

# Joseph C Nichols MD

*Bridging the gap between healthcare information technology and the business of healthcare delivery*

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**“The appropriate management of healthcare delivery will never truly progress until we can use data to understand the clinical implications of financial decisions as well as the financial implications of clinical decisions.”**

*-J Nichols*

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I have focused my career on becoming a bridge between technology and the business of healthcare. Half of my over 40 years of healthcare experience has been on the provider side as a practicing board certified orthopedic surgeon. For the past 20 years I have dedicated my effort full time to the technology and administrative side of healthcare. My experiences uniquely qualify me to serve in roles where the bridge between technology, clinical and business is required. ICD-10 and the business and technical implications of the transition from ICD-9 to ICD-10 have been a major focus over the past 6 years. Below is a brief summary of the key qualifications and skills supported by this Curriculum Vita.

## SUMMARY OF QUALIFICATIONS

- **Leadership and Management.**
  - President of Health Data Consulting providing consulting service nationally for a wide range of clients including payers, provider organizations, CMS and other government entities, vendors and other healthcare stakeholders.
  - President and CEO of a Third Party Administration with internal systems development and operations supporting 200 million dollars premiums per year
  - Multiple Director positions with responsibility and oversight for multiple programs and projects related to:
    - Healthcare value measurement
    - Data standards and data quality
    - Data warehouse and data mart design
    - Requirements definition
    - ICD-10 and other code definitions and repositories
  - Multiple leadership positions in numerous healthcare organizations
  - Manager of a small medical practice
- **Technology:**
  - Product manager for the several healthcare IT products
  - Logical database design and SQL query development
  - Development of system rules logic
  - Support for develop of data governance and data definition processes
  - Business requirement development including use cases, process modeling, joint application development and a variety of other methodologies for defining development requirements
  - Experience in developing data definition specifications for data sharing and data acquisition
  - Strong background in data analytics, data quality and data aggregation models
- **Educational:**
  - Taught a university level program for the health information administration program at the University of Washington for 3 years
  - Ongoing training in ICD-10 for multiple payer and provider organizations at multiple levels
  - ICD-10 training encompassing onsite training for State Medicaid agencies on behalf of CMS (subcontract through Noblis)
  - Training of CMS staff and other government agencies
  - Development of online training modules with the American Association of Professional Coders (AAPC)
  - Contributing author of a university text on electronic health records

- Ongoing training Webinars on behalf of CMS, other payers and multiple other organizations.
- **Informatics:**
  - Certified ICD-10-CM and ICD-10-PCS coding trainer
  - Proficient in multiple standards including all HIPAA x12N standards
  - Deep knowledge of ICD-10 and the business and informatics impacts of the ICD-10 transitions
  - Extensive experience in the design and development of health care data aggregation models
  - Extensive experience in the development of ontology and taxonomy models and content with direct experience in developing an ontology based proof of concept prototype application
- **Project management and business transition analysis:**
  - Provide consulting for several organizations related to project management, governance structures and business analysis methodologies and implementation models.
- **Presentations:**
  - Extensive experience in local and national public presentations on a variety of subjects with considerable focus on a wide array of ICD-10 related subjects. Over 200 presentations nationally related to ICD-10 and other health information topics over the past 3 years on behalf of payers, providers, consulting groups, government entities, vendors and trade associations.
  - (See "[Presentations](#)")

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## WORK EXPERIENCE

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### HEALTH DATA CONSULTING – Seattle WA

May 2010 – Present

#### Principal

*An independent consulting company started in May of 2010.*

- Multiple national consulting engagements. ( See [Consulting Engagements](#))
- Delivered multiple educational presentations (See [Presentations](#))
- Ongoing work in developing publically available health data related products and whitepapers currently focused in the area of ICD-10 assessment, implementation, analysis, testing, vendor assessment and coding support.

### VIPS - Baltimore MD

Mar 2007 – Feb 2010

#### Medical Director

*A healthcare data and analytic company owned by General Dynamics that focused on technology support for Medicare as well as products in the non-government payer space related to HEDIS reporting, data warehousing and analytics, data acquisition and aggregation for multi-payer collaborative programs.*

- Responsible for oversight of the Value Measurement area including three products as well as the product analytics infrastructure.
- Responsible for ViPS Informatics
- Informatics lead over the ICD-10 solutions and products offerings.
- Key member of the ViPS executive team in developing product and solution strategy in the commercial space.

### Edifecs - Bellevue WA

Jan 2004 – Mar 2007

#### Director of Healthcare Solutions

*An EDI software development company focused on standard translation processing, validation, transaction management and transaction content reporting and analytics.*

- Responsible for healthcare operations and development oversight for Edifecs as it relates to healthcare solutions
- Responsible for design and implementation of the Healthcare Transaction Repository (Data Warehouse) as well as the Healthcare Transaction Data Correction Portal

### Care Delivery Consultants – Seattle WA

Sep 2003 – Jan 2004

**Principal**

*A sole proprietor consulting entity.*

- Adaptis – Provided consulting services around the implementation of an encounter centric vs. a claim centric data model
- Washington State Medical Association – Presented many regional seminars on HIPAA privacy, security and the business implications of HIPAA transactions
- CareOregon – Provided consulting services around data integrity analysis as well as training for staff on the business implications of HIPAA transactions

**Paladin Systems – Poulsbo WA****Jun 2001-Sept 2003****Chief Medical Information Officer**

*An ORACLE systems development company that provide contracted development offerings for a number of government and other industries as well as a healthcare focus.*

- Developed the system requirements specifications for a Provider Credentialing and Master Provider Database System
- Developed all system requirement specifications for a standalone, Health Data Repository application that is designed to provide secure web access and benchmarking capabilities to participating clients.
- Led the design and development of the first version of the Health Data Repository application now going into Alpha with over 3years of data covering 200,000 lives in the Managed Medicaid area in Washington State.
- Key participant in the acquisition of a Bio-surveillance application development grant.

**Care Delivery Consultants - Seattle WA****Apr 2001-June 2001****Principal**

*A sole proprietor consulting entity.*

- Provided consulting service to CHIS under a private consulting arrangement to develop the infrastructure for their new product development department.
- Created templates and instructed staff in the Unified Modeling Language approach to business requirements definitions and functional specification design

**Community Health Information Services (CHIS)- Seattle WA****Oct 1996-Apr 2001****President/CEO**

*A for profit third party administration company that focused primarily on Medicaid products.*

- Became the first employee, and was the founder responsible for the creation of this new company from the ground up.
- Hired initial 17 employees purchased equipment, leased space, built networks, developed policies, and other activities required of a start-up for-profit company and grew the organization to 175 employees, 200,000 managed care lives, 12 million dollars in revenue and management of over 200 million dollars in premium revenue
- Directly led the development and implementation of multiple technical systems and operational functions including:
  - Referral/authorization management system
  - Contact and complaint management system
  - Disease based utilization reporting system.
  - IBNR, Claim lag, fund pool management and other financial support systems
  - Healthcare online, real-time interactive provider portal delivering claim status, eligibility lookup, referral entry, immunization registry, reports and a variety of other portal delivered functions
  - HEDIS state reporting (passed all state audits in all years)
- Involved in the development and implementation of system support for two new managed care products; BHP and PEBB.

- CHIS worked with CHPW (Community Health Plan of Washington) to keep total plan administration ratio at ~ 10.5%, despite very high development activity, implementation of two new products, and diseconomies of scale.

**University of Washington – Seattle WA**

**Apr 1999 – Apr 2007**

**Clinical Assistant Professor**

**Health Information Administration Program**

- Developed content and taught a course on “Disease Concepts” for the Health Information Administration Program
- Developed content and taught other classes at the request of instructors for other courses in the program

**Lynx Medical Systems Inc - Bellevue WA**

**Jan 1996-Oct 1996**

**Vice-President of Managed Care**

*An organization that provide emergency room coding and billing services as well as system development for managed care claims processing systems.*

- Oversaw systems development for Lynx Medical Systems related to development of managed care claims processing software for King County Blue Shield (Regence of Washington).
- Developed a business plan and was a key player in the sale of the managed care software and intellectual property to Community Health Network of Washington

**Orthopedic Surgeons NW - Tacoma WA**

**Oct 1980- Dec 1995**

**Partner - Physician**

*A two man orthopedic surgery private practice.*

- Full time private practice of a broad range of orthopedic surgery and non-surgical clinical services
- Primary business manager and primary responsibility for information services.

**Madigan Army Medical Center – Ft Lewis WA**

**Jul 1978-Oct 1980**

**Physician – Residency Teaching Staff**

*A military teaching medical center and hospital with a board approved orthopedic residency training program.*

- Managed and taught staff and residents for an American Academy of Orthopedic Surgeons approved residency training program (1978-1980)
- Continued development of clinical and surgical skills

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**OTHER ACTIVITIES AND EXPERIENCES**

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**Agency for HealthCare Research and Quality (AHRQ):**

- Selected as an expert panelist for the ICD-10-CM/PCS conversion of Agency for Healthcare Research and Quality (AHRQ) Quality Indicators. (2012 – 2013)

**University of Washington - Health Informatics and Health Information Management:**

- Member of the Advisory Board (2015 – ongoing)

**ICD-10 Monitor:**

- Member of the Editorial Board (2014 – ongoing)
- Contributing author – (ongoing)

**Health Information Management System Society (HIMSS):**

- Member of the Revenue Cycle Improvement Task Force (2011 – ongoing)

**Workgroup for Electronic Data Interchange (WEDI):**

- Currently co-chair of the coding and translation workgroup: (2013- ongoing)
- Prior member and co-chair of three subworkgroups: (2008 – 2013)
  - ICD-10 Crosswalks subworkgroup
  - The ICD-10 virtual implementation project
  - ICD-10 clinical subworkgroup
- Presented the WEDI Award of Merit 2009 & 2010
- Presented the WEDI Distinguished Service Award in 2011
- Presented the WEDI Distinguished Service Award in 2012

**Symmetry Medical Advisory Board:**

- Board-Member for the advisory board for the Symmetry products including the Symmetry ETG product. (2008 - 2009)

**Community Health Information Technology Alliance:**

- Board-Member and Vice Chair for finance (2003 - 2004)

**Foundation for Health Care Quality:**

- Chairman (1990-91)
- Vice-Chairman (1988-89, 1991-92)
- Member (1988-2002)
- Founding board member of this coalition of the Washington State Medical Association, Washington State Hospital Association, Greater Seattle Area Council of Hospitals, and The Washington State Health Purchasers Association. The primary goal of this organization is to support a community based approach to quality assessment, and the role of information technology in supporting quality improvement and health care efficiency.
- Member of the CHITA (Community Health Information Technology Alliance board. This organization is made up of the key health information stakeholder in the community including the major health plans, the University of Washington, the Washington State Hospital Association, the Washington State Medical Association, the Washington State Department of Health, Microsoft, IDX and numerous other vendors and stakeholders.

**University of Washington:**

- Consultant to the Back Outcomes Assessment Team as part of an AHCPH national 'PORT' project. (1990-1996)
- Served as the facilitator for a dissemination project to share provider specific outcomes data with spine surgeons across the state (1990-95).

**Washington State Orthopedic Association:**

- President (1994-1996);
- Vice-president (1992-1994).
- Actively involved in the evaluation of criteria related to Orthopedic services for The Washington State Peer Review Organization
- Orthopedic Insight [socio-economic publication of the Washington State Orthopedic Association]... National affairs editor (1989-96).
- Applied for, received, and managed a grant from the American Academy of Orthopedic Surgeons to develop a non-gatekeeper managed care model. Primary author of a white paper describing this model, called the "Shared Governance" model.

**Washington State Medical Association:**

- Member of the Medical Practice Committee (1999-2005)
- Member of the Council on Professional Services (1988-98)
- Chairman of the Steering committee for the CARE project. This is a project funded through a \$100,000 grant from the Washington State Medical Education and Research Foundation to develop a process for consensus on data standards related to several clinical areas, and to produce a preliminary product for a data lexicon for these clinical areas (1992-95).
- Member-Market response task force for the development of a WSMA Certified Health Plan (1993).
- Case review consultant for the WSMA review consultation service (1991-92)
- Legislative Key Contact Physician (1985-92)
- Vice-Chairman Medical Practice Committee (1988-90)
- Vice-Chairman PRO/W Task Force (1987-88)

#### **Healthcare Provider Information Caucus:**

- A coalition of the Foundation for Health Care Quality, the Washington State Medical Association, the Washington State Hospital Association, The Washington State Medical Group Managers Association, and a number of other private and group entities focused on a common electronic data interchange vision for the State of Washington. Member of the Vision Project Steering Committee (1997-99)

#### **Pierce County Medical Society:**

- Trustee (1994-97).

#### **PRO-Washington:**

- Active member and physician reviewer (1985-96).

#### **Washington State Department of Health:**

- Member of the health services data system steering committee (1993-94).
- Chairman of the Dissemination Committee for the Council on Health Information (1995).

#### **American Academy of Orthopedic Surgeons:**

- Member of the National Committee on Health Care Policy

#### **Unified Physicians of Washington:**

- Founding board member for this licensed health services contractor created by the Washington State Medical Association (1994-95)

#### **Washington State Health Services Commission:**

- Member of the Health Information Advisory Committee (1994-95)

#### **Franciscan Health System:**

- At large member of the Regional Professional Leadership Group, which was responsible for coordinating activities of continuous quality improvement across the Franciscan West system (1995).
- Member of the Clinical Integration Work Group that was charged to evaluate health information needs for the Franciscan System West (1994-95).
- Member of the Continuum of Care task force (1992-93)

#### **Pierce County Medical Bureau:**

- Member of the Fee Committee (1990-93).

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**Washington Association of Medical and Surgical Sub-specialists [an IPA]:**

- Chairman of the Quality Assurance Committee (1986-88).

**Family Health Plan:**

- Member of the Value Assurance and Utilization Review Committee (1988-89).

**St. Joseph's Hospital Tacoma WA:**

- Chairman-Quality Assurance Committee (1986). Committee Member (1985-88).

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**EDUCATION**

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**Formal Education**

- University of Arizona Orthopedic Residency - Tucson, Arizona - (1974-1978)
- University of Arizona College of Medicine - Tucson, Arizona - (MD degree May 1974)
- Good Samaritan Hospital School of X-ray Technology - Phoenix, Arizona - (1969-1970)
- Arizona State University - Tempe, Arizona (1966-1970)
- Buena High School - Sierra Vista, Arizona - (Graduated cum laude, May 1966)

**Board Certification**

- American Board of Orthopedic Surgeons - Sep 7, 1979
- Diplomat of the National Board of Medical Examiners - Jul 1, 1975

**Other Certifications**

- AHIMA certified ICD-10-CM and PCS coding trainer – Sept 2010 (ongoing yearly renewal)

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**CONSULTING CUSTOMERS ENGAGEMENTS**

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• **Noblis**

- Sub-contract (Ongoing) for ICD-10 assessment and implementation ongoing support for CMS (subcontract through Noblis) (Medicare and Medicaid), (Jul 2010 through present)

• **State of Wyoming**

- Sub-contract (Ongoing) to support Wyoming State Department of Health (Medicaid) in mapping of existing ICD based policies, edits, coverage and other code aggregation purposes to ICD-10 based aggregations (subcontract through Public Knowledge Consulting) (Jul 2014 through present)
- Assist in State sponsored provider education at the clinician and hospital level.
- Assist in the development of policies related to Third Party liability and Coordination of Benefits as well as relevant injury and external cause ICD-10 mapping

• **Hurley Medical Center – Flint MI**

- Educational Awareness and onsite consulting (Sept 22-23, 2015)

• **Scripps Healthcare – La Jolla CA**

- Educational Awareness and onsite consulting (April 17, 2012)
- Clinical Documentation and ICD-20 Training (Jun 22-25,2015)

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- **White Wilson Medical Center – Fort Walton Beach FL**
    - Specialty ICD-10 and clinical documentation training (Jul 13-17, 2015)
  - **Baptist Health – Little Rock AR**
    - Specialty ICD-10 and clinical documentation training (Aug 19-20, 2015)
  - **Prime Health**
    - Clinical documentation training in Garden City, MI (Jan 3, 2016)
    - Clinical documentation training in Victorville CA (Feb 23, 2016)
  - **HSM Consulting**
    - Subcontracting subject matter expert and training support (Jan 2014 – Ongoing)
      - Moore County Health System, Dumas TX – (Feb 2014)
      - Moore County Health System, Dumas TX – (Apr 2014)
      - Signature Health System, Boston MA (Jun 18-21, 2015)
      - Natividad Medical Center, Salinas CA – (Jun – Oct 2015)
      - Parkview Medical Center, Pueblo CA (Jul – Sep 2015)
  - **Cotiviti – Atlanta**
    - Healthcare Summit - Educational presentations (April 14, 2016)
  - **St Lukes Hospital – Boise ID**
    - Educational Awareness and onsite consulting (May 30, 2012)
    - ICD-10 and Clinical Documentation Training (May 3-5, 2015)
  - **Slocum Center for Orthopedics and Sports Medicine – Corvallis OR**
    - ICD-10 and Clinical Documentation Training (Jun 10, 2015)
  - **The Hospital Cooperative – Idaho**

Onsite educational and consulting support related to the ICD-10 transition for 5 critical access hospitals on behalf of The Hospital Cooperative (2015).

    - Monday, April 20—Nell J. Redfield Memorial Hospital (Malad, ID)
    - Tuesday, April 21—Franklin County Medical Center (Preston, ID)
    - Wednesday, April 22—Bear Lake Memorial Hospital (Montpelier, ID)
    - Thursday, April 23—Bingham Memorial Hospital (Blackfoot, ID)
    - Friday, April 24—Caribou Memorial Hospital (Soda Springs, ID)
  - **Genesys Medical Center – Flint MI**
    - Educational Awareness and onsite consulting (May 30, 2015)
  - **Millennium Consulting**
    - ICD-10 and clinical documentation webinars (Aug 31, 2015) (Sep 9-10, 2015)
    - Onsite ICD-10 and clinical documentation at the Philadelphia College of Osteopathic Medicine (Sep 2-3, 2015)
    - Onsite ICD-10 Specialty clinical documentation training at Drexel University, Philadelphia, PA (March 15-17, 2016)

- **HRS Consulting**
  - Subcontracting subject matter expert support (Jan 2015 – Ongoing)
  - Delano Medical Center (May – Jul, 2015)
- **Evergreen Hospital – Bellevue WA**
  - Preliminary engagement - Educational presentation for information technology steering committee (Mar 15, 2011)
  - Medical Staff Education (May 30, 2014)
  - Medical Staff Education (May 1, 2015)
- **Advisory Board**
  - Sub-contract (Ongoing) for ICD-10 assessment and implementation ongoing support (2010 – 2012)
  - Sub-contract – ICD-10 awareness presentation for Maricopa Hospital. Phoenix AZ (Aug 31,2010)
  - Sub-contract – ICD-10 educational presentation for Advisory Board staff. Washington DC (Sep 24,2010)
  - Sub-contract – ICD-10 Executive awareness presentation for Maricopa Hospital. Phoenix AZ (Oct 12,2010)
  - Sub-contract – ICD-10 Onsite assessment and awareness presentations for Baptist Healthcare Systems. Jacksonville FL (June 7,2011)
  - Sub-Contract – Multiple ICD-10 related White papers
  - Multiple Customer Presentations and SME support
- **Regence/Cambia Blue Shield**
  - Assessment of third part liability practices and redesign of data aggregation and mapping to support ICD-10 and ICD-9 dual processing. (May 2012 – Jan 2014)
- **Kaiser**
  - Key Note presentation for their ICD-10 implementation roll out meeting, Los Angeles CA (Oct 17,2010)
- **Edifecs**
  - Variety of consulting and sales support efforts ( June 2010 – April 2011)
- **Hayes Consulting**
  - Subcontracting subject matter expert support (2014)
  - Columbia University Physicians, New York, NY – (Feb 2014)
- **Premera Blue Cross**
  - GEM and translation workshop Montlake Terrace, WA (Dec 16, 2010)
  - Educational Awareness Presentations (two presentations – executive and manager level) Montlake Terrace, WA (Feb 11, 2010)
  - Educational training related to Clinical Policy remediation for the ICD-10 transition for medical management staff - Montlake Terrace, WA (Aug 4-5, 2010)
- **American Association of Professional Coders – Salt Lake City UT**
  - Consulting support for development of Physician ICD-10 training programs (February 2012- ongoing)
  - Presentations April 2016
- **Blue Cross Blue Shield of Kansas**

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- Three educational presentations related to ICD-10 at the Executive, Manager and provider levels. (Sept 15,2010)
  - Series of presentations in Topeka, Wichita and Salina on behalf on of BCBSKS to ~ 600 registrants from medical office practices (October 11-13, 2011)
  - **Yakima Valley Farmworkers Clinic (An integrated community health center based delivery system)**
    - Consulting services related to ICD-10 and data analytics (June – Sept 2014)
  - **Michigan Medicaid (MPHI)**
    - Consulting services related to ICD-10 and remediation of medical policies Sept and October 2011
  - **UTAH State PEHP (Public Employees Health Plan)**
    - Sub-contract through No Word Borders for ICD-10 Assessment and implementation planning; Salt Lake City UT (July 2010)
  - **VHA**
    - Multiple Hospital Executive presentations on behalf of VHA nationally March 2011 – March 2012
  - **VitalWare**
    - Requirements definition and product design for a software company in the ICD-10 Solution space (Dec 2010 – May 2012)
  - **Humana**
    - Educational awareness presentation, Louisville KY (Jul 12, 2010)
    - ICD-10 remediation Kick-off meeting (Aug 9, 2010)
    - ICD-10 Vendor Evaluation support (Nov 2010)
    - Clinical Policies process evaluation (Dec 2010)
  - **Conemaugh Hospital System**
    - ICD-10 transition support (Sub-contract through No Word Borders); Jonestown, PA (April 2013)
  - **Providence Medical System – Northwest Region**
    - Education and awareness support (June2011)
  - **Blue Cross Blue Shield of North Carolina**
    - *“The Impact of the ICD-10 Transition”* Educational awareness presentations, Durham NC (Jun 4,2010)
  - **GE - Healthcare**
    - Educational presentation for their CIO Strategy Conference Seattle WA (Nov 1, 2010)
  - **Lourdes Health System – Pasco WA**
    - ICD-10 analytics data analysis and remediation support (Nov 5-6, 2013)
  - **Pacific Medical Centers – Seattle WA**
    - ICD-10 readiness assessment and analysis (May-Aug 2012)
  - **Christiana Care – Wilmington DE**
    - ICD-10 analytics data analysis and remediation support (May 2012)
  - **Atlantic Health System – Newark NJ**
    - Educational Awareness and onsite consulting (Oct 9, 2012)
  - **Kimbal Health Services– Kimbal NE**

- Onsite consulting and provider Education (May 28, 2014)
- **HOAG Memorial Presbyterian Hospital – Newport Beach CA**
  - Onsite consulting and provider Education (Aug 4-7, 2014)

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## PRESENTATIONS

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- *“Making the Case: How to Motivate Clinicians to Get You the Documentation Details You Need”, “Documentation Gaps: You Hold the Power to Solve”, “Specificity Traps: Increased Specificity with Unspecified Terms”* AMA/DecisionHealth ICD-10 Coding Summit. Las Vegas Nevada (Jun 6, 2016)
- *“Healthcare in a Data Driven Environment; Are we ready?”* OCHIN 2016 Learning Forum. Portland OR (Apr, 15 2016)
- *“The Impact of Data Quality in an ICD-10 environment”* Cotiviti Healthcare Summit. Clearwater FL (Apr 14, 2016)
- *“Concept based Coding”* American Association of Professional Coders annual conference. Orlando FL (Apr 11, 2016)
- *“Challenges of Aggregating Data in a I-10 Environment.”* National Webinar on behalf of ICD-10 monitor. (Apr 7, 2016)
- Multiple specialty specific training presentations on behalf of Drexel University. Philadelphia PA (Mar 15 - 17, 2015)
- *“ICD-10 and clinical documentation improvement”* On behalf of Prime Health. Desert Valley Hospital. Victorville, CA (Feb 23, 2016)
- *“ICD-10 and clinical documentation improvement”* On behalf of Prime Health. Garden City Hospital. Garden City MI. (Feb 3, 2016)
- *“ICD-10; the tail wagging the dog.”* Revenue Cycle Solution Summit. Atlanta GA (Dec, 7, 2015)
- *“ICD-10 and Clinical Documentation; Achieving Success in a Data Driven Environment”* American Association of Hip and Knee Surgeons annual conference. Dallas TX (Nov 7, 2015)
- *“ICD-10; Playing the game is not enough - You need to win.”* PAHCOM annual conference. Clearwater Beach, FL (Oct 21, 2015)
- Multiple specialty specific training presentations on behalf of Hurley Medical Center. Flint MI (Sep 22 - 23, 2015)
- *“Policy Remediation and Mapping Best Practices”, “Data Quality and Decision Support”* Presented for the State Medicaid site visits - ICD10 technical assistance series –Wisconsin State Medicaid on behalf of CMS (subcontract through Noblis). Madison WI (Sep 14 - 15, 2015)
- *“AMA - ICD-10 Specialty Coding Summit – Clinical documentation and coding workshop”* (June 1, 2015)
- *“ICD-10: Proper billing and coding does matter”* Society of Cardiovascular Patient Care San Antonio Tx (May 6, 2015)
- *“ICD-10: The Clinical Perspective”* Evergreen Hospital, Kirkland WA (May 1, 2015)
- *“The Role of ICD-10 for the Orthopaedic Surgeon in a Data Driven Environment”, “The Impact of clinical documentation – Hands on Coding”* Presented on behalf of the Oregon Association of Orthopedic Executives at their annual retreat. Lake Oswego OR (Apr 11, 2015)
- *“Preparing for ICD-10 in a data driven healthcare environment: Musculoskeletal care”* Webinar on behalf of the Oregon Medical Association’s specialty specific webinar series. (Mar 10, 2015)
- *“Preparing for ICD-10 in a data driven healthcare environment: Cardiac care”* Webinar on behalf of the Oregon Medical Association’s specialty specific webinar series. (Mar 3, 2015)
- *“Preparing for ICD-10 in a data driven healthcare environment: Internal Medicine and Primary Care”* Webinar on behalf of the Oregon Medical Association’s specialty specific webinar series. (Feb 24, 2015)
- *“Preparing for ICD-10 in a data driven environment; the clinician perspective”, “Preparing for ICD-10 in a data driven environment; The clinician Hospital perspective”,* Presented for the Wyoming State Medicaid on behalf of CMS (subcontract through Public Knowledge Consulting). Cheyenne WY (Feb 23-24, 2015)
- *“Prepare Now: Healthcare’s data driven environment is evolving rapidly ”* National Webinar on behalf of Availity (Feb 17, 2015)

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- *“Healthcare’s data driven environment is evolving rapidly”, “ICD-10; the HIM perspective”, “ICD-10; the IT perspective”, Presented at an onsite visit to Natividad Medical Centers. (subcontract through HSM consulting) Salinas CA (Feb 6, 2015)*
  - *“ICD-10 Overview”, “ICD-10 Code Structure and definition”, “GEMS, Translation and Dual Processing”, “Provider Communication”, “Analytics and IT infrastructure”, “ICD1-10 Testing”, “Analytics and IT infrastructure”, “ICD-10 Post-implementation impacts and opportunities”, “ICD-10 for provider office staff”, “ICD-10 for clinicians” Presented for the State (and US Territories) Medicaid site visits - ICD10 technical assistance series – Medicaid on behalf of CMS (subcontract through Noblis). San Juan Puerto Rico (Jan 26-29, 2015)*
  - *“ICD-10 Overview”, “ICD-10 Code Structure and definition”, “GEMS, Translation and Dual Processing”, “Provider Communication”, “Analytics and IT infrastructure”, “ICD1-10 Testing”, “Analytics and IT infrastructure”, “ICD-10 Post-implementation impacts and opportunities”, “ICD-10 for provider office staff”, “ICD-10 for clinicians” Presented for the State (and US Territories) Medicaid site visits - ICD10 technical assistance series –Medicaid on behalf of CMS (subcontract through Noblis). St Thomas US Virgin Islands (Jan 20-23, 2015)*
  - *“ICD-10 Post-implementation impacts and opportunities”, “Implementation round table” Presented for the State Medicaid site visits - ICD10 technical assistance series –Ohio on behalf of CMS (subcontract through Noblis). Concord NH (Jan 14-15, 2015)*
  - *“ICD-10 Awareness”, “ICD-10 Coding refresher course”, “Workgroup on implementation metrics” Presented for the State Medicaid site visits - ICD10 technical assistance series – New Hampshire on behalf of CMS (subcontract through Noblis). Columbus OH (Jan 12-13, 2015)*
  - *“ICD-10 Overview”, “ICD-10 Code Structure and definition”, “Provider Communication”, “ICD-10 for provider office staff”, “ICD-10 for clinicians” Presented for the State (and US Territories) Medicaid site visits - ICD10 technical assistance series – Common Wealth of the Northern Mariana Islands Medicaid on behalf of CMS (subcontract through Noblis). Saipan CNMI (Dec 9-11, 2014)*
  - *“ICD-10 Overview”, “ICD-10 Code Structure and definition”, “Provider Communication”, “ICD-10 for provider office staff”, “ICD-10 for clinicians” Presented for the State (and US Territories) Medicaid site visits - ICD10 technical assistance series – Guam Medicaid on behalf of CMS (subcontract through Noblis). Guam (Dec 3-5, 2014)*
  - *“Policy Remediation and Mapping Best Practices”, “ICD-10: Post implementation” Presented for the State Medicaid site visits - ICD10 technical assistance series –West Virginia state Medicaid on behalf of CMS (subcontract through Noblis). Charleston WV (Nov 18, 2014)*
  - *“ICD-10 Coding Workshop” Presented on behalf of the Oregon Association of Orthopedic Executives at their annual retreat. Lincoln City OR (Nov 14, 2014)*
  - *“The Impact of data quality in a data-driven healthcare environment”, “Clinical Documentation; The key to success” Presented at the 2014 cHealth Innovation Symposium on behalf of the Oregon Medical Association. Portland OR (Nov 13, 2014)*
  - *“ICD-10: The Clinician Perspective” National Webinar on behalf of Blue Cross Blue Shield of Massachusetts (Oct 6, 2014)*
  - *“ICD-10 Analytics and It Infrastructure”, “ICD-10: Testing”, “ICD-10: Post implementation”, “Policy Remediation and Mapping Best Practices” Presented for the State Medicaid site visits - ICD10 technical assistance series –Illinois state Medicaid on behalf of CMS (subcontract through Noblis). Springfield IL (Sep 23-24, 2014)*
  - *“ICD-10 Analytics and It Infrastructure”, “ICD-10: Testing”, “ICD-10: Post implementation”, “Policy Remediation and Mapping Best Practices” Presented for the State Medicaid site visits - ICD10 technical assistance series –Texas state Medicaid on behalf of CMS (subcontract through Noblis). Austin TX (Sep 16-17, 2014)*
  - *“DRG Shifts – a tool to capture challenging clinical scenarios” National Webinar on behalf of WEDI (Workgroup for Electronic Data Interchanges. (Sep 11, 2014)*
  - *“Mapping Best Practices” Lecture of the University of Washington Health Information Management program Seattle WA (Aug 15, 2014)*
  - *“Clinical Documentation” Videotaping for Medscape on behalf of CMS. Washington DC (Jun 27, 2014)*

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- *"ICD-10: the Provider Perspective"* Presented at the North Carolina Medical Association on behalf of the CMS. Raleigh NC (Jun 26, 2014)
  - *"ICD-10 Analytics and It Infrastructure", "ICD-10: Testing", "ICD-10 Overview", "ICD-10: Post implementation", "Policy Remediation and Mapping Best Practices"* Presented for the State Medicaid site visits - ICD10 technical assistance series – North Carolina State Medicaid on behalf of CMS (subcontract through Noblis). Raleigh NC (Jun 24-25, 2014)
  - *"ICD-10: the Provider Perspective"* Presented at the Texas Hospital Association Chief Medical Officer Meeting on behalf of the CMS. Austin TX (June 20, 2014)
  - *"ICD-10: the Provider Perspective"* Presented at the Far Northern Medical Group Management Association on behalf of the CMS. Redding CA (Jun 18, 2014)
  - *"ICD-10 Overview", "GEMS Translation and Dual Processing", "ICD-10 Analytics and It Infrastructure", "ICD-10: Testing", "ICD-10: Post implementation", "Policy Remediation and Mapping Best Practices"* Presented for the Noblis Medicaid site visits - ICD10 technical assistance series – New York State Medicaid on behalf of CMS (subcontract through Noblis). Albany NY (Jun 9-11, 2014)
  - *"ICD-10 Analytics and It Infrastructure", "ICD-10: Testing", "ICD-10: Post implementation", "Policy Remediation and Mapping Best Practices"*, Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Wyoming State Medicaid on behalf of CMS (subcontract through Noblis). Cheyenne WY (Jun 2-3, 2014)
  - *"ICD-10: the Clinical Perspective"* Presented at the Evergreen Health. Kirkland WA (May 30, 2014)
  - *"ICD-10 – Provider Perspective"* Code and documentation workshop for Providers on behalf of the Oregon Medical Association. Lake Oswego OR (May 13, 2013)
  - *"ICD-10: the Provider Perspective"* Presented at the Medical Group of Ohio Conference on behalf of the CMS. Columbus OH (May 8, 2014)
  - *"ICD-10: the Provider Perspective"* Presented at the Upper Midwest Osteopathic Health Conference on behalf of the Iowa Osteopathic Association. Des Moines IA (May 3, 2014)
  - *"Democratization of Data; The New Frontier"* Presented at the Society for Cardiovascular Patient Care. San Diego CA (May 1, 2014)
  - *"ICD-10 Analytics and It Infrastructure", "ICD-10: Testing", "Mapping Best Practices"*, Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Kentucky State Medicaid on behalf of CMS (subcontract through Noblis). Frankfort KY (Apr 28-29, 2014)
  - *"ICD-10: the Provider Perspective"* Presented at the Regional Osteopathic Association Conference on behalf of the American Osteopathic Association. Hilton SC (Apr 17, 2014)
  - *"ICD-10 Overview", "Mapping Best Practices", "ICD-10 Analytics and It Infrastructure", "ICD-10: Post implementation"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Washington State Medicaid on behalf of CMS (subcontract through Noblis). Olympia WA (Apr 14-25, 2014)
  - *"Documentation Concepts within Different Code Sets", "Appropriate Use of Unspecified Codes within ICD-10-CM" "Data Analytics; Managing Data Across the Transition and Improving Business Intelligence in and ICD-10 World"* Presented at the Nebraska Health information Management Association Conference. Kearney NE (Apr 17, 2014)
  - *"ICD-10 Knowing the Impacts", "ICD-10 Planning and Implementation", "ICD-10 Documentation Requirements and Engaging Clinicians as Partners", "ICD-10 Relevant Musculoskeletal Pathophysiology and Anatomical Concepts"*, Presented at the Iowa Health information Management Association Conference. Des Moines IA (Apr 16, 2014)
  - *"ICD-10 Analytics and It Infrastructure", "Mapping Best Practices" "ICD-10: Testing", "How to Engage Providers", "ICD-10: Post implementation"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – California State Medicaid on behalf of CMS (subcontract through Noblis). Sacramento CA (Apr 9-11, 2014)
  - *"ICD-10: Impacts and Opportunities"* Presentation for the Annual Convention of the American College of Cardiology on behalf of CMS. Washington DC (Mar 29, 2014)

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- *“ICD-10: Impacts and Opportunities”* National Webinar for the American Physical Therapy Association on behalf of CMS. (Mar 27, 2014)
  - *“ICD-10 Overview”, “GEMS Translation and Dual Processing”, “ICD-10 Analytics and It Infrastructure”, “Mapping Best Practices”, and “ICD-10: Testing”* Presented for the CMS Regional office site visits - ICD10 technical assistance workshops on behalf of CMS (subcontract through Noblis). New York NY (Mar 9-11, 2014)
  - *“ICD-10: Workshop”* Presented at the National Association of Community Health Centers on behalf of CMS. Washington DC (Mar 20, 2014)
  - *“ICD-10: Contingency planning”* National Webinar on behalf of WEDI (Workgroup for Electronic Data Interchanges. (Mar 18, 2014)
  - *“ICD-10 Clinical Documentation”* National Webinar for CMS (Mar 18, 2014)
  - *“ICD-10 Analytics”, “Mapping Best Practices”, “ICD-10: Testing” and “ICD-10: Post implementation”* Presented for the CMS Regional office site visits - ICD10 technical assistance workshops on behalf of CMS (subcontract through Noblis). Denver CO (Mar 6-7, 2014)
  - *“ICD-10 Analytics”, “Mapping Best Practices”, “ICD-10: Testing” and “ICD-10: Post implementation”* Presented for the CMS Regional office site visits - ICD10 technical assistance workshops on behalf of CMS (subcontract through Noblis). Dallas TX (Mar 3-4, 2014)
  - *“Using ICD-10 data to manage cost and quality”* Presented at the Washington State Medical Association Business Intelligence Conference. Seattle WA (Feb 28, 2014)
  - *“ICD-10 Analytics”, “Mapping Best Practices”, “ICD-10: Testing” and “ICD-10: Post implementation”* Presented for the CMS Regional office site visits - ICD10 technical assistance workshops on behalf of CMS (subcontract through Noblis). Atlanta GA (Feb 25-26, 2014)
  - *“Working with your physician on clinical documentation” and “ICD-10: The industry view”* Presented for American Academy of Professional Coders. Seattle WA (Feb 21, 2014)
  - *“ICD-10 Analytics”, “Mapping Best Practices”, “ICD -10: Testing” and “ICD-10: Post implementation”* Presented for the CMS Regional office site visits - ICD10 technical assistance workshops on behalf of CMS (subcontract through Noblis). San Francisco CA (Feb 18-19, 2014)
  - *“ICD-10: Redefining the patient health condition”* Presented for the Arkansas Hospital Association. Little Rock AK (Feb 12, 2014)
  - *“ICD-10: What is it and how do I get ready”* Presented on behalf of CMS for SchuylKill Healthcare System. Pottsville PA (Feb 6, 2014)
  - *“ICD-10: The provider perspective”* Presented for several provider groups at Columbia University Health System. New York NY (Feb 5, 2014)
  - *“Deadline Fail: What’s Plan B”* Presented at the Health Care Mandate Summit. San Diego CA (Jan 19, 2014)
  - *“ICD-10: The provider perspective”* Presented at Midwinter Osteopathic Family Practice Conference. Des Moines Iowa (Jan 19, 2014)
  - *“Contingency Planning”* Presented at the WEDI Winter Forum. Miami FL (Jan 8, 2014)
  - *“Transforming Coding Specificity”* National Webinar on behalf of ICD-10 Monitor. (Dec 4, 2013)
  - *“Claims Data, Clinical Data; working together to improve clinical documentation for ICD-10”* Presentation at the WEDI national fall conference. Washington DC (Nov 9, 2013)
  - *“ICD-10 transition: Opportunities and Challenges”, “ICD-10 and clinical Documentation”* Presentations on behalf of the Oregon Medical Association at the eHealth Innovation Summit. Portland OR (Nov 13, 2013)
  - *“ICD-10 Overview.”* Multiple specialty education clinician presentations for Lourdes Health System. Pasco WA (Nov 5 & 6, 2013)

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- *“Prepare Now for ICD-10: What Health Centers Need to Know.”* A national webinar presented for the National Association of Community Health Clinics in cooperation with CMS (Oct 27, 2013)
  - *“ICD-10: Why Your Data is Only as Good as Your Documentation.”* A national webinar series presented for Availity. (Oct 22 & 29, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Pennsylvania State Medicaid. Harrisburg PA (Oct 7, 2013)
  - *“ICD-10: Rural or Urban, It Impacts All Providers.”* An audiocast presented for the National Association of Rural Health Clinics in cooperation with CMS National Webinar (Sept 27, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Louisiana State Medicaid. Baton Rouge LA (Sept 25, 2013)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Louisiana State Medicaid on behalf of CMS (subcontract through Noblis). Baton Rouge LA (Sept 23, 2013)
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – North Dakota State Medicaid on behalf of CMS (subcontract through Noblis). Bismarck ND (Sept 19-20, 2013)
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – South Dakota State Medicaid on behalf of CMS (subcontract through Noblis). Pierre SD (Sept 16-17, 2013)
  - *“Testing in an ICD-10 World: Business vs. IT Testing and Administrative Simplification.”* Co-presented at the Medicaid System Enterprise Systems conference. Charleston SC (Sept 10, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for West Virginia State Medicaid. Charleston WV (Aug 29, 2013)
  - *“ICD-10: The Provider Perspective.”* Presented at the National Association of Community Health Centers. Chicago IL (Aug 27, 2013)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Maine Medicaid on behalf of CMS (subcontract through Noblis). Augusta ME (Aug 20-21, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Montana State Medicaid. Helena MT (Aug 13, 2013)
  - *“Clinical Documentation in an ICD-10 World: A Physician Perspective.”* Presented at the AHIMA Clinical Documentation Improvement Summit.” Washington DC (Aug 5, 2013)
  - *“ICD-10: A Roadmap for Community Practice” and “ICD-10: Small Practice Guide to a Smooth Transition.”* Video presentation on behalf of CMS in cooperation with Medscape. Baltimore MD (July 29, 2013)
  - *“Clinical Documentation: Strategies for Engaging Clinicians” and “Unspecified Codes: What are ‘Unspecified Codes’, and when are they appropriate and not appropriate?”* Presented at the WEDI Summer Forum. Fairfax VA ( July 22-24, 2013)
  - *“Clinical Documentation; Supporting and proper coding in an ICD-10 environment”* A PAHCOM (Professional Association of Health Care Office Management) / CMS Partnership national webinar. (July 17, 2013)
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Pennsylvania State Medicaid on behalf of CMS (subcontract through Noblis). Harrisburg PA (June 27-28, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Nebraska State Medicaid. Lincoln NE (June 25, 2013)

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- *“ICD-10 Overview, “Clinical Documentation Requirements”, “Coding and Code Structures” Presented on behalf of CMS for the CMS program integrity staff. Washington DC (June 18, 2013)*
  - *“ICD-10; the provider perspective” A PAHCOM (Professional Association of Health Care Office Management) / CMS Partnership national webinar. (June 12, 2013)*
  - *“ICD-10 Executive Overview”, “Policy Remediation Best Practices” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – California State Medicaid on behalf of CMS (subcontract through Noblis). Sacramento CA (June 10-11, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Hawaii State Medicaid on behalf of CMS (subcontract through Noblis). Honolulu HI (June 4-6, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Connecticut State Medicaid on behalf of CMS (subcontract through Noblis). Hartford CT (May 23-24, 2013)*
  - *“Policy Remediation Workshop” Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Colorado State Medicaid. Denver CO (May 14, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Best practices” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Kansas State Medicaid on behalf of CMS (subcontract through Noblis). Topeka KS (May 9-10, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Best Practices” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Washington DC Medicaid on behalf of CMS (subcontract through Noblis). Washington DC (May 7-8, 2013)*
  - *“Policy Remediation Workshop” Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Massachusetts State Medicaid. Boston MA (Apr 25, 2013)*
  - *“Policy Remediation Workshop” Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Idaho State Medicaid. Boise ID (Apr 23, 2013)*
  - *“ICD-10 Overview” (for coders), “ICD-10 Clinical Documentation Requirements”, “ICD-10 Coding Related Orthopedic Anatomy and Physiology” Presented for the Nebraska Health Information Management Association for their annual meeting. Kearney NE (Apr 18, 2013)*
  - *“ICD-10 Executive Overview”, “ICD-10 Steering Committee Overview”, “ICD-10 Information Technology Overview”, “ICD-10 Clinical Documentation and Physician Perspective”, Presented for Conemaugh Hospital System as part of an ICD-10 kickoff of consulting support of their ICD-10 transition effort (subcontract through No World Borders). Jonestown PA (Apr 15-16, 2013)*
  - *“ICD-10 – Documentation Improvement for Providers”, Podcast national presentation for HIMSS (Apr 9, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Workshop” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Alaska State Medicaid on behalf of CMS (subcontract through Noblis). Anchorage AK (Apr 2-4, 2013)*
  - *“Policy Remediation Workshop” Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Utah State Medicaid. Salt Lake City UT (Mar 28, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Translation and GEMS”, “Policy Remediation Best Practices” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – New Mexico State Medicaid on behalf of CMS (subcontract through Noblis). Santa Fe NM (Mar 25-26, 2013)*
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Policy Remediation Best Practices” Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Arkansas State Medicaid on behalf of CMS (subcontract through Noblis). Little Rock AR (Mar 14-15, 2013)*

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- *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Louisiana State Medicaid on behalf of CMS (subcontract through Noblis). Baton Rouge LA (Mar 12-13, 2013)
  - *“ICD-10 – Provider Perspective”* Code and documentation workshop for Providers on behalf of the Oregon Medical Association. Lake Oswego OR (Mar 6, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Nevada State Medicaid. Carson City NV (Feb 27, 2013)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Michigan State Medicaid on behalf of CMS (subcontract through Noblis). Lansing MI (Jan 31-Feb 1, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of CMS (subcontract through Noblis) for Wisconsin State Medicaid. Madison WI (Jan 28 - 29, 2013)
  - *“ICD-10 Executive Overview”, “Code Structure and Definition”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – South Carolina State Medicaid on behalf of CMS (subcontract through Noblis). Columbia, SC (Jan 17, 2013)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of Noblis for Florida State Medicaid. Tallahassee FL (Jan 14 - 15, 2013)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Nevada State Medicaid on behalf of CMS (subcontract through Noblis). Carson City, NV (Dec 13-14, 2012)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Montana State Medicaid on behalf of CMS (subcontract through Noblis). Helena, MT (Dec 10-11, 2012)
  - *“ICD-10: Relevance to Medical Directors”* Presented at the Medicaid Medical Directors Learning Network – On behalf of AHRQ (Agency for Healthcare Research and Quality. Washington DC (Nov 29, 2012)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Coding and Code Structure”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Massachusetts State Medicaid on behalf of CMS (subcontract through Noblis). Boston MA (Nov 26-27, 2012)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Ohio State Medicaid on behalf of CMS (subcontract through Noblis). Olympia, WA (Nov 1-2, 2012)
  - *“Policy Remediation Workshop”* Workshop on transition of policies to ICD-10 on behalf of Noblis for Oregon State Medicaid. Salem OR (Oct 29 - 30, 2012)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Coding and Code Structure”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Ohio State Medicaid on behalf of CMS (subcontract through Noblis). Columbus, OH (Oct 17-18, 2012)
  - *“ICD-10: Relevance to Physicians”* Presented on behalf of Atlantic Health System. Newark NJ (Oct 9, 2012)
  - *“ICD-10: Impacts to the Cornerstone of Healthcare Information”* Presented at the 2<sup>nd</sup> Annual Northern California HFMA (Healthcare Financial Management Association) conference. Santa Clara CA (Sept 23-25, 2012)
  - *“ICD-10 Executive Overview”, “Translation and GEMS”, “Policy Remediation Best Practices”* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Wisconsin State Medicaid on behalf of CMS (subcontract through Noblis). Madison, WI (September 12-13, 2012)
  - *“ICD-10 for Physician Practices and Providers—pitfalls to avoid and strategies to implement”* Webex National presentation for HIMSS (August 29, 2012)

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- *"ICD-10 Executive Overview", "Translation and GEMS", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Oregon State Medicaid on behalf of CMS (subcontract through Noblis). Salem, OR (August 27-28, 2012)
  - *"ICD-10: Background, History and Overview for Providers"* Podcast presentation for HIMSS (August 22, 2012)
  - *"ICD-10 Executive Overview", "Translation and GEMS", "Coding and Code Structure", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – West Virginia State Medicaid on behalf of CMS (subcontract through Noblis). Charleston, WV (August 7-8, 2012)
  - *"ICD-10 - Engaging Physicians"* Presented at the 7th WEDI Summer Forum. Fairfax VA ( July 25, 2012)
  - *"ICD-10 Executive Overview", "Translation and GEMS", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Missouri State Medicaid on behalf of CMS (subcontract through Noblis). Jefferson City, MO (July 16-17, 2012)
  - *"Policy Remediation Workshop"* Workshop on transition of policies to ICD-10 on behalf of Noblis for Arizona State Medicaid. Phoenix AZ ( June 5 &6, 2012)
  - *"ICD-10 Relevance to Physicians"* Multiple presentations to St Luke's healthcare organization leadership and staff. La Boise ID ( May 30, 2012)
  - *"Policy Remediation Best Practices"* Presented for the 21<sup>st</sup> annual WEDI National Conference. Tampa FL ( May 1, 2012)
  - *"ICD-10 Relevance to Physicians"* Five presentations to Scripps healthcare organization leadership and staff on behalf of Scripps Health. La Jolla CA ( Apr 17, 2012)
  - *"Translation and GEMS", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Oklahoma State Medicaid on behalf of CMS (subcontract through Noblis). Oklahoma City, OK (Apr 23-24, 2012)
  - *"ICD-10 Executive Overview", "Code Structure and Definition", "Translation and GEMS", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Texas State Medicaid on behalf of CMS (subcontract through Noblis). Austin, TX (Apr 26-27, 2012)
  - *"A New Dynamic in the Relationship between Clinicians and Coding Professionals"*, Co-presented with Rhonda Buckholtz as a key note for the American Academy of Professional Coders (AAPC) annual meeting. Las Vegas, NV (Apr 3, 2012)
  - *"ICD-10 Executive Overview", "GEMS, Translation and Dual Processing", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Tennessee State Medicaid on behalf of CMS (subcontract through Noblis). Nashville, TN (Mar 20-21, 2012)
  - *"ICD-10 Executive Overview", "ICD-10 Payer Overview"* Pacific Medical onsite presentations. Seattle WA (Mar 15, 2012)
  - *"ICD-10 Executive Overview", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Utah State Medicaid on behalf of CMS (subcontract through Noblis). Salt Lake City, UT (Mar 8-9, 2012)
  - *"WEDI ICD-10; The Virtual Implementation Project."* Presented at the HIMSS annual conference. Las Vegas NV (Feb 23, 2012)
  - *"Policy Remediation Best Practices"* ICD-10 Summit. Cape Coral, FL(Feb 16, 2012)
  - *"ICD-10 Relevance to Physicians"* Webinar presented for physician leadership on behalf of the Metropolitan Chicago Hospital Council. Chicago IL (Feb 15, 2012)
  - *"ICD-10 Executive Overview", "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Vermont State Medicaid on behalf of CMS (subcontract through Noblis). Burlington, VT (Feb 9-10, 2012)

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- *"ICD-10 – The Orthopedic Perspective"* Presented for the Washington State Health Information Management Association. Renton, WA ( Feb 4, 2012)
  - *"ICD-10 Executive Overview"* Presented for CMS (subcontract through Noblis) to executive and management staff. Washington, DC ( Feb 2, 2012)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Delaware State Medicaid on behalf of CMS (subcontract through Noblis). Wilmington, DE ( Jan 31-Feb 1, 2012)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Idaho State Medicaid on behalf of CMS (subcontract through Noblis). Boise, ID ( Jan 26-27, 2012)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Nebraska State Medicaid on behalf of CMS (subcontract through Noblis). Lincoln, NE ( Jan 23-24, 2012)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Illinois State Medicaid on behalf of CMS (subcontract through Noblis). Springfield, IL ( Jan 18-19, 2012)
  - *"Vendor Management."* Webinar presented on behalf of The Advisory Board Company. ( Jan 11, 2012)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Georgia State Medicaid on behalf of CMS (subcontract through Noblis). Atlanta, GA ( Dec 14-15, 2011)
  - *"ICD-10 Executive Overview" , "Policy Remediation Best Practices"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Arizona State Medicaid on behalf of CMS (subcontract through Noblis). Phoenix, AZ ( Dec 12-13, 2011)
  - *"ICD-10, Peeling the Onion."* Presented for Contra Costa Health Services. Oakland, CA ( Dec 5, 2011)
  - *"ICD-10 Executive Overview"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Minnesota State Medicaid on behalf of CMS (subcontract through Noblis). St Paul, MN ( Nov 15, 2011)
  - *"ICD-10, Peeling the Onion."* Presented at VHA Mid-America CFO Revenue Cycle Networking Council Meeting. Springfield, IL ( Nov 9, 2011)
  - *"ICD-10, Will you be ready."* Audiocast presented on behalf of the Nebraska Hospital Association. ( Nov 2, 2011)
  - *"ICD-10 Executive Overview" , "ICD-10 impact on Fraud Waste and Abuse and Analytics"* Presented for the Noblis State Medicaid site visits - ICD10 technical assistance series – Florida State Medicaid on behalf of CMS (subcontract through Noblis). Tallahassee FL ( Oct 17, 2011)
  - *"ICD-10, Peeling the Onion."* Presented at VHA Mid-America CFO Revenue Cycle Networking Council Meeting. Overland Park KS ( Oct 14, 2011)
  - *"ICD-10 Workshop"* Full day workshops presented for medical practices in Topeka, Salina and Wichita Kansas on behalf of Blue Cross Blue Shield of Kansas ( Oct 11-13, 2011)
  - *"ICD-10 Relevance to Physicians"* Presented to the Chief Medical Officer Forum on behalf of the Metropolitan Chicago Hospital Council. Chicago IL ( Oct 6, 2011)
  - *"ICD-10 the Physician Perspective" , "ICD-10 the Coding Perspective"* Presented for Lawrence Memorial Hospitals in 4 separate sessions. Lawrence KS ( Sept 29, 2011)
  - *"ICD-10 Executive Overview"* Presented for the Noblis State Medicaid Site visits - ICD10 technical assistance series – Virginia State Medicaid on behalf of CMS (subcontract through Noblis). Richmond VA ( Sept 22, 2011)
  - *"ICD-10 the Physician Perspective"* Presented at Evergreen Hospital. Bellevue WA ( Sept 6, 2011)

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- *“ICD-10 Translation and GEM”, “ICD-10 Clinical Documentation”* Webinar presentation for the Indian Health Service on behalf of CMS (subcontract through Noblis). ( Aug 4, 2011)
  - *“ICD-10 Mapping Strategy and Resulting Clinical Issues”* Moderator for the presentation panel at the Workgroup for Electronic Data Interchange (WEDI) 5010 ICD-10 Forum. Reston VA ( July 20, 2011)
  - *“ICD-10 Code Definition and Code Structure”* and *“ICD-10 Translation and GEM”* Presented as part of an ICD-10 training program for CMS (subcontract through Noblis) Staff. Baltimore MD ( July 14, 2011)
  - *“ICD-10, Peeling the Onion.”* Online webinar presentation for Steward Healthcare. Boston MA ( July13, 2011)
  - *“ICD – 10 Implementation: What does it mean to your organization and are you prepared for it?”* Presented for VHA Upper Midwest Board and Executive Meeting. Minneapolis MN ( June 27, 2011)
  - *“ICD-10, Peeling the Onion.”* CFO Committee presentation for VHA Pennsylvania. State College PA ( June 24, 2011)
  - *“The ICD-10 Transition; Challenges and Opportunities”* Presented for Stanford Medical Center Executive Committee Palo Alto CA ( June 20, 2011)
  - *“The Spector of ICD-10.”* Healthcare IT National Meeting – The Advisory Board Company. Washington DC (June 16, 2011)
  - *“Preparing for ICD-10.”* Live closed circuit television interview for VHA. Dallas TX ( June 14, 2011)
  - *“ICD-10 Code Definition and Code Structure”, “ICD-10 Translation and GEM”, “ICD-10 Clinical Documentation”* and *“ICD-10 Medical Management”* Presented at the ICD10 – 5010 Philadelphia Regional Medicaid office on behalf of CMS (subcontract through Noblis). Philadelphia PA ( June 1&2, 2011)
  - *“ICD-10 The Orthopedic Perspective”* and *“ICD-10 Peeling the Layers”* ,*“ICD-10 Physician Impacts”* Presented at the Washington State Health Information Management Association meeting. Spokane WA ( May 11&12, 2011)
  - *“ICD-10 Code Definition and Code Structure”, “ICD-10 Translation and GEM”, “ICD-10 Clinical Documentation”* and *“ICD-10 Medical Management”* Presented at the ICD10 – 5010 Seattle Regional Medicaid office on behalf of CMS (subcontract through Noblis). Seattle WA ( May 9&10, 2011)
  - *“Redefining Policies, Rules and Categories in ICD-10”* Presented at the Workgroup for Electronic Data Interchange (WEDI) 5010 ICD-10 Forum. Bellevue WA May 3, 2011)
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### **AWARDS**

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- AOA Honor Medical Society (1974).
  - Roche Award [Outstanding achievement in medical school] (1974).
  - WEDI Award of Merit (2009)
  - WEDI Award of Merit (2010)
  - WEDI Distinguished Service Award (2011)
  - WEDI Distinguished Service Award (2012)
  - WEDI Volunteer Service Award (2016)
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### **PUBLICATIONS**

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- *“ICD-10: The Tail Wagging the Dog”* White paper on behalf of ICD-10 Monitor March 2015

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- “The role of payers and providers in improving healthcare data?” An HDC White paper Aug 2014
  - “ICD-10 Myths Part 2: Coding specificity” White paper on behalf of ICD-10 Monitor June 2014
  - “ICD-10: The Burden of Documentation” White paper on behalf of ICD-10 Monitor March 2014
  - “ICD-10: Changing Payment Considerations” White paper on behalf of ICD-10 Monitor March 2014
  - “ICD-10 Specified or Unspecified?” An HDC White paper Feb 2013
  - “ICD-10 Clinical Documentation – The Role of the Clinician in Capturing Accurate Data” An HDC White paper Feb 2013
  - “ICD-10 – Reconciling Analytics Across the ICD-10 Transition” An HDC White paper Sep 2012
  - “The Art and Science of Data Aggregation” Published in *Sigma* (A Noblis publication), Sep 2012
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**ASSOCIATIONS MEMBERSHIPS**

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**WEDI – The Workgroup for Electronic Data Interchange**

**HIMSS – Health Information and Management Systems Society**

**AHIMA – American Health Information Management Association**

**WSMA – Washington State Medical Association**

**AAOS – American Academy of Orthopedic Surgeons**