outstanding quality service, executing on business priorities, managing expenses through efficiency opportunities and making customer value the priority.
- ◆ **Strategic Planning** – developed strategic executive business plans through thinkUP and Focus Five initiatives for Service Operations teams of 4,600+ employees (UCD, Benefit Solutions, Enrollment and Billing, Claims Excellence and Member & Provider Services, Quality, Training, Reporting and Business Analytics).
- ◆ **Process Improvement** – achieved operational efficiencies managing \$1.3B Medicare accounts receivable portfolio (reduction of 36%); established culture of cost containment discipline developing key performance measures for \$35M administrative cost savings; favorable YTD results.
- ◆ **Health Care Product Portfolio** – PPO, POS, HMO, EAP, Medicare, Medicaid, Mental Health, Pharmacy, Life, Disability, TRICARE, Military Family Life Counseling Programs.
- ◆ **Business Workgroups** – True Blue Operational Readiness, Blue Green Call Center Operations (IDFS), Learning and Development, thinkUP Executive Committees.
- ◆ **Quality Improvement & Compliance** – HEDIS, NCQA, URAC, HIPAA, PPACA, SOX compliance, managed external audits from Ernest & Young, Hewitt, Mercer, AON Consulting, PWC and KPMG.

Leadership Philosophy

Leslie would define her leadership philosophy based on her core beliefs: operate in the spirit of excellence. Irrespective of the project scope, critical milestones or stakeholders, she strives to meet the business goals and deliverables with operational efficiency and quality. Trust, collaboration and execution are the tenets of Leslie's management style which has served her well throughout my career supporting diverse backgrounds, professions and cultures. Her results oriented nature, ability to set expectations, use sound judgment, decision making skills and open communication coupled with a passion for excellence encompasses my viewpoint on leadership and achievement for success.

Leslie A. Carter – Professional Resume

Senior Health Care Executive

~ Payer & Provider Expertise ~ Strategic Operations Efficiency ~
~ Leadership Development Excellence ~

Key Accomplishments

- Selected for prestigious *Leading to A Higher Mark: Highmark Health's Wharton Executive Education* Program.
- Implemented business initiatives creating discipline of cost containment efficiencies utilizing **agile framework and infrastructure**; developing process improvement projects of **\$35M**.
- Created a culture of trust, collaboration and execution driving operational excellence, improving employee engagement and strengthening communication. **Designed and facilitated Leadership Forum Series for 260 supervisors and above** enhancing leadership skills and cultivating a high performance, diverse team.
- Employed stringent hospital accounts receivables claim management processing and root cause analysis to increase performance of 45 facilities Medicare AR **achieving \$3.3 billion cash collections** within two years.
- Operationalized Payer Strategy enterprise wide initiative dedicated to enhancing revenue cycle process for national payers **totaling \$3.7 billion in outstanding accounts receivables**.
- Organized 18-month program hiring 160 skilled onsite revenue cycle temporary resources for Atlanta, Phoenix and Sacramento locations achieving record **\$818 million AR reduction and \$130 million cash collections**.
- Implemented business initiatives creating discipline of cost containment efficiencies **launching Lean Six Sigma infrastructure**. Responsible for defining and developing process improvement projects identifying cost benefit analysis savings **technology enhancements of \$40 million**.
- Coordinated national **mandated CPT code initiative requiring notification to 51,000 providers**, updating 21,000 rate tables, loading 42,000 provider records, developing 12 provider webinars.

PROFILE OF QUALIFICATIONS

HIGHMARK – Pittsburgh, Pennsylvania
Vice President, Shared Services & Market Operations

March 2018 – Present

- Leads team of 5 direct reports managing portfolio of projects supporting 4,600 health plan operations employees and contingent workers. Directs and accountability for strategic planning, quality, training, vendor governance, business transformation, reporting and analytics, project management office, compliance, communications and budget management of \$252M. Drives optimization and cost competitiveness through data driven analysis, fiscal discipline and operational readiness protocols.

- Accepted newly expanded role to lead client facing liaison team responsible for establishing and continuously improving strategic relationships between Health Plan Operations and Medicare, Medicaid, Individual, Commercial, Partner Plan Markets serving 8 million members.
- High Visibility Initiatives:
 - Launched innovative Think Factory portfolio soliciting 600+ process improvement initiatives through analytical ideation sessions; realized \$3.2M savings YTD.
 - Established vendor management governance operating model to identify, evaluate and implement risk management tracking, contract management oversight, performance metrics and remediation activities ensuring optimal service delivery and expense reduction spend of \$2.1M.
 - Supported Clinical Service Models and Integrated Delivery and Financial System Together Blue/Together Connect (MA & ACA) growth strategies.

UNITEDHEALTH GROUP/OPTUM360 – Atlanta, Georgia
Vice President, Service Center Operations

August 2015 – March 2018

- Led team of 7 direct reports, 750 employees and 160 contractors supporting Medicare, Medicaid, Commercial and third party claims operations for 45 hospital systems in New York, Florida, Arizona, Nevada and California markets.
- Managed \$3.7 billion portfolio in annual revenue optimizing accounts receivable collections assuring financial, compliance and operational protocols are properly implemented and executed. Collaborated with hospital CEO's and CFO's providing optimal service delivery of domestic and global operations.

Prior Health Care Background:

Magellan, Aetna, Horizon Blue Cross & Blue Shield of New Jersey

EDUCATION, CERTIFICATIONS & MEMBERSHIP

Bachelor of Science Major: Business Administration, Minor: Psychology
 Fairleigh Dickinson University, Madison, New Jersey

Certifications: Project Management Professional, Six Sigma Green Belt

Memberships: United Way Women's Leadership Council

Strong Women, Strong Girls Advisory Board Luncheon Committee

Health Care Financial Management Association

American Colleges of Health Care Executives

American Association of Health Care Administrative Management