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PROFESSIONAL EXPERIENCE

MIAMI-DADE CORRECTIONS AND REHABILITATION (MDCR)

JULY 2023- PRESENT

MDCR operates one of the largest correctional systems in the United States. They are responsible for the care, custody, and control of between 4,000 to 4,500 persons incarcerated in our detention facilities awaiting trial, serving sentences of 364 days or less. The re-entry programs help inmates successfully transition back into the community. Inmate medical services follow professional standards of care that provide proper treatment for individuals with medical or mental health issues while the Boot Camp Program (BCP) is focused on reducing jail crowding and the recidivism rate among youthful offenders.

CHIEF MEDICAL OFFICER (CMO)

Provides technical expertise to facility administrators and staff on matters about the offender and patient health care and general healthcare delivery, when appropriate. Establishes or approves policies and procedures on clinical issues regarding health care delivery in the Jails. Develops, reviews, and approves plans or programs for health care delivery, particularly regarding the impact on medical care and treatment. Develops plans for improved healthcare delivery and the overall delivery system. Develops and maintains a system to monitor the cost-effectiveness of health, dental, and pharmaceutical services provided and implements health care cost reduction measures as appropriate. Manages and monitors all contractual medical, dental, and pharmaceutical services contracts. Advises agency administration on compliance with court orders, health service standards, and other issues affecting the department.

Represents the agency and correctional health within professional medical organizations. Monitors transfer of patients between institutions and outside medical facilities. Collaborates with the health care provider to monitor the issuance of special passes to minimize disruption to jail operations and ensure those provided meet the established criteria. Coordinates the delivery of medical and Mental Health care training to departmental staff. Works closely with the department's legal advisors and team and provides medical input regarding litigation, media requests, and community inquiries. Review medical invoices and monitor hospitalization to minimize offsite transports and maximize the use of onsite care delivery. Leads the monthly Majority Advisory Council Meetings (MAC) to discuss topics that affect the health and well-being of the Inmate populations such as access to care, the quality of care, patient complaint and grievance resolution and monthly statistics. Daily review of sentinel events in Miami-Dade Jails, and weekly meetings with vendor medical directors or designees to discuss clinical performance measures as well as strategies to improve the delivery of health care services. Research and implements innovative and modern technology for medical service delivery where possible in correctional institutions.

Department of Homeland Security/Civil Rights and Civil Liberties

January 2023- Present

The Office for Civil Rights and Civil Liberties (CRCL) supports the Department's mission to secure the nation while preserving individual liberty, fairness, and equality under the law. CRCL builds in civil rights and civil liberties practices into all of the Department's activities by:

- *Promoting respect for civil rights and civil liberties in policy development and implementation by advising Department leadership and personnel, and state and local partners.*
- *Communicating with individuals and communities whose civil rights and civil liberties may be affected by Department activities, informing them about policies and avenues of remedy, and promoting appropriate attention within the Department to their experiences and concerns.*
- *Investigating civil rights and civil liberties complaints filed by the public regarding Department policies or activities, or actions taken by Department personnel.*
- *Leading the Department's equal employment opportunity programs and promoting workforce diversity and merit system principles.*

Civil Rights Civil Liberties (CRCL) Contractor

Responsible for conducting assessments of medical and behavioral health programs in detention centers that detain Immigration and Customs detainees. This includes a review of policies and procedures, interviews with detainees and staff, and a review of relevant documentation. Analyses, conclusions, and recommendations are provided via a summary report.

Provides technical assistance to correctional agencies regarding correctional health care delivery systems. Assists agencies with the development of health care policies, protocols, training, and clinical auditing processes to ensure compliance with generally accepted professional standards. Also serves in a consulting role to assist health care providers in achieving patient/client goals.

JACKSON HEALTH SYSTEM/ MIAMI-DADE JAILS, MIAMI, FL

July 2015 - July 2023

Jackson Health System (JHS) is a nonprofit academic medical system consisting of six hospitals, a network of urgent care centers, multiple primary care and specialty care centers, two long-term care-nursing facilities, a rehabilitation center, and corrections health services clinics. JHS employs 13,000 employees with a total revenue of \$2.3 billion in 2020. Annually, JHS cares for more than 60,000 inpatients, treats more than 230,000 emergency room patients, and provides more than 250,000 outpatient visits.

Chief Nursing Officer (CNO)

July 2015- April 2018 & August 2022 – July 2023

Clinical, Administrative and fiscal responsibility for 332 FTE's of Nursing and other ancillary/support staff. Responsible for oversight of all Nursing Processes at all three sites. Managed the creation and revision of key policies and Procedural Directives. Oversight of the Infection Control and education departments. Worked collaboratively with the CNO Council members on key nursing initiatives to improve the care delivery model and improve efficiency. Oversight of several grants for a Medication Assisted Treatment (MAT) Program. Management of nursing operations which includes inpatient care (psychiatric, medical and Detox units) Chronic Care Clinics, Telehealth (specialty care) Radiology, Laboratory, Dental services. Oversight of Nursing Services' involvement with Human Resources - Talent Acquisition, Labor Relations, Information Technology, and Health Information Management, CQI, Risk Management, and Utilization Management.

- Accomplishment #1 – Department of Justice Consent Agreement Advancement
 - Effectively closed out all remaining Department of Justice provisions involving Nursing staff within the first 3 years
 - Monitored performance with quality tools and by auditing patient charts, reviewing patient grievances, and rounding clinical areas
 - Evaluated the effectiveness of corrective action plans by monitoring performance and replacing weak corrective action plans with stronger corrective action plans

- Accomplishment #2 – Developed the Forensics Focused New Hire Orientation program with the clinical education department
 - Attained compliance on all required new hire and annual training
 - Established a new hire and competency review and checklist to ensure staff are developed and properly trained
 - Established a Skills Fair to allow clinical staff to get hands on training annually and improve patient outcomes

- Accomplishment #3 – Initiated a STD testing program
 - Successfully increased the identification of STDs and promoted early treatment
 - Established a linkage program for inmate/patients to continue care and treatment

Associate Vice President & Corporate Director

April 2018 – August 2022

Divisional clinical, administrative, and fiscal responsibility for a \$52 million budget which includes clinical, operations and support services across several clinical sites with 406 FTEs. The staff consists of 50 physicians and Mid-levels (psychiatric and medical), Nurses, Psychologists, Social workers, and other ancillary and support staff.

Management of Clinical operations includes inpatient care (medical and Detox units) Chronic Care Clinics, Telehealth (specialty care), Physical Therapy, Occupational Therapy, Optometry, Radiology, Laboratory, Dental services. Oversight of Support Services includes Supply Chain Operations/Procurement, Environmental Services, Plant Operations, Construction, Biomedical Engineering, Transportation/Courier Services, Human Resources - Talent Acquisition, Labor Relations, Information Technology, and Health Information Management. Oversight of CQI, Risk Management, and Utilization Management. Management of over \$3 million in grants that include COVID-19, SAMHSA and COASP projects.

- Accomplishment #1- Department of Justice Consent Agreement Advancement
 - Improved the provision of medical and mental health care by implementing action plans to gain compliance with the Department of Justice Consent agreement
 - Successfully advanced 61 paragraphs in non-compliance to (0) Zero in non-compliance, advanced 50 paragraphs in partial-compliance to 11 in partial-compliance and successfully sunsetted (closed out) 51 paragraphs
- Accomplishment #2 – Construction of a medical unit
 - Led the design, construction and opening of a brand-new medical housing unit inside a county jail that facilitated in-house medical care and reduced unnecessary emergency room referrals, reduced hospitalization, transportation and personnel costs, and improved access to care
 - \$500k in annual cost savings due to reductions in number of patients being referred to the emergency room
- Accomplishment #3 - Outpatient telehealth implementation
 - Improved patient access to care by implementing telehealth services for specialty care leading to 100% elimination of backlogs created due to the COVID-19 pandemic
 - Led a multidisciplinary team comprising of members including providers (MD/APRN/PA), nursing, project management, information technology, and revenue cycle to expand ambulatory care telehealth services for over 4500 patients
- Accomplishment #4 – Hired and established the Jail’s first ever Pharmacy team
 - Resulted in an annual cost savings of over \$500K by eliminating the contract pharmacy and consultant Pharmacist
 - Purchased a blister packing system to prepare our own blister packs
 - Improved patient safety by pharmacists reviewing and verifying every order which had never been done
 - Successfully implemented the jail’s first Medication Assisted Treatment (MAT) program
- Accomplishment #5 - COVID-19 testing and vaccination implementation

- Improved patient access to care by utilizing contracted on-site COVID-19 testing and vaccination services in Miami-Dade County
- Reduced COVID-19 test results turnaround times from 72 hours to 24 hours
- Managed an HL-7 interface implementation to establish communication of patient information between Cerner (electronic medical record) and vendor platform
- Accomplishment #6 - Improvements in turnaround times for X-ray procedures
 - Improved patient access to care by contracting mobile diagnostic (X-ray) services leading to 100% elimination of backlogs created due to the COVID-19 pandemic
 - Achieved faster radiology report turnaround from 8 hours to 2-4 hours (STAT/routine) by utilizing contracted teleradiology services
- Accomplishment #7 – Management of capital improvement projects
 - Swisslog Healthcare: \$2 million capital investment for in-facility medication packaging and dispensing system to ensure accuracy and minimize waste
 - Philips Vital Signs Monitors: \$250k capital investment for monitoring blood pressure, pulse, temperature, SpO₂ and respiration rate
 - Carestream Mobile X-Ray System: \$150k capital investment for in-facility, portable, bed side X-ray solutions
 - CDW-G/Capsa Healthcare: \$100k capital investment for system-wide implementation of mobile computer workstations (COW – computer on wheels)
- Accomplishment #8 – Process improvement project to improve dental clinic productivity
 - Initiated and monitored a process improvement project by adding general dentistry residents/oral surgery residents, adding an additional dental chair, expanding clinic hours on weekdays, holidays, and weekends that led to 100% elimination of existing backlogs
 - \$100k in annual cost savings due to reductions in number of patients being referred to the emergency room with dental complaints
- Accomplishment #9 – Establishment of PAR system for medical supplies
 - \$50k in annual cost savings with the establishment of periodic automatic replenishment levels for high volume medical supplies

SOUTH FLORIDA EVALUATION AND TREATMENT CENTER (SFETC) , FLORIDA CITY, FL June 2014 – July 2015

South Florida Evaluation and Treatment Center is a 249 bed forensic psychiatric hospital operated by Wellpath Solutions, Inc. SFETC operates under a contract to the State of Florida through the Department of Children and Families. They serve men and women who have been adjudicated by the court as Incompetent to Proceed to Trial (ITP) or were found Not Guilty by Reason of Insanity (NGRI).

Associate Director of Nursing

Responsible for oversight of all Nursing Processes at a 238 bed Forensic Psychiatric Hospital (Mental health & Medical). Clinical, Administrative and fiscal responsibility for 100 FTE's of Nursing and other ancillary/support staff. Oversight of Accreditation preparation (TJC), policy and procedure review & implementation. Facilitated implementation and monitored quality improvement and patient safety activities throughout the hospital.

- Accomplishment #1 – Created a novel staffing plan and matrix
 - Successfully decreased organizational absenteeism by 50% by implementing the new staffing plan
 - Reduced staff and patient injuries by 20% by increasing staffing levels resulting in improved monitoring
- Accomplishment #2 – Development of quality performance measures

- Created performance measures for key performance indicators in clinical areas to measure performance which resulted in an increase in positive clinical outcome
- Collaborated with department heads to improve performance
- Developed corrective action plans with department heads to address decline in performance measures
- Accomplishment #3 –Initiated a Reduction of Violence Program and Task Force
 - Effectively decreased Patient-on-Staff violence by 25% within the first 90 days of the program
 - Reduced Workers compensation claims down to (2) in 6 months, down from previous 2 quarters which had a total of (8) incidences

ARMOR CORRECTIONAL HEALTH SERVICES (NOW ARMOR HEALTH) , MIAMI, FL November 2007 – December 2013

Armor Correctional Health Services, Inc. is located in Miami, FL, United States and is part of the Other Ambulatory Health Care Services Industry. Armor Correctional Health Services, Inc. has over 2,000 total employees across all of its locations and generates over \$32yt74.98 million in sales (USD). (Sales figure is estimated). There are 4 companies in the Armor Correctional Health Services, Inc. corporate family.

Clinical Operations Specialist (Corporate)/Health Services Administrator (Promoted) April 2011- December 2013
Served on the Clinical Operations team led by the organization’s Chief Medical Officer.

- Performed operational and contract audit reviews for all contracted sites; provided Corrective Action Plans
- Monitored facility accreditation compliance and Consent Decree compliance
- Performed Policy and procedure review, revision, and implementation
- Participated in creating RFPs for new business
- Assisted with new facility start ups and provided New Employee Orientation (NEO)
- Attended pre-bid conferences and orals; provide staffing matrices and detailed reports

Director of Nursing / Assistant Health Services Administrator (B.S.O) November 2007-April-2011

Responsible for the oversight and supervision of the Jails at the Broward Sheriff’s Office, 223 FTEs (and the budget) which includes Medical and Mental Health staff as well as Education/Staff development, Quality improvement and Infection Control. Supervised the care delivery for 5000 inmate/patients. Developed strategic plans and goals for the nursing department. Participated in the corporate Quality Improvement and Mortality and Morbidity committees. Volunteered to assist the Corporate Clinical Operations team and RVP with start-ups of newly acquired facilities.

- Oversight of the Facility Utilization Review program and reduced the number of hospital transfers by 25% in the first 18 months.
- Implemented patient satisfaction surveys
- Implemented a new detox unit in two of four facilities resulting in a decrease in hospitalizations
- Accreditation Management, policy and procedure review/revision

Other Relevant Work History (> 10+ years)

Vitas Hospice Care 2004-2007 Miami, FL.

Per diem Hospice Nurse

Evaluate and admit new patients
Administer Medication and other care standards per MD orders
Interact with Patients and family members and offer support

Boca Raton Community Hospital 2002-2004 Boca Raton, FL.

Staff R.N.

Telemetry and I.C.U. Assess, medicate, and monitor patients
Provide Cardiac rehabilitation education and support

Heartland Of Tamarac 2001-2002 Tamarac, FL.

Assistant Director Of Nursing & Director of Nursing

Supervised Nursing staff , staff Development, staffing , Q.I.
Infection control, trained new Employees, policy and procedure review/revision
MDS completion, patient care coordination

Wexford Health Sources 2000-2001 Miami, FL.

Health Services Administrator (DADE AND EVERGLADES C.I.)

Supervised Department Heads of Medical and Mental Health
Department in an adult prison with oversight of the Site Budget,
maintenance and physician credentialing, Facility Risk Manager, Policy
& Procedure Review, contract review and compliance, accreditation
preparation

Physicians Health Services 1999- 2000 Pembroke Pines, FL.

Director of Nursing (BROWARD C.I.)

Supervised all Nursing staff, staff Development, Q.I.
Infection control, Risk Management, UM ,Trained new HSA's
Accreditation preparation, policy and procedure implementation in an
adult prison and assist with facility start-ups.

EMSA Correctional Care 1995-1999 Ft. Lauderdale, FL.

Assistant Director Of Nursing & Director of Nursing (B.S.O)

Supervised Nursing staff (medical & mental health) in an adult
detention center, staff Development, Infection control, trained new
Employees, staffing, Q.I.
Accreditation preparation, policy and procedure implementation

Staff LPN & Staff R.N.

Telemetry and Medical/Surgical services. Assess, medicate, and monitor patients

Provide Cardiac rehabilitation education and support

COMMITTEE LEADERSHIP

- Jackson Health System
 - Continuous Quality Improvement Committee July 2015 – July 2023

EDUCATION

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| ➤ Master of Business Administration (MBA) | Western Governors University | April 2021 |
| ➤ Bachelor of Science Nursing (BSN) | Western Governors University | April 2017 |
| ➤ Bachelors of Health Services Administration (BHSA) | Florida Atlantic University | May 2005 |
| ➤ Risk Management Licensure (LHRM) | Florida Risk Mgmt. Institute | August 1997 |
| ➤ Associate in Applied Science Nursing (ASN) | Rockland Community College | May 1994 |
| ➤ Licensed Practical Nurse (LPN) | Grace Dodge School of Nursing | May 1982 |

CERTIFICATIONS

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| ➤ Certified Correctional Health Professional | National Commission on Correctional Healthcare |
| ➤ American Correctional Association Auditor | American Correctional Association |
| ➤ IHI Basic Certification in Quality | Western Governors University |
| ➤ Certified HIV Counselor | Broward Department of Health |
| ➤ Basic Life Support (BLS) | American Heart Association |
| ➤ Lead Like a Boss | LinkedIn Learning |
| ➤ Building Accountability Into Your Culture | LinkedIn Learning |
| ➤ Body Language for Leaders | LinkedIn Learning |
| ➤ Mastering Self-Leadership | LinkedIn Learning |

PROFESSIONAL SOCIETIES

Expert Witness and Litigation

- CHRIS OROSCO, Personal Representative of the Wrongful Death Estate of MICHAEL ROSS OROSCO, v. DARLA BANNISTER, MARLENA PELL and RHONDA BRYANT
United States District Court for The District of New Mexico **(FOR PLAINTIFF)**
Civil Action No. 2:21-cv-01007-WJ-GJF.
- ANTHONY SANCHEZ Plaintiff, v. THE GEO GROUP, INC., Defendant IN THE CIRCUIT COURT OF THE FIFTEENTH JUDICIAL CIRCUIT IN AND FOR PALM BEACH COUNTY, FLORIDA CASE NO. 50-2021-CA-012024-XXXX-MB: **(FOR PLAINTIFF)**
- HANNAH CHRISTINE BANE By and through her Guardian, DESIREE BANE and her Conservator, DEIDRE TILLMAN , Plaintiff, CASE NO.: 1:19-CV-00179-LAG, v. SOUTHEAST CORRECTIONAL MEDICAL GROUP, INC., a Tennessee Corporation, LEE COUNTY, a Georgia County; REGGIE RACHALS, in his capacity as LEE COUNTY SHERIFF; C. JACKSON, LPN; J. DOES 1-10. **(FOR PLAINTIFF)**
- CORBEY JONES AND CYNTHIA ANN JONES, Plaintiffs, V. JONES COUNTY, MS; SHERIFF JOE BERLIN; DEPUTY JAMES MANN; SGT. JESSE JAMES; DEPUTY COLTON DENNIS; UNKNOWN DEPUTIES OF THE JONES COUNTY SHERIFF 1-5; DONNIE SCOGGIN; AND CAROL JOHNSTON, Defendants.
UNITED STATES DISTRICT COURT SOUTHERN DISTRICT OF MISSISSIPPI EASTERN DIVISION. Civil Action No. 2:22-cv-93-KS-MTP **(FOR PLAINTIFF)**
- THERON RILEY, JR., Plaintiff, v. RICHARD HETRICK, SAMUEL BERRY, MELISSA FLOYD, MEAGAN LANGFORD, KRISTY GODWIN, and ELIZABETH LOW, M.D., Defendants.
UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF ALABAMA SOUTHERN DIVISION
CIVIL ACTION NO. 21-00203-JB-B **(FOR PLAINTIFF)**
- ESTATE OF LUKE M. LADUCER, by and through the Executor, DIANA DECOTEAU, BROOKLYN LADUCER, BETTY LADUCER, MELVIN LADUCER, and R. A. L., a minor, L. G. L., a minor, and P. A. L., a minor, by and through their next friend and guardian ad litem, PAULETTE SCHELLER, Plaintiff v. ESSENTIA HEALTH, COUNTY OF CASS, JESSE JAHNER, CASS COUNTY SHERIFF, KURT A. KACZANDER, D.O., NATHANIEL G. SWANSON, R.N., CAPTAIN ANDREW FROBIG, CONRAD BINSFIELD, R.N., JOHN DOE, and 10 UNKNOWN NAMED CASS COUNTY SHERIFF'S OFFICE, THEIR AGENTS, S, inclusive, Defendants
UNITED STATES DISTRICT COURT DISTRICT OF NORTH DAKOTA. CIVIL ACTION NO. 22-cv-00208-ARS **(FOR PLAINTIFF)**
- RAEANN GONZALEZ Plaintiff, vs BRANDI TURNER, KRYSTAL SOUDERS-MUTTER, SAMANTHA WILSON, SHELLY WEAVER, LAURA BELCHER, ALYSSA GRAVES AND JORDAN GRAINGER, INDIVIDUALLY. SERVE: SOUTHERN HEALTH PARTNERS, INC. Defendants
UNITED STATES DISTRICT COURT WESTERN DISTRICT OF KENTUCKY AT BOWLING GREEN CASE NO. 1:22-CV-85 **(FOR PLAINTIFF)**