

Veronica Bedran

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PROFESSIONAL SUMMARY

Healthcare management professional with more than 15 years of experience in the planning, direction and administration of operations in the medical field, insurance companies and hospital management.

Healthcare manager with experience at the corporate practice level in the public and private sector, developing strategic plans of care and improvement of healthcare and administrative processes.

Proven experience in the design and implementation of new and innovative healthcare services, as well as in the analysis, planning and evaluation of its social and financial impact.

Results-oriented, effective in implementing strategies and policies aimed at improving revenue, team productivity, driving profitability and sustained growth.

Leader passionate about generating significant changes in the healthcare provider culture, with extensive experience in market negotiation strategies, process optimization, performance management and patient satisfaction.

Well organized and resourceful, with a proactive mentality and good communication skills, with vast experience in the operation of health systems in Colombia, South America, and with a deep determination to contribute from my experience and knowledge in the effective and efficient operation of health services in the United States of America.

ACCOMPLISHMENTS

- *Reengineering of healthcare processes and cost reduction:* I participated in the design and implementation of a fiscal and financial reorganization plan, through which measures were applied to rationalize operating expenses, administrative reorganization, reduction of liabilities and increased productivity of human talent, financially impacting the hospital's fiscal year by approximately 1 million dollar per year. In addition, a 10% reduction in operating expenses was achieved without affecting productivity or sales margins.
- *Improved efficiency, productivity and cost reduction:* With my team, I designed a technical note that allowed the company to evaluate the cost per production and service, becoming more efficient and effective in the administrative and assistance processes, generating an increase in the financial profit margin and a significant adjustment of more than 10% in annual operating costs and expenses (approximately US\$1.5 million).
- *Process optimization and increased revenues:* With the support of the billing team, I designed and implemented strategies to improve the process and identify failures in the process cycle, resulting in a more efficient, accurate and timely process, which subsequently generated a significant increase in monthly institutional billing and audit

revenues. With the implementation of checkpoints, billing volumes and continuous audit processes, the hospital was able to reduce the percentage of objections by 55% (\$1.1 million) of total annual billing.

- *Sales plan development:* With the coordination and support of the commercial department, new business units were developed and current contracts were renegotiated, resulting in additional annual revenues of approximately US\$750,000 (5% of current revenues).
- *Project Lifecycle Management:* With my team, I developed a project to expand and modernize the operational and technological capacity of the clinic in the operating rooms and emergency rooms of OB/GYN service. This project was presented to the Ministry of Health and Social Protection of Colombia. with 100% approval with federal resources. In addition, we designed and implemented 6 health projects aimed at vulnerable populations located in 6 municipalities in the region with federal funding from the Colombian Ministry of Health and Social Protection for the execution of 100% of the projects for a total of US\$1.5 million.
- *Leadership and Team Building:* Developed and coordinated regional medical audit and medical billing programs, ensuring an annual operation of US\$10 million.
- *Business Opportunity Assessment and Profit Enhancement:* From the Deputy Hospital Directorate, we opened new market niches, such as the District Plan for Prehospital Care in Mental Health and Emergencies, a project developed in alliance with the District Health Secretariat of Bogota, which represented both a significant increase in the hospital's revenues and profits and a great social impact on the city. During the first year of operation, this project generated additional revenues of approximately US\$800,000 and opened the door to the provision of new specialized mental health and emergency services.

SKILLS

- Strategic planning and management: Ability to plan, develop and manage the operation of delivery and coverage plans and identify ways to improve health services and increase operational efficiency.
- Resource allocation: Ability to analyze supply and demand in healthcare and to define operational capacity and distribution of healthcare services.
- Operational and capital budgeting: Experience in budget planning, evaluation and monitoring of management indicators, sales and revenue growth and cost rationalization.
- Development of healthcare services projects: Experience in designing, planning, developing and evaluating healthcare services projects aimed at meeting healthcare needs at local and regional levels.
- Data analysis: Experience in design, analysis, monitoring of corporate and care indicators such as production, expenditure, sales, patient coverage and satisfaction and clinical quality.
- Mentoring and teamwork: Experience in health services management in public and private sector. Excellent communication skills and leadership experience in small and large work groups.
- Microsoft Excel proficiency
- Microsoft Office proficiency

WORK HISTORY

SPANISH AND MATH LONG-TERM SUBSTITUTE TEACHER | 01/2022 to Current **Barnstable High School - Barnstable, MA**

- Provided instruction for students in core subject areas.
- Organized lesson plans using teaching software for long-term interim assignments.
- Maintained day-to-day classroom management and discipline to promote learning initiatives.
- Diversified classroom instruction and group activities to successfully support students with unique strengths and learning styles.
- Collaborated with teaching staff to implement coordinated educational strategies and student support networks.
- Helped students develop life-long learning skills and good study habits.
- Integrated existing and new technology into the classroom to help provide a creative and fun learning environment.

SPANISH LONG-TERM SUBSTITUTE TEACHER | 02/2021 to 05/2021 **Isle Of Hope School - Savannah**

- Prepared objectives and outlines for courses of study by following curriculum guidelines or requirements of states and schools.
- Adapted teaching methods and instructional materials to meet students' varying needs and interests.
- Created a supportive learning environment for foreign students to nurture budding language development.
- Explained concepts and assignments in both native and non-native languages.
- Developed and wrote curricula in both Spanish and English, often sharing curriculum with other teachers.
- Helped students develop important learning skills and good study habits useful in trade school or college education.

SPANISH LONG-TERM SUBSTITUTE TEACHER | 08/2020 to 10/2020 **Southwest Middle School - Savannah, GA**

- Developed and wrote curricula in both Spanish and English, often sharing curriculum with other teachers.
- Helped students develop important learning skills and good study habits useful in trade school or college education.
- Used written exercises to test and develop reading and writing foreign languages.
- Explored and implemented innovative use of technology in language education.
- Spoke to students in non-native language to challenge students and introduce students to non-native speaking environments.
- Adapted teaching methods and instructional materials to meet students' varying needs and interests.
- Prepared objectives and outlines for courses of study by following curriculum guidelines or requirements of states and schools.

RESEARCH PROJECT COORDINATOR AND PLANNING ADVISOR | 02/2017 to 12/2017
Clínica Maternidad Rafael Calvo - Cartagena, Colombia

- Directed the formulation of healthcare infrastructure and service delivery projects aimed at improving the quality of clinical care processes.
- Defined project scope, objectives, milestones, deliverables, detailed tasks and resources from conception to implementation.
- Developed new project proposals in alignment with national and territorial policies and governmental budget plans.
- Participated in designing and developing clinical research projects, as well as opening new business options and markets for the institution.
- Ensured efficient operations of emergency, inpatient (80 beds), surgical and outpatient services, and identified patterns of care and opportunities to improve resource utilization.
- Designed, implemented and supervised programs to improve productivity and reduce medical expenses.
- Monitored institutional indicators of efficiency and quality in healthcare delivery.
- Designed and implemented audit processes for institutional contracts, purchases and supplies.
- Developed tools for the organization, administration, control and evaluation of the entity's billing and medical processes in order to strengthen revenues and improve collection of accounts receivable.

DIRECTOR OF PROJECT MANAGEMENT | 09/2016 to 01/2017
Empresa Social Del Estado Riogrande La Magdalena - Magangué, Colombia

- Formulated projects for improvement of health services and programs in the Hospital's area of influence and defined the scope, objectives, milestones, deliverables, detailed tasks and resources from concept creation to implementation of these projects.
- Developed new project proposals aligned with national and territorial policies and governmental budget plans.
- Identified and analyzed the primary needs of the municipality's vulnerable population and designed and implemented programs and services aimed at healthcare for these populations through the sponsorship of federal resources.
- Designed, implemented and monitored programs to improve productivity and reduce medical expenses.
- Designed strategies to strengthen billing, collection and accounts receivable processes.

DEPUTY DIRECTOR OF HEALTH SERVICES | 09/2013 to 04/2016
Hospital Rafael Uribe Uribe - Bogotá, Colombia

- Directed and led the operational efforts for the efficient administration of clinical and assistance services to ensure efficient delivery and quality of care in the 8 care unit(s).
- Oversaw all medical management activities and identified patterns of care and opportunities for improvement that would optimize resource utilization and quality of care.
- Directed and evaluated health care delivery in the areas of promotion, prevention, diagnosis, treatment, rehabilitation and public health surveillance, benefit plans and other projects related to clinical care.

- Directed and implemented marketing and sales strategies for the products and services brochure, and promoted opportunities to open new markets.
- Organized the effective distribution of health services according to the installed capacity and defined the schemes of care and operation in each of the services.
- Defined and directed the action plan, programs, projects and strategies appropriate to the hospital's policies and mission, and directed the formulation of the health services brochure considering the epidemiological profile and the characteristics of the environment.
- Evaluated and approved the diagnosis of the services offered based on the physical, technological and human talent infrastructure, considering their relevance, sufficiency and quality in relation to the services offered in the institution's brochure and the expected demand.

DIRECTOR OF AUDIT AND BILLING -QUALITY AUDITOR | 09/2012 to 09/2013

Hospital Rafael Uribe Uribe - - Bogotá, Colombia

- Developed processes for planning, organization, administration, control and evaluation of the entity's billing processes and medical accounts to improve revenues and portfolio collection.
- Implemented, developed and evaluated procedures to ensure the timeliness and quality of audit processes and guarantee efficient revenue collection.
- Supervised the correct execution of medical audit processes and generated tools for improvement to ensure optimal management of institutional revenues.
- Designed management indicators and mechanisms that had a positive impact on the Hospital's financial performance.
- Updated the billing models and standards based on the new legal and institutional billing provisions. Reviewed the invoices submitted to various payers, conducted audits of objections, and developed reconciliation processes with insurance companies.
- Performed analysis of medical records and medical charges to ensure compliance with coding standards.
- Provided feedback to medical-administrative processes on identified service delivery failures affecting hospital billing and financial flow.
- Analyzed billing data and monitored objection trends to identify opportunities for clinical and administrative process improvement.

REGIONAL OPERATIONAL DIRECTOR OF MEDICAL AUDIT | 12/2010 to 09/2012

Sosalud SAS - Bogotá, Colombia

- Led the process of clinical and quality audit of the Central Region, composed of 6 departments of Colombia.
- Developed billing and quality audit programs and models to evaluate the insurer's network of providers.
- Ensured the provision of clinical services with annual operations of \$50 million and led the clinical, quality and billing auditing processes, guaranteeing budget limits established by population and risk group.
- Identified benefits by level of complexity and pathology, performed risk calculations and defined coverage and medical cost projections in accordance with clinical practice guidelines.
- Analyzed billing data from all 6 regions and identified medical cost trends by provider and risk group.

- Performed a timely accounting management process, integrating all activities of the billing cycle from medical, financial and administrative perspectives, generating recommendations as a key element of cost control.
- Improved patient outcomes and care delivery through clinical quality process improvement.
- Managed diverse staff of medical and administrative professionals in day-to-day clinical activities such as patient care, new business development, and patient relations.

REGIONAL HEALTH SERVICES MANAGEMENT | 11/2010 to 10/2011

Solsalud EPS - Bogotá, Colombia

- Managed the provision of health services at the regional level and led the processes of contracting and negotiating services with the providers' network.
- Designed and implemented the institutional technical note for the control of medical expenses in the provision of health services by providers.
- Supervised and managed the execution of medical expenses from the perspective of scientific rationalization and risk management.
- Participated in the design and development of market research projects for the opening of new business opportunities and services.
- Monitored institutional efficiency and quality indicators and their impact on the performance of the company's services.
- Implemented and evaluated ways to improve healthcare services and increase operational efficiency.
Implemented successful healthcare programs through professionalism, quality of care, and patient satisfaction.

LEADER OF MEDICAL AUDIT, QUALITY, AND BILLING | 04/2005 to 11/2010

Colsubsidio EPS-S - Bogotá, Colombia

- Provided permanent advice to the financial, administrative, contracting and management areas in relation to the medical billing process and compliance with the budget of each provider and group of risk.
- Identified benefits by level of complexity and pathologies, performed risk calculations and defined medical cost projections according to standards of care and clinical practice guidelines.
- Performed the relevant financial analysis of medical billings and responses to objections raised for the provision of health care.
- Implemented preventive actions in cases of high consumption through the application of clinical guidelines and standards of care defined for groups of patients with critical events.
- Analyzed statistical records of the services and evaluated its efficiency according to the defined indicators (utilization, economic-financial and performance).

EDUCATION

Southern University of New Hampshire - New Hampshire, NH | MBA

Healthcare, Expected in 08/2024

- 4.0 GPA
- Honor Roll Fall, Summer, Winter-2022
- Nominated Honor Society of Leadership and Success

Universidad Del Rosario - Bogotá, Colombia | Specialist in Public Health Management
Public Health, 12/2002

Universidad De Cartagena - Cartagena, Colombia | Doctor of Dental Surgery
Dentistry (Pre-Dentistry), 12/1996

CERTIFICATIONS

- PH555x: Improving Global Health: Focusing on Quality and Safety HarvardX-Harvard T.H. Chan School of Public Health.
- Microsoft Excel for Accounting and Power BI - AICPA.
- Leading vs Managing and Emotional Intelligence - AICPA.
- Applying Data Analytics to Financial Planning, Revenue Analysis, and Business Performance - CPAs.

LANGUAGES

Spanish

Native or Bilingual

English

Full Professional