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TARGET: HEALTH CARE BOARD SEAT

Technology Integration | Operational/Cultural Turnarounds | Digital Transformation

Transformational C-level executive with a career history of success spearheading operational, financial, and IT initiatives and serving in decision-making, committee leadership, and high-level advisement roles on non-profit Boards seeking a corporate Board seat. Technology-savvy change agent and turnaround champion adept at identifying improvement areas, redesigning operations/teams, and implementing solutions to revitalize underperforming organizations, grow/scale operations, and deliver a world-class customer experience. Built a network of high-profile business relationships. MBA.

C-SUITE LEADERSHIP HIGHLIGHTS

- ✓ Drove the post-acquisition integration efforts of multiple operating sites in the U.S. and India for a leading provider of absence management solutions (ReedGroup) to reduce costs 20% and double revenue growth.
- ✓ Initiated and leading the implementation of new technologies for ReedGroup, including robotic process automation and AI solutions (projected \$1M savings) and a direct-to-consumer digital experience/mobile app.
- ✓ Executed for a community health program (NFP) a multi-year strategic plan and change management solutions that grew families served 30%, secured \$2M in grant funding, and boosted employee engagement 20%.
- ✓ Spearheaded the operational improvement and customer experience transformation for a non-profit managed care company (CA) a health plan program resulting in a Medicare star rating upgrade and 15% revenue increase.

BOARD MEMBERSHIP HIGHLIGHTS

- ✓ Played a key role in the merger of two non-profit organizations to leverage technology, finance, and HR resources driving strategic growth and expansion as a member of the BODs and Strategic Planning Committee.
- ✓ Served as NFP Board advisor and executive sponsor for diversity/inclusion cultural transformation initiative.
- ✓ Member of the Board (and Nominating, Membership, and CEO Selection Committees) of the Better Business Bureau of Greater Denver and Central Colorado and the Board of the Colorado Visiting Nurses Association.

LEADERSHIP STRENGTHS & VALUE OFFERED

Global Operations Leadership | Strategic Planning & Execution | \$MM P&L Oversight | Cultural Transformation
Technology Introduction: Robotics Process Automation and Digital Strategy Design and Execution | M&A Integration
Executive Account Management | High-Performance Executive / Lean Six Sigma Team Building and Leadership
Rebranding/Marketing Initiatives | Customer Experience Strategy and Service Excellence | Product Implementation

CAREER HISTORY

ROCKY MOUNTAIN POISON AND DRUG SAFETY (Division of **DENVER HEALTH**), Denver, CO 5/2020-Present
Leader in public health protection providing innovative drug and consumer lifecycle services meeting the unique, complex needs of public health/government agencies, the pharmaceutical industry, and the consumer products sector.

Chief Operating Officer

Selected by the CEO to a new role spearheading the strategic development and sustained growth of the RMPDS division and integration of three lines of business (Poison, Drug, and Research/Consulting centers) while championing a rebranding initiative. Administer a \$25M P&L and lead a 150-member cross-functional team (seven Director/VP direct reports) spanning Operations, IT, Business Development, Quality, Compliance, HR, and Clinical. Direct the development and implementation of strategic plans, processes, and programs with a focus on innovation, technology, business development, and continuous process improvement. Direct the effort to identify and secure research grants to increase program funding.

Key Impact:

- Brought on board due to success directing operational, technology, and cultural transformations to catalyze growth as the first COO of a mature organization founded/led by clinical executives; engaged a business development consultant to define the target market, secure competitive intelligence, and identify growth opportunities.
- Currently spearheading the impending launch of the organization's first strategic planning process for enterprise execution across all operational and business development teams and aligned with organic growth.
- Leveraging highly calibrated Research and Consulting resources to form a Lean Six Sigma team and optimize the data analytics process to provide insights and reduce the overhead of high-cost drug surveillance data.
- Directing development of strategies to drive the long-term retention of key pharma and medical device clients requiring high-touch, custom data (i.e. adverse events tracking) for recent FDA-approved drugs/products.

Chief Operating Officer, ROCKY MOUNTAIN POISON AND DRUG SAFETY, *Continued...*

- Spearheading change management initiatives with a focus on operational/cultural transformation, rebranding and marketing integration (and a new organization name shifting perception as a public health protection leader rather than solely a poison center), building consensus and sparking enthusiasm among long-tenured workforce.
- Identifying opportunities to expand technology tools and solutions to increase the consulting revenue stream, such as physician-to-physician telemedicine consults, i.e. among ER physicians and internal toxicologists.

REEDGROUP (Subsidiary of **The Guardian Life Insurance Company of America**), Denver, CO 2015-2020
Largest exclusive provider of absence management solutions with 2K employees serving 3K client organizations worldwide.

Senior Vice President of Customer Operations

Recruited to a newly created role charged with redesigning the service delivery model, improving operational performance, and growing revenue in the face of escalating expenses and at-risk accounts, administering a \$100M P&L. Gained oversight of U.S. and India operations in a 2016 acquisition and growth to six sites (from two) and 1,200 personnel (from 300). Led five VPs/Directors and oversaw/integrated post-acquisition teams in India and the Philippines (250 personnel). In 2018, role expanded to include executive account lead function overseeing multi-year contract renewals for the two jumbo clients.

Key Impact:

- Led team through dynamic change, navigating C-suite transitions (four CEOs, three CFOs, four CTOs over five years) to strengthen operational efficiencies, improve pricing, enhance technologies, and renew largest client contracts by leveraging global operations and technologies and creating a new Lean Six Sigma leader role.
- Instrumental in renewing the company's two largest clients ("jumbo" accounts with a national 250K+ workforce) generating \$30M+ in annual revenues as the executive sponsor and account management lead.
- Initiated and directing the implementation of robotic process automation and AI solutions for complex data management, achieving internal/client buy-in to yield a projected \$1M savings over three years.
- Initiated and spearheaded the design and implementation of a direct-to-consumer digital experience, partnering with technology teams and transitioning 20% of clients to self-service channels.
- Championed a companywide turnaround for all operational key performance indicators (KPIs) that resulted in revenue growth of 83% (\$60M to \$110M) from 2016-2018—a major shift following two years of flat revenue.
- Expanded executive team, attracted top talent, redesigned management structure, and integrated India operations.
- Increased customer satisfaction scores 10%+ and employee attrition 30% to hold the #2 market position.
- Created a new operational and site structure, redesigned service delivery models, right-sized management, and strategically implemented business process outsourcing—efforts that reduced operating expenses \$9M (15%).
- Directed a large-scale technology integration/upgrade of the telephony system, achieving a flawless execution.
- Conceptualized and launched the first leadership development program focused on continuous improvement and Lean Six Sigma principles; conducted a talent review, established succession plans, and offered executive training.

BOARD OF DIRECTOR EXPERIENCE

Member, Board of Directors and Strategic Planning Committee | Board Secretary, CVNA, Denver, CO, 2016-Present

Member, Board of Directors, CARE SYNERGY, Denver, CO, 2019-Present

Recruited by the CFO of Colorado Visiting Nurse Association (CVNA), the state's oldest not-for-profit home healthcare organization, in recognition of operational healthcare leadership and voted to serve on a large Board comprised primarily of hospice and home healthcare professionals with a mission of expanding the organization footprint. In 2019, voted to the Board of Care Synergy, the region's largest end-of-life care network providing support services (i.e. Finance, HR, IT) for not-for-profit, community-based affiliate organizations, to continue facilitating the merger of CVNA with Care Synergy.

Key Impact:

- Serve in a decision-making leadership capacity for newly merged non-profit organization with \$75M in annual revenues operating with a for-profit business approach and leveraging strategies to grow the footprint of affiliate organizations to expand care delivery, share best practices, and better respond to changes in healthcare.
- As a five-year member of CVNA's Strategic Planning Committee, served as an M&A advocate instrumental in the decision to merge CVNA with Care Synergy, to expand services for the continuum of care, exploit technical and HR capabilities, and provide operational scale supporting future growth.
- Key committee leader and technology champion focused on expanding telehealth capabilities to grow business.

EARLIER LEADERSHIP ROLES

COLORADO ACCESS / ACCESS MANAGEMENT SERVICES, Denver, CO 2014-2015
Nonprofit diversified managed care company with 300+ employees serving 1.6M healthcare plan members across CO.

Executive Vice President of Operations

Competitively selected to assess practices and champion an operational/performance turnaround for key business functions, reporting to the CEO. Led an executive team of six direct reports and managed a \$50M operating budget. Advised the board and served as executive administrator for the Compensation and Quality Committees reporting up to the board.

Key Impact:

- Engaged the executive leadership team to develop a governance process to monitor financial and operational performance in key business lines (i.e., government programs, commercial health plan, and behavioral health).
- Maintained the integrity of Colorado Access' financial statements to ensure continued compliance with all Medicare requirements and good standing with the state of CO; gained key NCQA and URAC accreditations.
- Created a new people strategy, instituted core values, and built recognition programs that improved employee engagement and climate scores by 10% and earned Colorado Access a 2015 Best Places to Work designation.

NURSE-FAMILY PARTNERSHIP, Denver, CO 2013-2014
Evidence-based community health program empowering the lives of first-time moms and their children living in poverty.

Chief Operating Officer

Handpicked to grow the organization, establish a new structure and governance protocol to attract/maintain funding, develop plans to integrate NFP with healthcare organizations, influence changes in the delivery model, and scale NFP in the U.S. and U.K. Oversaw a 100+-member cross-functional nationwide team, including four Directors.

Key Impact:

- Partnered with the Board to improve the national office's reputation as executive sponsor for the diversity and inclusion/cultural transformation initiative; served as a resource and advisor for all Board committees,
- Met the directive of key funders to grow the number of families served via operational efficiencies and improved internal structures/governance; created a stakeholder/customer satisfaction assessment process to identify gaps.

PRIOR EXPERIENCE: Clinical positions as a **Physical Therapist/Supervisor Physical Therapist**, EASTSIDE SPORTS MEDICINE CENTER, New York, NY and ST. FRANCIS MEMORIAL HOSPITAL CENTER FOR SPORTS MEDICINE, San Francisco, CA. Relocated to Denver and joined KAISER PERMANENTE in business management roles, advancing to final role as **Executive Director National Claims Service**. Designed and led a \$140M capital project to consolidate technology platforms/operations for claims/customer service for a 1B-member national function at Kaiser that remains in place today.

EDUCATION & CREDENTIALS

Executive MBA / Advanced Leadership Program – UNIVERSITY OF NORTH CAROLINA, Chapel Hill, NC

MBA – UNIVERSITY OF COLORADO GRADUATE SCHOOL OF BUSINESS, Denver, CO

MS in Physical Therapy – COLUMBIA UNIVERSITY, New York, NY

BS in Genetics – UNIVERSITY OF CALIFORNIA, Davis, CA

BOARD SEATS AND COMMITTEE MEMBERSHIPS

Board Member, Colorado Visiting Nurses Association (Present) | Board Member, Care Synergy (Present)

Board Member and Executive Committee Member, "I Have a Dream" Foundation of Boulder County (Past)

Board Member and Member of the Nominating, Membership, and CEO Selection Committees, Better Business Bureau of Greater Denver and Central Colorado (Past)

PUBLICATIONS & SPEAKING ENGAGEMENTS

"NFP Impacts Future Generations," *The National Council for Behavioral Health Magazine*, 2014, Issue 1, Page 122

Panelist: Scaling Orgs. focused on Youth Development, Edna McConnell Clark Foundation Annual Conference

PROFESSIONAL AFFILIATIONS

Member (Current), Colorado Healthcare Strategy and Management Association
 Alumna, Downtown Denver Partnership's Downtown Denver Leadership Program

COMMUNITY CONTRIBUTIONS

Volunteer/Tutor, Denver Public Schools | Organizer, Vecinos De Salud (Neighbors in Health Community Fair)