Agenda Item IV.1g

December 17, 2021
Jennifer Mayhew
[redacted]

Dear Town of Bristol Selectboard,

I would feel very honored to serve on the committee that is responsible for the distribution of ARPA funds in Bristol. My husband Owen and I have been a town resident since 2019. Owen took a job as electrical engineer at A.Johnson and I now work as the Executive Director of Turning Point Recovery Center in Middlebury. We recently purchased our first home on [redacted] and hope to grow our family this year. We represent a demographic of young people who want to live, work, and raise our children in Vermont but face many challenges such as high taxes and high cost of living.

In my professional career I have spent most of my time working in the health care setting both as a project manager, operations manager, and consultant. Please reference the attached resume for a more detailed list of my qualifications. In 2017 I completed a Master's in Public Health from the University of Vermont. I want to highlight a few points that make me a good fit for this Committee:

- **Familiarity with VT State System of Care and Federal Grant Regulations:** Previously responsible for ensuring all state and federal requirements were met and maintained by staff. Responsible for 6 Community Health Center Clinics which included a MAT team that serviced 16 towns.
- **Strategic Planning**: Consulting experience with leadership team to identify, develop and facilitate implementation of best practice standards to be delivered to drive demonstrated, successful, quality and financial outcomes.
- **Communication with Stakeholders:** Strength in communicating with committee members, organizational leaders, and community members to gain buy-in for organizational goals.
- **Personal/ Professional Integrity:** Meticulous about organization and communication to run a professional and pleasant work environment. Strengths: works independently, highly motivated, and detail-oriented while being committed to collaboration, teamwork, and personal growth.

I hope you will consider me for the ARPA Committee. I am committed to the improvement of our community of Bristol and would be honored to join the collaborative efforts that are being made.

Sincerely,

Jennifer Mayhew
Executive Director, Turning Point Center of Addison County
jennifer@turningpointaddisonvt.org
[redacted]

JENNIFER (WALLACE) MAYHEW, MPH

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OVERALL EXPERIENCE

Strong consulting professional with demonstrated history working in the hospital and healthcare industry. Provides energetic leadership in managing quality and system improvement efforts, applying qualitative and quantitative evaluation methods, planning and organizing teams, and communicating improvement recommendations. Skilled in prevention and population health, Lean Six Sigma, operations, project management, strategic planning, grant writing, workforce development, and training. Familiarity with comprehensive care models and payment reform within the framework of NCQA, PCMH, ACOs, HRSA, FQHC, HEDIS, SAMHSA, and MAT program certifications and requirements.

PROFESSIONAL EXPERIENCE

TURNING POINT RECOVERY CENTER OF ADDISON COUNTY Middlebury, VT 2020- Present
Executive Director

VERMONT HEALTHCARE CONSULTING Bristol, VT 2017 – Present
Healthcare Consultant
Vermont Healthcare Consulting guides teams to support the ongoing growth of an operational framework that establishes an enhanced work environment. This ensures that providers are working to the top of their skill set, teams feel empowered and secure within their scope of practice. The results will drive patient outcomes and fuel organizational growth and retention. Services include: Change Management, Team Building, Lean Six Sigma Project Improvement Projects, Grant Management, Quality Assurance for State and Federal Regulations, Project Management, Operations, Revenue Cycle Management, Strategic Planning, New Business Start Up

LINCARE HOLDINGS, INC. Brattleboro, VT 2018 – 2019
Interim Center Manager, Consultant
For a 1.1M office providing respiratory-therapy products and services. Managed overall center operations and functions while mentoring new center manager to fill position after training 6 months. Provided quality and operational recommendations to VT/NH District Manager.

- Advanced 4 of 5 product lines with highest O2 growth in over 18 months, exceeding sales target by 128%
- Reduced held sales 17% exceeding 5% goal for the month of February resulting in additional revenue for the center
- Led team through staff shortage and turnover, recruited and filled all open positions.
- Brought office to compliance according to all FDA regulations and company policies and procedures.
- Selected by district manager to deliver presentation on "Team Building" at the 2019 Lincare VT/NH Area managers meeting.

BAYADA HOME HEALTH CARE, Brattleboro, VT 2017 – 2018
Director, Home Care
For a $2.3M assistive care office that provides services to seniors and adults with disabilities, managed overall office operations and functions, including all client services and employee matters. Managed profit and loss, $350K budget, and 5 direct/75 indirect reports with 115 clients. Reported to VT Division Director.

- Implemented an improved procedure for processing client bills that resulted in more timely payment for services and collected over $20K in outstanding revenue.
- Led team through a time of staff shortage and turnover that resulted in improved field staff retention.
- Ensured compliance with all applicable laws, regulations, policies, and procedures.
- Developed and implemented a recruitment strategy for field staff that resulted in 10 new employees.

EDUCATION PLUS HEALTH, Philadelphia, PA 2017
Healthcare Quality Improvement Consultant
Worked with CEO of a healthcare non-profit on grant-funded quality improvement project. Facilitated a transformation by collaborating with leadership team comprised of 13 nurse-managed School Based Health Centers (SBHC) serving over 7,000 students. Delivered advisory and support services to the SBHCs on program development to align with evidence-based best practices, procedures, and compliance.

- Achieved all project targets and deliverables on time and according to budget.
- Performed general assessment of SBHC scope of work and optimal workflow recommendations, policies and procedures, clinical priorities, gathered in depth feedback from key employees, and educational context of work based on review of the literature.
- Presented a plan for clinical transformation based on PCMH/PCCC framework for NCQA certification.
- Formalized standards by creating a SBHC Policy and Procedures manual to include state and federal compliance, school-based regulations, and best practices.

- Supported the creation of clinical effectiveness targets with metrics and monitoring tools.
- Collaborated with data management staff to augment reporting and quality improvement.

LITTLE RIVERS HEALTH CARE, Wells River, VT 2016 – 2017
Practice Manager
Managed all operations of a not-for-profit Federally Qualified Health Center (FQHC) with four clinicians, five nurses, two care coordinators, and three front-line and medical record staff. Provided healthcare services to 16 towns in Vermont and New Hampshire. Ensured all HRSA and NCQA requirements were met in order to receive federal and state funding.

- Selected by CEO to join the quality improvement committee.
- Implemented a phased-based training program for all front-line staff.
- Collaborated with front line staff to compose a procedure manual to support new training initiative.
- Developed new strategies to grow the Medication Assisted Treatment (MAT) program. Successfully increased the number of MAT program participants and clinicians offering the service.
- Composed and received a grant to develop and implement an Employee Wellness Program.
- Advised in the development of the electronic health records using Epic software programming.

GIFFORD MEDICAL CENTER, Vermont Blueprint for Health, Randolph, VT 2015 – 2016
Project Manager
For a nationally recognized grant-funded initiative that designs community-led strategies for improving quality and reducing healthcare costs. Successfully managed all deliverables for a $794K project to service 16 towns for 11,237 Vermonters in six clinics. Managed staff of six which included community health team (CHT) members as well as support staff for medication assisted treatment (MAT) program. Supported legislative healthcare delivery reform and hospital NCQA recertification.

- Met all 29 grant deliverables on time, within scope, and according to budget.
- Rebuilt and restructured the CHT and MAT by recruiting and hiring new staff, designing and implementing policies and procedures, and creating training materials.
- Expanded School Based Health Center services by adding two elementary schools with over 65 families served.
- Increased the number of people served by CHT per month by 150% for a total of 384.
- Organized the design and implementation of a new Electronic Health Record system, earning $10K in IT funding from the State.
- Formed an Executive Community Council to include 11 directors from local health and human services to function as a governing entity for healthcare reform initiatives.
- Ensured coordination of care by leading Unified Community Collaborative (UCC) with over 20 organizations.
- Facilitated a PDSA project with the UCC that produced an interagency care plan expected to reduce the duplication of resources, ensure smooth transitions of care, and increase patient satisfaction.

VA MEDICAL CENTER, White River Junction, VT 2014 – 2015
Program Leader AmeriCorps Strength to Serve (S2S) Program
Planned and implemented new grant-funded program from concept through long-term sustainability. Supported veterans, their caregivers, and family members to develop self-management skills, improve access to broader health resources, and provided individual health coaching for a whole-person approach to wellness. Tracked program performance by developing and implementing evaluation tools. Directed and trained four staff members.

- Completed 11 Healthier Living Workshops serving 82 veterans and caregivers.
- Impacted 74 participants with individual health coaching while referring 172 people to other services.
- Fostered strategic partnerships with outside community organizations.
- Created and facilitated a Financial Wellness Workshop for the 2014 VA Women's Wellness Retreat.
- Directed two A3 process improvement projects that resulted in an 11% reduction in workshop dropouts.

EDUCATION
Masters in Public Health, UNIVERSITY OF VERMONT, Burlington, VT (2017)
Bachelor of Arts and Sciences, International Studies, OHIO STATE UNIVERSITY, Columbus, OH (2009)

CERTIFICATIONS
Candidate, Project Manager Professional (PMP), PROJECT MANAGEMENT INSTITUTE, Burlington, VT (2021)
Lean Six Sigma Green Belt, MIDWEST MOUNTAIN VERC, VA MEDICAL CENTER, White River Junction, VT (2014)