

NEVADA STATE BOARD
of
DENTAL EXAMINERS



EMPLOYMENT COMMITTEE
TELECONFERENCE MEETING

TUESDAY NOVEMBER 30, 2021

6:00 P.M.

PUBLIC BOOK

Agenda Item 4 (a):
NRS 631.190; NRS 622.220

NRS 631.190 Powers and duties. [Effective January 1, 2020.] In addition to the powers and duties provided in this chapter, the Board shall:

1. Adopt rules and regulations necessary to carry out the provisions of this chapter.
2. Appoint such committees, review panels, examiners, officers, employees, agents, attorneys, investigators and other professional consultants and define their duties and incur such expense as it may deem proper or necessary to carry out the provisions of this chapter, the expense to be paid as provided in this chapter.
3. Fix the time and place for and conduct examinations for the granting of licenses to practice dentistry, dental hygiene and dental therapy.
4. Examine applicants for licenses to practice dentistry, dental hygiene and dental therapy.
5. Collect and apply fees as provided in this chapter.
6. Keep a register of all dentists, dental hygienists and dental therapists licensed in this State, together with their addresses, license numbers and renewal certificate numbers.
7. Have and use a common seal.
8. Keep such records as may be necessary to report the acts and proceedings of the Board. Except as otherwise provided in [NRS 631.368](#), the records must be open to public inspection.
9. Maintain offices in as many localities in the State as it finds necessary to carry out the provisions of this chapter.
10. Have discretion to examine work authorizations in dental offices or dental laboratories.

[Part 4:152:1951; A [1953, 363](#)] — (NRS A [1963, 150](#); [1967, 865](#); [1993, 2743](#); [2009, 3002](#); [2017, 989, 2848](#); [2019, 3205](#), effective January 1, 2020)

NRS 622.220 Conditions and limitations regarding employment of person as executive director or executive secretary or in similar position. If a regulatory body employs a person as an executive director or executive secretary or in a position with powers and duties similar to those of an executive director or executive secretary, the person:

1. Must possess a level of education or experience, or a combination of both, to qualify the person to perform the administrative and managerial tasks required of the position; and
2. Must be a resident of this State;
3. Must not be employed by another regulatory body as an executive director or executive secretary or in a position with powers and duties similar to those of an executive director or executive secretary; and
4. Must not be the immediate relative of:
 - (a) A member or employee of the regulatory body; or
 - (b) A licensee of the regulatory body.

(Added to NRS by [2003, 1186](#); A [2017, 2844](#))

Agenda Item 4 (a) (1):
Zayn Dastidar

ZAYN DASTIDAR

CAREER OBJECTIVE

An experienced healthcare professional with 7+ years of experience in acute care facilities and hospitals looking to take the next step in career progression. Have experience with managing multiple departments simultaneously and a budget of over \$18 million. Managed multiple teams with more than 50 employees including doctors, specialists, nurses, managers, receptionists, physician assistants, nurse practitioners, medical assistants, etc. Past roles have helped build experience in healthcare regulatory compliance, clinical processes, contract & physician negotiations, revenue cycle management, strategic planning & execution, public relations, budget and financial analysis, as well as employee and resource management.

PROFESSIONAL EXPERIENCE

PONTIAC GENERAL HOSPITAL

ASSOCIATE HOSPITAL ADMINISTRATOR | PONTIAC, MI | MAY 2016 – PRESENT

- ♦ Overseeing multiple departments (surgery, urology, urgent care) with a clear focus on patient care, quality, employee retention, and improving the bottom line.
- ♦ Managing and monitoring more than \$18 million budget, including analysis of medical expenditures and cost overruns.
- ♦ Overseeing the preparation of budgets; performing various analyses; assisting in the development of financial, productivity, compensation, and operational targets and models; and coordinating a wide variety of administrative matters.
- ♦ Keeping medical team and hospital staff abreast of the latest governmental, agency, and healthcare association mandates and policies.
- ♦ Responsible for executing strategic plans for expansion, utilizing change management tools, and maintaining patient healthcare record system, including medical billing and visit accounting.
- ♦ Collaborating in the development of business, strategic, and growth plans; in the operations of the clinical practices; and in relationships and matters pertaining to contracts with affiliated hospitals, vendors, consultants, and others.

CHILDREN'S CLINIC OF MICHIGAN

MULTI-SITE MEDICAL PRACTICE MANAGER | HAMTRAMCK, MI | APR 2014 – MAY 2016

- ♦ Managed all activities related to the day-to-day operations for two outpatient medical practice clinics. Recruited, hired, trained all staff, provided direct supervision, and ongoing staff development.
- ♦ Oversaw financial aspects of the business including managing a \$7 million budget, medical billing, and submitting health insurance claims.
- ♦ Monitored the performance results in regard to patient experience, patient volume, financial results, and service standards.
- ♦ Ensured high team member morale and a professional, effective, and efficient working atmosphere.
- ♦ Worked collaboratively with the office management team to analyze administrative and operational functions as well as develop and implement appropriate changes and system improvements.

EDUCATION

WAYNE STATE UNIVERSITY, DETROIT, MI

MASTER OF BUSINESS ADMINISTRATION (MBA) IN BUSINESS

UNIVERSITY OF DETROIT MERCY, DETROIT, MI
BACHELOR OF SCIENCE (BS) IN BIOLOGY

SUMMARY OF SKILLS

- ♦ Proficient in MS Office Suite, database applications and internet, QuickBooks, EHR systems, including knowledge of using office equipment.
- ♦ Excellent leadership skills in working with both the clinical and non-clinical sides of healthcare. Have expert knowledge of regulatory standards and protocols. Have a strong understanding of sound financial management practices. Adept at conflict resolution, good communicator, and listener.
- ♦ Solid leadership and management skills along with the ability to build a professional working environment for both office management staff, medical teams, patients, and visitors.
- ♦ Strong organization and prioritization skills as well as the ability to handle multiple tasks simultaneously and within tight deadlines.
- ♦ Advanced financial skills along with the ability to prepare and manage healthcare budgets, financial reports, and statements as well as process payments.
- ♦ Bilingual in English (Advanced) and Bengali (Native).

Agenda Item 4 (a) (2):
Maxwell DiNatale



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: D. Natale Maxwell M.I. J. Date: 10/23/2021
Last First
 Address: [Redacted]
Street Address Apartment/Unit #
[Redacted]
City State ZIP Code
 Phone: [Redacted] E-mail Address: _____
 Date Available: _____ Social Security No.: _____ Desired Salary: \$ 57,500

Position Applied for: **Full-time Executive Director**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO
 Have you ever worked for this company? YES NO If yes, when? _____
 Have you ever been convicted of a felony? YES NO

If yes, explain: _____

Education

Undergraduate College/University: Genesee Community College Address: 1 college circle, Buffalo, NY
 From: June 2015 To: June 2017 Did you graduate? YES NO Degree: AA of General studies
 Law School/College: University at Buffalo Address: _____
 From: June 2017 To: December 2018 Did you graduate? YES NO Degree: BA of political science
 Other: University of Nevada Reno Address: _____
 From: 2020 To: 2025 Did you graduate? YES NO Degree: Master of public admin

Professional Licenses (Use additional pages if needed)

Please list all states where you have been issued any professional license and license information:

State: _____ License Number: _____
 Issue Date: _____ License Status (Active, Inactive, etc.): _____ Is the license in good standing: Yes or No _____

State: _____ License Number: _____
 Issue Date: _____ License Status (Active, Inactive, etc.): _____ Is the license in good standing: Yes or No _____

Employment History (Use additional pages if needed)

Company: Acma Credit Phone: (716) 549-1638
 Address: Draper, Utah Supervisor: Joshua Enriquez
 Job Title: Area Sales Manager

Responsibilities: Hunt and develop new and current clients to achieve Revenue over 1 million a year

From: Aug 2021 To: present Reason for Leaving: Sales district dissolved

May we contact your previous supervisor for a reference? YES NO

Company: psychex Phone: ()

Address: 401 Highland St Reno Supervisor: OSSIE Hamrick

Job Title: Outside Sales Rep
Responsibilities: Similar to Acme, Develop sales, payroll and HR plan

From: Aug 2019 To: July 2020 Reason for Leaving: position dissolved

May we contact your previous supervisor for a reference? YES NO

Company: Independent Contractor/political campaign Phone: ()

Address: 107 hawley, Buffalo N.Y. Supervisor: self employed.

Job Title: Executive Director
Responsibilities: Manage policy, Budget and labor ~~issues~~ issues.

From: Sept 2014 To: Sept 2017 Reason for Leaving: continue education

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: Corporal From: 2013 To: present

Rank at Discharge: N/A Type of Discharge: N/A

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.
If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature:  Date: 11/23/2021

MAXWELL DINATALE

██████████ · ██████████
██████████ · Maxwell DiNatale ·

Nevada State Board of Dental Examiners
Attention: Dr. David Lee
Regarding: Executive Director

TO WHOM IT MAY CONCERN,

It is my distinct pleasure to write this cover letter, as I believe I bring a unique history and skillset that I would be very excited to utilize with the Nevada Gaming Control Board.

I have extensive experience with Leadership and Management through my time in the U.S Army Reserve, I recently was promoted to a Non-Commissioned Officer's position and my 8-year anniversary of enlistment is this October.

In the private sector, I have worked in Human Capital Management and know some of the intricacies of Insurance, Banking, Onboarding/Offboarding. In addition to my years of sales experience I also have strong management experience coupled with two years of political management and practical campaign experience that entailed staff management, strategic planning and all aspects of campaigning.

Regarding my education, I have an AA in General Studies, a BA in Political Science, and am currently pursuing a Masters of Public Administration from the University of Nevada Reno. The main courses of study in pursuit of this degree is Personnel Management, Budgeting and Effective Policy and Analysis. My electives are focused on Natural Resource Management and similar topics.

I have endeavored to be in the public sector all my life and that has been my goal for nearly twenty years. I believe the time is right and coupled with my passion and professional education I would like to build and develop a career working for the state of Nevada

Sincerely,
Maxwell DiNatale

MAXWELL DINATALE



EMPLOYMENT HISTORY

Present: Area Sales Manager at Acima

- Hunt and develop new potential partners in the retail market
- Manage a large geographic territory with a diverse demographic and multiple vertical types.
- Ensure corporate partners as well as existing accounts are satisfied and performing to the best of their ability.
- Considering leaving to pursue a career more in line with my educational background

01/2021-07/01/2021: Territory Account Manager at Tessco Technologies

- Manage a growing base of 250+ clients across the country. Including utilities, nonprofits and local governments and their technology focused needs.
- Hit revenue and margin targets as well as assisting clients procure large scale technology-based inventory, such as utility towers, police mobile radio and cable for emergency services.
- Maintain strong working relationships with local government representatives, CEO's and Small Business Owners
- Stay ahead of Local, State and Federal communication regulations and explain them to clients.
- Manage supply chain logistics for largescale hardware delivery of major telecommunications projects

08/2019-07/2020: Small Business Development Representative at Paychex

- Manage a current client portfolio of over 300 active clients.
- Build lasting referral relationships with Certified Public Accountants, Business Bankers and Insurance Agents. • - Obtain unit and revenue sales quotas
- Actively network and engage with local, regional, and national business leaders
- Plan, Administer, and Evaluate Human Resources and payroll programs to non-profits, retail businesses and governmental agencies.
- Advise district management on trends and factors that influenced the Nevada area as a whole

11/2017 - 08/2019: Personal Banker KeyBank

- Manage and grow a book of business to drive sales goals resulting in superior client satisfaction and higher sales
- Cultivate spheres of influence with local business officials, Chamber of Commerce members and notable clients Regularly ensure and enforce federal regulation
- Tailor client banking products to their needs including loans, credit accounts, and FDIC investments Provide superior customer service as well as train new employees to do the same
- Assist in managing the teller and junior sales staff

05/2016 - 09/2018: Executive Director

- Recruited and then managed a staff in charge of running fundraisers, canvassing and outreach Effectively coordinated a field and marketing strategy
- Draft media releases and ensure all publications were timely and accurate
- Write and rehearse candidate speeches, and consult on image
- Organize and regularly engage large segments of the public in information and get out the vote campaigns Utilized networking and negotiation skills with local spheres of influence such as union leaders, religious leaders, and small business owners
- Held regular coaching meetings with under performing staff, as well as regular goal meetings with entire organization

10/2013 - Present: HR /PA Specialist United States Army Reserve

- Conducted training on various topics in classroom setting as well as on individual need basis on various relevant topics
- Maintaining the units medical, financial, and personnel files in a coherent manner and fixing deficiencies
- Conduct regular public affairs updates with command team
- Create public memos and stories to be used in a public affairs environment
- Performed technical review of employee evaluations ensuring accuracy and applicability to regulations
- Lead large and small teams in educational and operational roles as well as give progress and disciplinary action recommendations

EDUCATION HISTORY

01/2021-Present: University of Nevada Reno, Masters Degree in Public Administration

- In progress

12/2018 University at Buffalo Political Science and Government, Other, Bachelor's Degree

- Courses included Management Principles, Public Relations, and Communication tactics.
- Major GPA over 3.0

06/2016 Genesee Community College General Studies, Associate Degree

- Vice President of the College
- Vice president of History Club
- SUNY Student government delegate

VOLUNTEER & NON-PROFIT

Chief Political Officer for Third Estate Ventures in Buffalo NY
2017-2019.

Public Affairs Advisor: FreeMason Lodge in Buffalo, NY, 2018

Zoning Board Alternate member, Kenmore NY, 2017

Agenda Item 4 (a) (3):
Conrad Frederickson



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: Frederickson Conrad M Date: 11/23/21
Last First M.I.
 Address: [Redacted] [Redacted] [Redacted]
Street Address Apartment/Unit #
 Phone: [Redacted] E-mail Address: [Redacted]
City State ZIP Code
 Date Available: 2 wks after job offer Social Security No.: [Redacted] Desired Salary: \$ 110K

Position Applied for: **Full-time Executive Director**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO
 Have you ever worked for this company? YES NO If yes, when?
 Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate College/University: UNR Address: Acero, NV
 From: 1986 To: 1990 Did you graduate? YES NO Degree: BS, Business/Marketing
 Law School/College: Address:
 From: To: Did you graduate? YES NO Degree:
 Other: WGV Address: SLE, Utah - Online
 From: 6/21 To: 12/22 Did you graduate? YES NO Degree: MBA

Professional Licenses (Use additional pages if needed)

Please list all states where you have been issued any professional license and license information:

State: Nevada Real Estate License Number: ?
 Issue Date: ? License Status (Active, Inactive, etc.): Expired years ago Is the license in good standing: Yes or No No info online
 State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No

Employment History (Use additional pages if needed)

Company: State of Nevada - NNAAMHS Phone: (775) 688-2011
 Address: 490 Galletti Way, Bldg. 25 Supervisor: Mary Pagano
 Job Title: Admin Asst.

Responsibilities: *See resume*

From: *6/19* To: *Present*

Reason for Leaving: *N/A*

May we contact your previous supervisor for a reference?

YES

NO

Company: *Infosys / Microsoft*

Phone: *(775) 223-0548*

Address:

Supervisor: *Tony Hornsby*

Job Title: *Transaction Specialist / Senior Process Innovation Associate*

Responsibilities: *See resume*

From: *5/17* To: *6/19*

Reason for Leaving: *State job*

May we contact your previous supervisor for a reference?

YES

NO

Company: *See resume for additional job history* Phone: ()

Address:

Supervisor:

Job Title:

Responsibilities:

From:

To:

Reason for Leaving:

May we contact your previous supervisor for a reference?

YES

NO

Military Service

Branch: *N/A*

From:

To:

Rank at Discharge:

Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: *[Handwritten Signature]*

Date: *11/23/21*

October 15, 2021

Dear Dr. Lee,

I am writing you regarding the Executive Director position for the State of Nevada Board of Dental Examiners. My background in the public sector includes over 17 years of experience working for State of Nevada, with over 11 years of experience working for state licensing boards. While working for state licensing boards I handled consumer complaints and managed the databases for all licensees, as well as oversaw the licensing renewal process annually. I made travel and room arrangements for board meetings and legal hearings, helped write meeting agendas, and wrote minutes for board meetings, legal hearings, and made sure the Open Meeting Law was followed when posting information about meetings.

I have three and a half years of management experience with the State of Nevada Housing Division as the Deputy Administrator. In my capacity as Deputy Administrator, I managed the southern Nevada office located in Las Vegas and was overseeing three programs (Single Family Housing, Multi-Family Housing, and Weatherization), a staff of 12 full time state employees and three full time contract employees. I also reviewed budgets for approval as well as completing and approving employee performance evaluations. In my position as Deputy Administrator, I had to regularly coordinate, plan, and communicate with other state agencies, and federal, county and city officials.

In addition to my leadership experience as the Deputy Administrator for the State of Nevada Housing Division, I completed the Certified Public Manager (CPM) program with the State of Nevada. My CPM program covered training in the following areas: Personal and Organizational Integrity, Managing Work, Leading People, Developing Self, Systemic Integration, Public Service Focus, and Change Leadership. I also have a BS degree in Business Administration from UNR. I am currently working on my MBA at Western Governor's University.

In my positions working for the State of Nevada I demonstrated a proven ability to lead and work well with others. I believe my leadership experience at the Nevada Housing Division, my CPM training, and my experience working with state licensing boards makes me a strong candidate for this position.

If you have any questions or require any additional information, please feel free to contact me at [REDACTED] or at [REDACTED]. Thank you for your time and your consideration.

Sincerely,

Conrad Frederickson

CONRAD FREDERICKSON<https://www.linkedin.com/in/conradfrederickson>**PROFILE**

Detail-oriented professional with a diverse background including government agencies, non- profit organizations, career services and sales. Adapts easily to fast-paced, high-stress situations requiring attention to detail and follow-through. Outstanding and dedicated team player with strong analytical and problem-solving skills with a strong work ethic that approaches each project with a personal commitment to excellence. Capably handles competing demands for time and attention while maintaining a positive and approachable demeanor. Articulate communicator with solid interpersonal skills across all levels and backgrounds. Effective contract negotiator.

STRENGTHS / QUALIFICATIONS

- Managed and supervised personnel while working as the Deputy Administrator for the State of Nevada Housing Division.
- Oversaw set up of State of Nevada Hardest Hit Fund office in Las Vegas for the State of Nevada. Housing Division including purchasing of all office equipment and supplies and staying within required budget parameters. This office was set up to help Nevada homeowners dealing with foreclosure.
- Developed and implemented a comprehensive statewide outreach program to develop business relationships with realtors, loan officers, and mortgage bankers.
- Updated policy and procedure manuals.
- Reviewed and signed off on budgets and payroll.
- Assisted in the set up and maintenance of a comprehensive alpha numeric filing system containing thousands of files for all licensing categories and complaints.
- Managed multiple databases for each licensing category licensed by the State of Nevada Board of Veterinary Medical Examiners.
- Handled responses to inquiries from elected officials, the media, and the public about agency-related matters, including, but not limited to questions regarding NRS and NAC.

EXPERIENCE**STATE OF NEVADA DEPARTMENT OF HEALTH AND HUMAN SERVICES** – Sparks, NV, June 2019 – Present

- Division of Public and Behavioral Health/NNAMHS – Administrative Assistant – Assist the Hospital Administration. Tasks include setting up interviews, checking references in the hiring process for Nurses and Medical Health Technicians at the Dini Townsend Hospital. Taking minutes for numerous meetings. Update and manage Policies and Procedures database. Manage the Medical Clinic inside the hospital.

Arvato/Infosys (MICROSOFT) – Reno, NV, May 2017 to June 2019

- Selected by Arvato management to be part of the Microsoft Base Team working at the Microsoft office directly with Microsoft to develop software to improve their contract processing.
- Review Agreements & Orders to ensure all legal requirements are met & documentation is complete.
- Complete analysis and investigation of queries related to specific Microsoft Business Programs, Orders and Contracts. These queries are communicated via email.
- Ensure defined escalation process is adhered to for resolution of complex queries.
- Ensure that all data entered is compliant with the Sarbanes Oxley Act along with any other data privacy and quality controls.
- Responsible for keeping accurate records of business activities including detailed information on Agreements/Orders exceptions and queries, outstanding problems and executive approvals as outlined by Legal & Finance.
- Serve as a helpful point of contact for new hires regarding issues/training.

STATE OF NEVADA BOARD OF VETERINARY MEDICAL EXAMINERS – Reno, NV, March 2016-March 2017**Licensing Specialist**

- **See duties listed in previous employment with the same agency for summary.**

STATE OF NEVADA DIVISION OF WELFARE & SUPPORTIVE SERVICES - Las Vegas, NV, November 2013-February 2014***Employment and Training Specialist***

- Assessment of participants in the New Employees of Nevada (NEON) Program. Preparation of Personal Responsibility Plan for participants to assist them in finding employment, coordination of participant activities, processing and issuance of support services and assistance.

GRANT WRITER/RESEARCHER – January 2013-September 2013**Self Employed**

- Write and research grants for clients mostly in the areas of education and neighborhood clean-up projects.

VEGAS CAREER CONNECTION – Las Vegas, NV January 2011 – December 2012***Career Advisor***

- Provided career counseling and guidance to clients which include resume evaluations, interviewing skills, using the internet for job searching, cover letters and more.

STATE OF NEVADA HOUSING DIVISION - Las Vegas, NV 2007-2011***Deputy Administrator***

- Oversaw all staff for the southern Nevada office of the State of Nevada Housing Division comprised of three programs and twelve employees, as well as three full time contract employees.
- Worked as the liaison for the proposed merger of the Nevada Housing Division and the Nevada Manufactured Housing Division.
- Reviewed resumes and interviewed prospective new employees as part of interview panel for contract employees hired through the American Recovery and Reinvestment Act.
- Developed a plan to market information to realtors about the loans and CE classes the Nevada Housing Division offered.
- *Developed a plan to reach out to mortgage bankers* regarding our Nevada Bond program to assess their interest in becoming participating lenders.
- Wrote multiple grants for the State of Nevada Housing Division for foreclosure counseling funds.
- Responsible for internal audits *for HUD loans*.

COLDWELL BANKER-PLUMMER & ASSOCIATES - Reno, NV 2005-2007***Real Estate Agent***

- *Licensed Real Estate Agent in the State of Nevada* assisting people in the buying and selling of real estate in Northern Nevada.

CHIROPRACTIC PHYSICIANS' BOARD OF NEVADA - Reno, NV 2004***Assistant Executive Director***

- Assisted in creation of policy and procedures manuals; set-up and maintained comprehensive database of all licensees; wrote checks and oversaw payments to vendors and other accounts.

NEVADA STATE BOARD OF VETERINARY MEDICAL EXAMINERS - Reno, NV 1994-2004***Administrative Assistant to the Executive Director***

- Assisted in the arrangement of Board meetings and logistics; coordinated schedules, made travel arrangements, and handled correspondence.
- Resolved difficult situations with tact and diplomacy; handled heavy phone and person-to-person communications.
- Responsible for testing and licensing veterinarians and technicians as well as maintaining accurate legal records on licensees.
- Worked on special project to research topics relevant to current issues in the veterinary profession as well as regulatory agencies via the Internet and elsewhere.
- Assisted in writing the Nevada State Veterinary Jurisprudence Examination.
- Worked as Acting Executive Director for 4 months in 1995 prior to the hiring of the current Executive Director for the Veterinary Board.
- Provided information on licensure requirements to applicants and provided information to members of the public requesting information about issues relevant to the veterinary profession.

EDUCATION**UNIVERSITY OF NEVADA (UNR)** – Reno, NV

- B.S. in Business Administration, Major in Marketing, UNR, as well as MBA courses at UNR

WESTERN GOVERNOR'S UNIVERSITY (WGU)

- Masters in Business Administration, 07/21-anticipated graduation 12/22

State of Nevada CERTIFIED PUBLIC MANAGER (CPM) PROGRAM

- Curriculum consists of 300+ hours of professional training and structured learning activities that cover the following areas: Personal and Organizational Integrity, Managing Work, Leading People, Developing Self, Systemic Integration, Public Service Focus, and Change Leadership

Agenda Item 4 (a) (4):
Kimberly Grana, CMPE, RDCS

KIMBERLY GRANA, CMPE, RDCS

Las Vegas, NV | [REDACTED] | [REDACTED] | [LinkedIn](#)

MEDICAL & HEALTHCARE ADMINISTRATION | BUSINESS DEVELOPMENT | STRATEGIC HR PARTNER

Value-driven health care executive with verifiable success in creating and developing innovative strategies and quality control process improvements plans, resulting in revenue growth, service excellence, and market penetration. Proven competencies in improving organizational productivity through the development and implementation of strategies that foster operating synergies and performance gains. Acclaimed for agile and creative problem solving, with strong interpersonal communication skills and ability to build robust partnerships with stakeholders. Highly adept at promoting cultures focused on identifying emerging trends, analyzing patient needs, and building high performing teams.

CORE COMPETENCIES

Administrative Management | **Board Leadership** | Program, Product & Service Delivery | **Client Relations**
Financial Tax, Risk & Facilities Management | Human Resources | **Community & Public Relations**
 Strategic Planning | **Finance & Accounting** | Advertising & Marketing | **Billing & Cost Management**
 Patient & Physician Relations | **Patient Compliance** | Employee Onboarding & Training | **Negotiation Skills**

CAREER NARRATIVE

Chief Executive Officer

KG Medical Solutions | Las Vegas, NV

2/2015 – Present

Oversight of sales, operations, and finance functions for medical center operations across several Surgeon and Physician practices. Full P&L responsibility with annual budget oversight of \$10M. Innovative transformation through focused strategic deployment of marketing, budgeting, forecasting, and new business development plans, aligning staff for optimal business performance.

- Developed and expanded business through sales, marketing, and exceptional client services. Realized an increase in patient load from 60 patient visits to 200 patient visits per day, with a multi-prong marketing approach.
- Successfully licensed, built, and consulted with medical practices located in Nevada, California, and Arizona.
- Prescribed solutions that provided immediate business value for risk management, strategic marketing, statistical scheduling, treatment documentation, billing on evaluations, and patient education. Increased patient load from 350 visits to over 600 visits.
- Accelerated revenue and profit growth through the development and implementation of bottom-line strategies including the deployment of staffing enhancements, policy development, training, budgeting and forecasting, and maintaining high-level ethics with strict legal compliance.
- Architected plans to implement and integrate a computerized documentation program, developed employee handbooks, negotiated insurance contracts, and purchased medical equipment.
- Billing strategy and development for physician practices.

Practice Administrator

Advanced Heart & Vascular Specialists Multispecialty Group Practice | Las Vegas, NV

10/2003 – 6/2021

Appointed into position to drive the operational strategy. Lead a high performing team of 100 employees and 17 Health Care Providers with oversight of operating budget of \$10M. Collaborate with hospital staff, administrative leadership, and key departments to drive operational goals and objectives.

- Introduced capabilities to enable efficient customer relationship management systems, manage and execute over 2,400 new patient visits monthly with \$10M in annual revenue.
- Provide solid leadership to recruit, train, and retain employees, providing onboarding, compliance training, and manage the HR administrative duties, with 200% growth annually.
- Serve as the HIPAA Privacy Officer, in charge of regulatory compliance for the various agencies (FDA, Medicare, OSHA, HIPAA), creating and conducting required annual training for all employees.
- Boosted profit margin by 233% by infusing creative marketing campaigns to successfully attract new patients and achieve business goals across the organization.
- Developed standardized workflow processes to streamline front desk and back-office operations, including cash management, credentialing, billing, accounts receivable, and charges and collections.
- Serve as the Human Resources Administrator, managing recruitment, benefit administration, payroll, compensation, PTO, training, and policy administration.

Echocardiographer II

Dignity Health Hospitals | Las Vegas, NV

9/2001 – 2/2015

As a Registered Diagnostic Cardiac Sonographer in the Cardiology Department, performed exams on patients ensuring proper explanation to the patient, safe and clean equipment, and proper record and confidentiality of patient information and medical records. Prepared initial reports for Physician review.

- Strong knowledge and expertise in managed care terminology, laws and regulations, health care, safety practice and procedures, and patient rights.
- Received the Employee of the Month, Daisy Award.
- Prior to working in the Cardiology department, held positions in Admitting, Bed Control, Telemetry, and ICU Unit Secretary.

EDUCATION

Masters Business Administration, MBA

Columbia Southern University | Orange Beach, AL | 2023

Bachelor of Science, Business Administration & Management

Columbia Southern University | Orange Beach, AL | 2022

Associate of Applied Science (AAS), Diagnostic Medical Sonography

College of Southern Nevada | Las Vegas, NV

CERTIFICATIONS

Certified Medical Practice Executive (CMPE)

American College of Medical Practice Executives | ACMPE

Lean Six Sigma Certification, Yellow Belt

Medical Group Management Association | Las Vegas, NV

Nationally Registered Diagnostic Cardiac Sonographer, Adjust Echocardiography – RDCS, AE

American Registry for Diagnostic Medical Sonography | ARDMS

Masters Level HIPAA Certification

The Health Insurance Portability Accountability Act Group | HIPAA Group

SHRM Certification

University of Nevada Las Vegas | SHRM

COMMUNITY LEADERSHIP

President Elect & Board Member | Nevada Chapter of MGMA | Las Vegas, NV

Founding Board Member | Nevada Healthcare Foundation | Las Vegas, NV

Mentor | UNLV Healthcare Administration Master Students | Las Vegas, NV

Speaker | UNLV Human Resource Management Certification Program | Las Vegas, NV

PROFESSIONAL REFERENCES

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Agenda Item 4 (a) (5):
David R Hall, Esq



Nevada State Board of Dental Examiners

Employment Application

Deputy General Counsel Position – Applicant Information

Full Name: Hall David R Date: 10/1/21
Last First M.I.

Address: [REDACTED]
Street Address Apartment/Unit #
[REDACTED] [REDACTED]
City State ZIP Code

Phone: ([REDACTED]) [REDACTED] E-mail Address: [REDACTED]
 Date Available: 10/18/21 Social Security No.: [REDACTED] Desired Salary: \$ 105,000 - \$110,000

Position Applied for: Executive Director

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO
 Have you ever worked for this company? YES NO If yes, when?
 Have you ever been convicted of a felony? YES NO

If yes, explain:



Undergraduate
 College/University: University Of Kansas Address: 1450 Jayhawk Blvd., Lawrence, KS 66045
 From: 1992 To: 1994 Did you graduate? YES NO Degree: BA, English

Law
 School/College: University of Kansas, SOL Address: Green Hall, 1535 W. 15th St., Lawrence, KS 66045
 From: 1994 To: 1997 Did you graduate? YES NO Degree: JD

Other: University of Nevada, Reno Address: 1664 N. Virginia St., Reno, NV 89557
 From: 1990 To: 1992 Did you graduate? YES NO Degree:



Please list all states where you have been issued a law license and license information:

State: Nevada License Number: 6333
 Issue Date: October 1997 License Status (Active, Inactive, etc.): Active Is the license in good standing: Yes or No Yes

State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No

State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No



Company: Nevada Commission on Ethics

Phone: (775) 687-5469

Address: 704 W. Nye Ln., Suite 204 Carson City, NV 89703

Supervisor: No Supervisor

Job Title: Executive Director

Responsibilities: Agency Chief Administrator. Supervised staff, determined jurisdiction, conducted investigations and made recommendations to Commission. Managed budget, provided training to State employees, represented Commission of Governor's Cabinet, before the legislature and at other hearings and meetings.

From: April 2021 To: Present Reason for Leaving: Wish to relocate to Las Vegas

May we contact your previous supervisor for a reference? YES NO Had no supervisor. See Cover letter

Company: Nevada Division of Insurance

Phone: (775) 687-0700

Address: 1818 College Prkwy, Suite 103 Carson City, NV 89706

Supervisor: Amy Parks

Job Title: Insurance Counsel/Hearing Officer

Responsibilities: Advise various sections of Division, represent Division at Administrative Hearings and in District Court, serve as Hearing Officer on contested matters, regulation hearings and mergers.

From: 2009 To: 2021 Reason for Leaving: To accept new position at Commission on Ethics

May we contact your previous supervisor for a reference? YES NO Ms. Parks has retired; see cover letter

Company: Douglas County District Attorney, Civil Division

Phone: (775) 782-9800

Address: 1038 Buckeye Rd. Minden, NV 89423

Supervisor: Robert Morris

Job Title: Deputy District Attorney, Civil

Responsibilities: Advise various boards and commissions, draft regulations, represent county in District Court

From: 2007 To: 2008 Reason for Leaving: Lay-offs due to 2007/2008 recession

May we contact your previous supervisor for a reference? YES NO Mr. Morris retired in 2008; see cover letter

Military Service

Branch: N/A From: To:

Rank at Discharge: Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: /S/ DAVID R. HALL, ESQ Date: 10/1/21

DAVID R. HALL, ESQ.

October 1, 2021

NEVADA STATE BOARD OF DENTAL EXAMINERS
c/o Dr. David Lee, DMD
6010 S. Rainbow, Suite A-1
Las Vegas, NV 89118
Email: nsdbe@dental.nv.gov

Re: Executive Director Position

Dr. Lee:

Please accept this letter and the accompanying resume, references and application form for consideration for the position of Executive Director of the Nevada State Dental Board.

I have practiced law in the public sector since 1999, the last thirteen of which have been for the State of Nevada. As you can see on my resume and application, I have performed duties very similar duties with success as the Executive Director of the Nevada Commission on Ethics. I am well acquainted with Nevada's statutes and regulations, as well as regulatory and licensure issues and procedures. I would like to relocate to Las Vegas in order to be closer to family and I am confident that I would be a good fit as Executive Director for your Board.

I pride myself in my ability to work autonomously and to cooperate with coworkers. I have experience supervising a staff comprised of attorneys, investigators, administrative assistants and the like. I have proven that I am able to grasp the fundamentals of various practice areas and statutory schemes quickly and effectively.

You will note that on the attached application that I did not have a direct supervisor at the Commission on Ethics and that my last three direct supervisors – Amy Parks and Bob Morris – have both retired. If it is vital for you to speak with them, I will try to locate them and obtain their personal contact information and permission.

I would like to discuss this position and my qualifications therefore in greater detail. I can make myself available at your earliest convenience. Thank you for your attention to this matter.

Sincerely,

/S/ David R. Hall

DAVID R. HALL, ESQ

DAVID R. HALL, ESQ.

I have been a member of the Nevada Bar since 1997 and have represented clients in State and Federal Courts, administrative forums, arbitrations and negotiations. I have worked as a public attorney since 1999, at both the state and local levels. I have been trained as an Administrative Law Judge at the National Judicial College. Areas in which I have practiced include Insurance Law, §1983 Litigation, Employment Law, Education Law, Zoning Law, Nevada Ethics Law, and Defense Litigation.

EXPERIENCE

2021 - PRESENT

EXECUTIVE DIRECTOR, NEVADA COMMISSION ON ETHICS

Receive ethics complaints and conduct initial review to determine if jurisdiction exists. Upon order of jurisdiction, conduct and supervise investigation of allegations and present recommendation to review panel. Provide ethics training to state officers and employees, and community outreach. Accept and assign requests for advisory opinions. Act as chief administrator and supervise commission staff. Represent the Commission on Governor's cabinet and other administrative meetings. Act as Commission's public information officer and internet security officer. See NRS 281A.240.

2009 – 2021

INSURANCE COUNSEL/HEARING OFFICER, NEVADA DIVISION OF INSURANCE

Provided legal counsel to the Commissioner of Insurance and the sections within the Division of Insurance. Reviewed examinations, investigations and proposed administrative action and determined if violations of NRS Title 57 occurred and what action should be taken. Represented the Division in administrative hearings, negotiations, and District Court. Acted as primary hearing officer for contested cases, regulation workshops and hearings, meetings with self-insured employers, and mergers.

2007 – 2008

DEPUTY DISTRICT ATTORNEY, DOUGLAS COUNTY DISTRICT ATTORNEY

Provided legal counsel to the Board of County Commissioners, the County Manager and related entities, including: The Fire District, Human Relations Department, and the Board of Equalization. Monitored ongoing litigation files and maintained civil forfeiture caseload. Drafted and reviewed agreements, resolutions and ordinances.

2001 – 2007

ASSISTANT GENERAL COUNSEL, CLARK COUNTY SCHOOL DISTRICT

Promoted from Deputy Assistant General Counsel position. Provided legal counsel to school administrators, the Superintendent of Schools, and Board of Trustees members. Represented the country's fifth largest school district and its employees in litigated matters in all forums. Areas of practice included but were not limited to: Personal injury and civil rights litigation, employment/personnel law and litigation, school law and related areas of practice.

DAVID R. HALL, ESQ.

1999 – 2001

DEPUTY ASSISTANT GENERAL COUNSEL, CLARK COUNTY SCHOOL DISTRICT

1997 – 1999

ASSOCIATE ATTORNEY, ALBRIGHT, STODDARD, WARNICK & ALBRIGHT

EDUCATION

1994 - 1997

JURIS DOCTOR, UNIVERSITY OF KANSAS SCHOOL OF LAW, LAWRENCE, KANSAS

- Outstanding Oralist, School and Regional Moot Court Competitions;
- Outstanding Legal Brief, Regional Moot Court Competition;
- Appellate Advocacy Instructor;
- Criminal Procedure Law Review.

1992 - 1994

BACHELOR OF ARTS, ENGLISH, UNIVERSITY OF KANSAS, LAWRENCE, KANSAS

- Dean's List 1992-1994

Also attended Brigham Young University and the University of Nevada, Reno.

Attended Administrative Law Judge training at the National Judicial College

SKILLS

- Excellent verbal and written communication skills
- Excellent analytical skills
- Collaborate well with others
- Objective and impartial
- Quick learner
- Can work independently
- Creative

REPRESENTATIVE CASES

- *Cox v. Clark Cnty. Sch. Dist.*, 2007 WL316300 (D. Nev.)
- *Sanchez v. Clark Cnty. Sch. Dist.*, 2008 WL 11449321 (D. Nev.)

Agenda Item 4 (a) (6):
Pooja Kumar, Esq



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: Kumar Pooja Date: September 26, 2021
Last First M.I.

Address: [Redacted]
Street Address Apartment/Unit #
[Redacted]
City State ZIP Code

Phone: ([Redacted]) E-mail Address [Redacted]

Date Available: 11/01/2021 Social Security No. [Redacted] Desired Salary: \$ 135,000-150,000/open

Position Applied for: ~~Full-time Deputy General Counsel~~ Executive Director

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO
 Have you ever worked for this company? YES NO If yes, when?
 Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate
 College/University: University of Nevada, Las Vegas Address: 4505 South Maryland Parkway, Las Vegas, Nevada
 From: January 2000 To: May 2005 Did you graduate? YES NO Degree: Bachelor of Science, Biological Sciences

Law
 School/College: Albany Law School Address: 80 New Scotland Avenue, Albany, New York 12208
 From: August 2007 To: May 2010 Did you graduate? YES NO Degree: Juris Doctorate

Other: Address:
 From: To: Did you graduate? YES NO Degree:

Law License

Please list all states where you have been issued a law license and license information:

State: Nevada License Number: 12988
 Issue Date: May 21, 2013 License Status (Active, Inactive, etc.): Active Is the license in good standing: Yes or No

State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No

State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No

Employment History

Company: Paternoster Law Group

Phone: (702) 654-1111

Address: 400 South 4th Street, Suite 300, Las Vegas, NV 89101 Supervisor: Glenn A. Paternoster, Esq.

Job Title: Associate Attorney

Responsibilities: Litigate personal injury cases and prepare for trial and arbitration; negotiate settlements for pre-litigation cases.

From: February 2019 To: present Reason for Leaving: Exploring new opportunities

May we contact your previous supervisor for a reference? YES NO

Company: Wright Finlay & Zak

Phone: (833) 229-0090

Address: 7785 West Sahara Avenue, Las Vegas, Nevada 89117 Supervisor: Matthew Carter, Esq.

Job Title: Associate Attorney

Responsibilities: Prepared consumer finance cases for trial.

From: October 2018 To: January 2019 Reason for Leaving: Received opportunity with private firm

May we contact your previous supervisor for a reference? YES NO

Company: Phillips Spallas & Angstadt

Phone: (702) 938-1510

Address: 504 South 9th Street, Las Vegas, NV 89101

Supervisor: Brenda Entzminger

Job Title: Associate Attorney

Responsibilities: Litigated personal injury cases on defense side; prepared for and attended trial and arbitration; negotiated settlements.

From: October 2015 To: October 2018 Reason for Leaving: Received opportunity with other firm

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: [none]

From:

To:

Rank at Discharge:

Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: /s/ Pooja Kumar

Date: September 26, 2021

Pooja Kumar, Esquire

September 26, 2021

Dr. David Lee
Employment Committee Chairman
Nevada State Board of Dental Examiners
6010 South Rainbow Boulevard, Suite A-1
Las Vegas, Nevada 89118

Re: Executive Director Position

Dear Dr. Lee:

Please allow this correspondence to acquaint you with my qualifications, experience, and intentions pertaining to the position of Executive Director with the Nevada State Board of Dental Examiners. Having practiced as an attorney in good standing in Nevada for the past nine and a half years, I am prepared for the challenge and opportunities that come with this coveted position. As shown through my prior roles, before law school, during my legal career, and thereafter, I not only possess the requisite abilities to perform this role, but also, I am willing and eager to do so.

I have spent my legal career exceling in various fields of civil law, and I am ready to apply this expertise to the Nevada Board of Dental Examiners. I have extensive knowledge of civil procedure and have proven with countless positive results that I excel at writing motions and other legal papers and briefs. I am ready to use my practical and organizational skills in a position such as that of Executive Director.

Additionally, I have gained exceptional experience and knowledge by my leadership roles. I served as Assistant Banking Center Manager for Bank of America, following my tenure as a Teller Manager. In these roles, I managed a team of up to seventeen employees in daily operations and in obtaining passing compliance and audit scores. Further, I was a member of the Executive Board of Albany Law School's Student Bar Association, the governing body for the student contingent. In my role as both Executive Treasurer of the Student Bar Association, and as President and Co-Founder of the South Asian Law Student Association, I worked on budgets, meetings, events, and other organizational needs.

I welcome the opportunity to discuss my qualifications for the position of Executive Director further with you. I am available at the telephone number and email address listed above, and I am willing to meet in person or virtually. I look forward to hearing from you soon.

Best,

/s/ Pooja Kumar

Pooja Kumar, Esq.

Pooja Kumar, Esquire

Admitted to practice law by the State Bar of Nevada; United States District Court, District of Nevada; and United States Court of Appeals, Ninth Circuit

EDUCATION

Albany Law School, Albany, NY – *Juris Doctor*, May 2010

- *Winner*, Donna Jo Morse Negotiations Competition, Spring 2010
- *Executive Treasurer*, Student Bar Association 2008-09
- Upper-level Writing Requirement: “Issues in Stem Cell Patentability”

University of Nevada, Las Vegas, Las Vegas, NV – *B.S., Biological Sciences (Integrative and Organismal)*, May 2005

- Undergraduate Teaching Assistant: Microbiology Laboratory, 2004-05
- Research Assistant: Systematic and Biogeography Laboratory, 2004-05

University of Nevada, Reno, Reno, NV – 1999-2000 (Dean’s List – each semester)

EXPERIENCE

Paternoster Law Group, Las Vegas, NV – *Associate Attorney*, February 2019 – present

- Civil litigation, ranging from arbitration to trial, in the area of general negligence.

Wright, Finlay & Zak, LLP, Las Vegas, NV – *Associate Attorney*, October 2018 – February 2019

- Civil litigation in the areas of consumer finance, real property, and mortgage security.

Phillips, Spallas & Angstadt, LLC, Las Vegas, NV – *Associate Attorney*, October 2015 – October 2018

- Civil defense litigation in the areas of premises liability and general negligence.

Law Offices of Adam S. Kutner, PC, Las Vegas, NV – *Managing Attorney*, April 2015 – July 2015

- Client management of high-profile cases for personal injury law firm.

Lincoln, Gustafson and Cercos, LLP, Las Vegas, NV – *Associate Attorney*, August 2014 – February 2015

- Insurance defense litigation of construction defect, personal injury, and general liability matters.

The K Group, Las Vegas, NV – *Owner, Attorney/Advisor*, May 2013 – December 2014

- Legal and non-legal services for private clients in intellectual property, real property, entertainment, and other law.

Kaplan, Inc., Las Vegas, NV – *Graduate Faculty*, October 2012 – October 2018

- Instruction for graduate school preparation courses, including GMAT, GRE, LSAT, SAT, and ACT.

Portfolio Recovery Associates, LLC, Las Vegas, NV – *Legal Collector*, October 2011 – April 2012

- Initiated and negotiated settlements for debt collection.

Iseman, Cunningham, Riester and Hyde, LLP, Albany, NY – *Document Reviewer*, September 2010 – November 2010

- Reviewed and categorized documents for corporate merger in response to federal civil investigative demand.

Center for Law and Innovation, Albany Law School, Albany, NY – *Research Assistant*, May 2009 – August 2009

- Researched and drafted memoranda on stem cell patentability; researched role of women in patent law.

Bank of America, Las Vegas, NV – *multiple positions*, 2002 – 2006

(*Team Bank of America Volunteer Network*: community service, televised events and donation drives, 2004-06)

(*Recipient: Credit Card Champion*, 2003; *Spirit Champion*, 2003)

Assistant Banking Center Manager, January – July 2006

- Managed operations of banking center and team of eleven employees, receiving passing bi-annual audit scores.

Teller Coordinator, 2005-06

- Managed operations of two banking centers and team of seventeen bank tellers; assisted in opening of new center.

Customer Service, 2004-05; *Teller*, 2002-04

University of Nevada, Las Vegas, Las Vegas, NV – *Founder*, “*College of Sciences Proctoring Program*,” 2004-05

- Founded and managed “*College of Sciences Proctoring Program*”; expanded program to the entire university.

Private Tutor (Introduction to Biology), 2003-05

ADDITIONAL EXPERIENCE/ACTIVITIES

- *Contestant/Bonus Round Contender*, “*Wheel of Fortune*,” Culver City, CA, December 2015
- *Pro Bono Attorney*, Las Vegas, NV, 2013-present (assisting variety of low-income clients privately and publicly)
- *Student Assistant*, Information Technology Services, Albany Law School, 2009-10
- *Private Instructor/Assistant Instructor*, West Coast Institute of Martial Arts, Las Vegas, NV, 2002-03
- *President/Co-Founder*, Albany Law School South Asian Law Student Association, May 2009-May 2010
- *President/Founder*, Albany Law School Knitting Circle, May 2009-May 2010
- Association of Pre-Health Professionals, University of Nevada, Las Vegas, 2001-05 – *President*, 2004-05 (Officer of the Year); *Treasurer*, 2003-04 (Officer of the Year); *Activities Coordinator*, 2002-03 (Member of the Year); Healthy Hearts Project (health aid in inner cities); Tutor, Health Science and Math Magnet Program at local high schools.
- Minority Science Student Program, University of Nevada, Las Vegas, 2002-05 – *Vice President*, 2004-05
- *First Degree Black Belt*, West Coast Institute of Martial Arts, 1999-2002 (“*Best Spirit*” Award)

Agenda Item 4 (a) (7):
Timothy Maloney

TIMOTHY MALONEY

Strong Operational Executive with determination and follow-through skills. Always known for his ability to build and contain profitable Organizations. A leader that meets set goals and objectives following strong Compliance standards as a Senior Executive.

PROFESSIONAL SKILLS AND ACCOMPLISHMENTS

VISION/FORESIGHT - Ability to see Business Development Opportunities.

- Analyze size and scope of cutting expenses to assure Profitability.
- Create reports providing long term affects to decision makers.
- Negotiate contracts for long term stability.

Results: Turned three Hospitals and two Medical Corporation's in Red to Black increasing profits.

ANALYZE - Analyze strengths within each Corporation.

- Develop and implement Medical/Employee Programs with construction of new space.
- Closely monitor Cash Flow, Monthly Financials, and A/R to manage effectively.
- Review contracts and partnership agreements to assure profitability.

Results: Strong Financial Management and Planning assured 100% success levels.

COORDINATE/ORGANIZE – Planned/Implemented 75 new Programs with build out space.

- Establish Professional Relationships to develop new Business for our Organization.
- Developed Employee Nursing Excellence Award Program providing recognition to staff.
- Negotiated 1st ever 7 year labor contract with 1199.
- Recruited Two Hundred Physicians to meet growing demand for New Medical Programs.
- Constructed 200 physician offices and build outs to assure proper flow and quality outcomes.

Rebuilt Five Large Health Care Corporations turning bottom lines into profits.

Results: New Programs and Projects created additional cash flow and Profitability.

DETERMINATION - Recruited Six Interventional Radiologist to save Corporation.

- Once obtained five new out-patients Radiology Contracts in 4 months.
- Re-negotiated 30 manage care contracts for stability and profitability.
- Inherited Hospital on JCAHO Probation/Improved to highest Federal Accreditation twice.
- Communication within Corporation Board provided unity and accountability.
- **Results:** Effort's Improved Corporation's Cash Flow and Bottom-line.
- **FOLLOW-THROUGH** - Developed strong relationships with Review source Organizations.
- Perseverant and creative with daily "Accounts Receivables Task Force Team" meetings.
- Inventive in maintaining "Employee Enrichment Program" yearly.
- Promote/Maintain "Compliance" issues within every level of our Organization.
- Ingenious in bringing new business opportunities to increase volume.

Results: Increased income by 30% for Corporation.

• **EDUCATION**

UNIVERSITY OF WISCONSIN

Masters of Arts and Sciences Degree-Healthcare Administration/Green Bay Campus

Bachelor of Science Degree- Food & Housing Administration

Fellow American College of Health Care Executives & Certified Compliance Professional

Harvard University Advanced Management Program – Health Policy

PROFESSIONAL EXPERIENCE

PHYSICIAN MANAGEMENT SOLUTIONS – FOUNDER/CEO 2011-PRESENT
 Assist Physicians with contracts, staffing, operational and financial issues to make better decisions and improve bottom line and increase income. Marketing Physicians medical expertise to grow practice and built new volume base with manage care and worker compensation contracts. Review compliance issues and yearly CPA financial audits.

SENIOR RESOURCE GROUP -EXECUTIVE DIRECTOR 2004-Feb 1, 2011
 Completed leading the SRG Park Lane in Monterey CA promoted again to fill up and train staff on the SRG way of doing business. Before the Park Lane I was leading the opening and start up at the New SRG Village at Northridge a 275 unit Community in Los Angeles. Prior I lead SRG Carlisle Naples, Florida to 100%. In starting with SRG in Sherman Oaks CA I took Community to 100% capacity. My duties include fill up Communities and lead with my outstanding “Genuine Hospitality” operational skills and maintain high Resident Satisfaction. All SRG Communities are Independent and Assisted Living Residents with Quality Physician Medical Clinic. SRG appreciated my strong Operational skills getting Communities up to 100% occupancy and very profitable! To assist my parents in living within my Communities I made the change from leading Hospitals and Medical Groups. I am RCFE Licensed.

ALTA HEALTHCARE CORPORATION 2002-2004
 CEO Hollywood Community Hospital/COO Los Angeles Community Hospital.
 Recruited from Phoenix to assist failing for-profit Hospital system by cutting 2 million in salary expense and decreased expenses by 35%. Implemented improved case management team to decrease length of stay and lower Medicaid Tars denials to 12% thus increasing profits. I improved Medical Services within the Hospital with recruitment of 10 new physicians. I constructed and opened a 24-7 Urgent Care and Surgical Programs to meet the Medical needs of the Hollywood Community. Part of my two year agreement was to get all facilities in compliance with state codes.

Clinical Diagnostic Radiology & Nuclear Medicine LTD CEO 1998-2002
 Phoenix, Arizona (Largest in State of Arizona)
 Recruited from Las Vegas to strengthen failing Diagnostic Corporation with 40 physicians where four Interventional Radiologists walked out overnight. Signed new Imaging contracts gaining five Hospitals and four diagnostic imaging centers. Turned Accounts receivable around with increased coding and developed plan for improved Cash Flow. Headed teleradiology system team to stream line productivity and raise profitability. Created a digital film storage company to lower overhead and increase profitability 75%.

Desert Radiologist & Nevada Radiation/Oncology Centers CEO 1995-1998
 (Largest Radiology/Radiation Therapy Corporation in state of Nevada) Las Vegas, Nevada
 Corporation Recruited me to turn around company in financial crisis within one year physician shareholders salaries increased \$100,000 through reorganization. Implemented teleradiology system thereby improving patient care results more quickly thus increasing physician productivity. After 3 years net Revenues were 300% higher increasing Physician salaries from \$280,000 to \$620,000. With strong base set today CDR Physicians make \$725,000 to One Million plus a year.

Maui Memorial Hospital - Maui Hawaii CEO 1990- 1995
 Recruited to take over ailing Hospital on JCAHO probation in the red with no plan of action. Constructed Management Team and developed long range plan to re-organize hospital from top to bottom. Within two years Hospital was cash flowing well and made a profit. During the next JCAHO inspection Hospital received highest accreditation for the next three years. The community responded with praise for all the new medical programs developed and constructed from the Heart Center, Cancer Center, Surgery Center, New OB Center, Senior Care Center, MRI Center and opening new expansive Psychiatric Center.

Agenda Item 4 (a) (8):
Steven D McDonald, Esq, MBA



Nevada State Board of Dental Examiners

Employment Application

Deputy General Counsel Position – Applicant Information

Full Name: MCDONALD STEVEN D Date: 9/28/21
Last First M.I.

Address: [REDACTED]
Street Address Apartment/Unit #
[REDACTED] [REDACTED]
City State ZIP Code

Phone: [REDACTED] E-mail Address: [REDACTED]

Date Available: IMMEDIATELY Social Security No.: [REDACTED] Desired Salary: \$125,000

Position Applied for: **Full-time Deputy General Counsel**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when?

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate College/University: UNLV Address: 4505 S. Maryland Pkwy, LV, NV. 89154

From: 1983 To: 1987 Did you graduate? YES NO Degree: BA

Law School/College: William S. Boyd School of Law Address: 4505 S. Maryland Pkwy, LV, NV. 89154

From: 1998 To: 2001 Did you graduate? YES NO Degree: JD

Other: NATIONAL UNIVERSITY Address:

From: 1990 To: 1992 Did you graduate? YES NO Degree: MBA

Law License

Please list all states where you have been issued a law license and license information:

State: U S VIRGIN ISLANDS License Number: 1123

Issue Date: 2009 License Status (Active, Inactive, etc.): ACTIVE Is the license in good standing: Yes or No

State: NEVADA License Number: 11497

Issue Date: 2009 License Status (Active, Inactive, etc.): INACTIVE Is the license in good standing: Yes or No

State: License Number:

Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No

Employment History

Company: Hooks Meng & Clement

Phone: (702) 766-4672

Address: 2820 W. CHESTER BLVD, C-23, LV, NV. 89102

Supervisor: DARTON HOOKS

Job Title: Firm Administration / Hearing Advocate

Responsibilities: Law Firm operations including HR, payroll, IT, facilities, marketing, finance

From: 03/01/2018 To: Present Reason for Leaving:

May we contact your previous supervisor for a reference? YES NO

Company: DETR, Rehabilitation Division

Phone: (702) 486-0350

Address: 2800 E. ST. LOUIS AVE., LV, NV. 89104

Supervisor: SHERRY HENDREN

Job Title: Deputy Administrator

Responsibilities: Overall operations supervisor for 300 personnel including budget, facilities, IT, finance

From: 08/2016 To: 12/2017 Reason for Leaving: opportunity

May we contact your previous supervisor for a reference? YES NO

Company: ALVERN TAYLOR MONTAGNAN & SANDERS

Phone: (702) 384-7000

Address: 6605 GRAND MONTECITO PKWY, LV, NV. 89149

Supervisor: DARTON HOOKS

Job Title: Hearing Advocate

Responsibilities: Drafting legal briefs and representing clients

From: 08/2014 To: 08/2016 Reason for Leaving: to go back to work for State of Nevada

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: N/A

From: To:

Rank at Discharge: Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: Steve A. McDonald

Date: 9/28/21

October 2, 2021

VIA EMAIL: nsbde@dental.nv.gov

Nevada State Board of Dental Examiners
C/O Dr. David Lee (Employment Committee Chairman)
6010 S Rainbow Blvd Ste A-1
Las Vegas, NV 89118
Fax: (702) 486-7046
Email: nsbde@dental.nv.gov

Re: Executive Director

Chairman Dr. Lee:

Please find enclosed a copy of my resume' for consideration for the position of Executive Director.

As demonstrated by my resume', I already have an tremendous amount of experience working for Nevada's citizens. I have experience in regulatory compliance and consumer protection as an auditor/supervisor over an audit/compliance division, executive management of government regulatory agencies, conducting administrative hearings as a hearing officer, leading regulations workshops, testifying before the Nevada Legislature, its session subcommittees, and interim finance committee, and Board of Examiners related to changes in government programs and related out of session financial requests, reviewing, interpreting, tracking and enforcing Nevada Revised Statutes and administrative code regulations, preparation and supporting budget requests, and measuring key performance indicators.

Additionally, I have had the tremendous honor of serving the State of Nevada as an agency head and program administrator by bipartisan gubernatorial appointments as a former deputy state treasurer over unclaimed property, a Department of Business and Industry (B & I) unclaimed property administrator, as the Assistant Administrator of the Division of Industrial Relations (DIR), and Deputy Administrator of Department of Employment, Training and Rehabilitation (DETR), Rehabilitation Division.

Importantly, I have experience as an agency head for the B & I and have been formally trained as a hearing office by the Nevada Attorney General's Office, and conducted several administrative hearings on behalf of the Department of Business & Industry's agencies. Specifically, I conducted administrative hearings involving DIR's workers' compensation section, Manufactured Housing division, Real Estate division, and the Labor Commissioner. I conducted these hearings while also serving in the appointed positions as a B & I administrator, DIR assistant administrator, and deputy state treasurer. I was also a Hearing Officer within DETR conducting Social Security administrative appeal hearings involving medical disability determinations concerning

SSI and SSDI and the claimant's dispute with the federal government over such benefits and adjudging these disputes and making decisions and orders.

Further, as deputy treasurer/unclaimed property, I was responsible for the complete re-write, revision, and testifying before the 2001 Legislature of NRS 120A in which had not been done since 1981 when the Act was adopted by Nevada. These modifications changed the dormancy periods for holding property and incorporated the changes in caselaw over the past twenty (20) years at that time. As an assistant/deputy administrator, I was completely involved in and responsible for the development and oversight of all agency operations, day to day activities, and overall budget including personnel, equipment, purchasing, revenues/expenditures and proposed bill drafts. Also, I provided testimony in support of related program objectives, goals, performance indicators, and the overhaul, replacement, and amendments to agency statutes and regulations.

Prior to those government positions, I was chief operating officer, an auditor, budget and management analyst, licensing chief and department director. Over the last twenty plus (20) years, I have worked in the legal field including for a federal judge, two (2) state court judges, and in the private sector as an associate/directing attorney at a family law firm and general practice law firm, as a legal aid attorney and pro bono coordinator at a federal legal aid law firm representing low-income individuals, and a corporate defense firm for workers' compensation insurance defense, subrogation and OSHA defense.

As the chief operating officer for Nevada Business Services (NBS), a federally funded employment training program, I was fundamentally and primarily responsible for assisting the executive director in the overall administration and supervision of individual program managers in developing and meeting state and federal mandates, meeting with federal government officials and requesting federal funding, budgeting and accounting there, audits, and implementation of adult and youth development and employment programs for participants.

I have the experience of working in public and private sectors in various executive management positions while collaborating with multiple stakeholders, professional staff and support staff in achieving state agency goals and outcomes. I firmly believe that the combination of my past in the State Treasurer's Office and two of Nevada's largest state departments, my legal experience, and my financial and auditing background has provided me with the knowledge to assist you in managing this important state function to protecting the dentistry practice and citizens of Nevada. Similarly, my educational and professional background of a law degree and an MBA, along with practical knowledge and work experience will serve the citizens of the State well.

Thank you for your time and consideration.

Best regards,
Steven D. McDonald, Esq., MBA

Steven D. McDonald, Esquire, MBA



OBJECTIVE:

To obtain an executive management position utilizing my skills in leadership, work experience and education in the areas of program administration/management, legal/regulatory compliance, finance, procurement, accounting/auditing, management information systems, human resources, policy management and staff supervision while providing the opportunity for critical challenges and continuing professional growth development.

PROFESSIONAL LICENSE/ EDUCATION:

United States Virgin Islands Bar	Licensed as Attorney and Counselor-at-Law in Local and Federal Courts, and the U.S. Third Circuit Court of Appeals
United States Tax Court Bar	Licensed as Attorney
U.S. Department of Veterans' Affairs	Accreditation as Veterans' Attorney
State Bar of Nevada	Inactive attorney member, SCR 72.1 (former federal Legal Aid Attorney)
Nevada Workers' Compensation	Licensed as Hearing Advocate under Nevada Industrial Insurance Act
William S. Boyd School of Law, UNLV	Juris Doctorate (2001), inaugural charter class, two term Vice President
National University, San Diego	Master of Business Administration (1992), with major coursework in Executive Computer Management
University of Nevada, Las Vegas	Bachelor of Arts in Criminal Justice (1987), Minor – Sociology; along with major coursework in Accounting

WORK EXPERIENCE:

Firm Administrator/Hearings Advocate, Hooks Meng & Clement PLLC
March 2018 – Present

As the Firm Administrator, I am the primary contact for client complaints and billing disputes, client payment plans, oversee my assigned cases, assist and advise other attorneys in client meetings and related communications, and assist other attorneys in case strategy, civil procedure, and problem solving.

Further, additional duties include holding monthly meetings with administrative to review operations issues, review weekly collections and billable hour reports and ensure any problems are corrected, assist and advise Managing Partners in evaluation of staff, hiring and termination of employees, assist and advise regarding any new equipment acquisitions, in determining and making changes to marketing, practice areas, etc., receive payments when billing clerk is unavailable, conduct daily case meetings with attorneys and law clerks, field questions on legal issues and case strategy, human resource management including benefits, OSHA related safety issues, oversee payroll, accounts receivables and accounts payable decisions, and make deposits, authorize, and sign checks.

As a Hearings Advocate, I am responsible for case analysis and case management, legal strategy, and civil procedure, problem solving related to client communications and outside counsel, conducting legal and factual investigative research, drafting, and review of legal documents including pleadings, motions, oppositions, and replies to oppositions, discovery including depositions, subpoenas, interrogatories, admissions, and requests for production, prehearing briefs, and production of documents exhibit compilation for administrative workers' compensation cases and civil district court subrogation matters. I am also responsible for preparation of seminar workers' compensation lecture materials conducted by the Partners.

Also, I make administrative court appearances on behalf of employers, insurers, and third party administrators before the State of Nevada, Department of Administration, Hearings Division, and Board for Administration of Subsequent Injury Account for Self-Insured Employers, and the Board for Administration of Subsequent Injury Account for Associations of Self-Insured Public or Private Employers.

Deputy Administrator of Operations - Nevada Rehabilitation Division, DETR

February 2017 – December 2017

As the Deputy Administrator of Operations, I am responsible for the statewide planning, organizing, coordinating and management of program support functions for major organizational components of Rehabilitation Division within the Nevada Department of Employment, Training and Rehabilitation (DETR), and oversee the management of programs to ensure the timely, accurate, consistent, and effective delivery of services to clients through local offices and regional centers.

My responsibilities are to plan, organize, coordinate and manage program support for the Bureau of Vocational Rehabilitation (BVR), the Bureau of Services to the Blind and Visually Impaired (BSBVI), the Blind Business Enterprise of Nevada (BEN) program, the Bureau of Disability Adjudication (BDA), and the Nevada State Rehabilitation Council (NSRC). Program support for which this position oversees and administers includes fiscal/budgeting, fiscal grants management, internal controls, policies and procedures, data collection and integrity, compliance reporting, procurement, inventory, contracting, partner provider agreement processes, and accounting.

My primary responsibility is for the Division's seven (7) operating budget accounts over \$101.8 million dollars and about 278 FTEs in a two year biennium, including creating, revising, and augmenting budget work programs, testifying before the Nevada Legislature along with legislative subcommittees and budget hearings, Interim Finance Committee hearings, and before the Nevada Board of Examiner meetings. This position ensures grant compliance and administers the Division's grants, working closely with DETR's Financial Management Office.

Also, this position ensures timely and effective administrative service delivery to all Division programs, and is responsible for data and reporting, in compliance with state and federal law and reporting requirements. I draft potential legislation, fiscal notes, regulatory text, and policies and operational procedures on behalf of the Division. Along with directly managing and supervising statewide Division administrative operations consisting of professional and para-professional staff, I also am directly responsible for the BEN disability program.

Disability Hearings Officer, Nevada Bureau of Disability Adjudication, Rehabilitation Division, DETR

August 2016 – February 2017

As a Hearing Officer, I am responsible for conducting hearings, review, and make determinations on appealed claims regarding the establishment, denial, continuation or cessation of disability benefits under Title II and Title XVI of the Social Security Act based upon the claimant and other witness testimony, medical and collateral documentary evidence, work, personal, and educational history, and claimant's residual functional capacity and other limitations which may impact the claimant's ability to engage in substantial gainful activity. Also, I issue, draft, and sign disability hearing officer decisions including analysis of evidence and findings of fact, medical improvement review, and conclusions as to these determinations regarding disability benefits under Title II and Title XVI of the Social Security Act. In addition, I may conduct quality review, training, medical relations and assist in processing claims including initials, continuing disability reviews, reconsiderations, redeterminations, and prehearings.

Hearings Advocate, Alverson Taylor Mortensen & Sanders

September 2014 – August 2016

As a Hearings Advocate, I am responsible for case analysis and case management, legal strategy, and civil procedure, problem solving related to client communications and outside counsel, conducting legal and factual investigative research, drafting, and review of legal documents including pleadings, motions, oppositions, and replies to oppositions, discovery including depositions, subpoenas, interrogatories, admissions, and requests for production, prehearing briefs, and production of documents exhibit compilation for administrative workers' compensation cases and civil subrogation matters. I am also responsible for preparation of seminar workers' compensation lecture materials conducted by the managing partner.

Further, I make administrative court appearances on behalf of employers, insurers, and third party administrators before the State of Nevada Hearings Division, and Board for Administration of Subsequent Injury Account for Self-Insured Employers, and the Board for Administration of Subsequent Injury Account for Associations of Self-Insured Public or Private Employers.

Associate Attorney/ Hearings Advocate/ Supervisor, Floyd, Skeren & Kelly, LLP

July 2012 – September 2014

As an Associate, I am responsible for case analysis and case management, legal strategy, and civil procedure, problem solving related to client communications and outside counsel, conducting legal and factual investigative research, drafting, and review of legal documents including pleadings, motions, oppositions, and replies to oppositions, discovery including depositions, subpoenas, interrogatories, admissions, and requests for production, prehearing briefs, and production of documents exhibit compilation for administrative workers' compensation cases and civil subrogation matters. I am also responsible for preparation of all seminar workers' compensation lecture materials conducted by the managing attorney.

Further, as Hearings Advocate, I make administrative court appearances on behalf of employers, insurers, and third party administrators before the State of Nevada Hearings Division, and Board for Administration of Subsequent Injury Account for Self-Insured Employers, and the Board for Administration of Subsequent Injury Account for Associations of Self-Insured Public or Private Employers.

Also, as Supervisor, I supervise and oversee assignments and distribution of work to office clerical staff, training of office clerical staff, participate in review, management and evaluation of office clerical staff, and prepare and manage client budgets, compliance with client handling instructions, and resolution of client billing issues.

Judicial Law Clerk to the Honorable Jennifer Elliott, Department L, Nevada 8th Judicial District

November 2011- July 2012

As the Judicial Law Clerk, my responsibilities include all facets of the family court from legal research to calendaring evidentiary hearings to legal review of court orders. I perform the following tasks on a daily basis in family law: conduct legal research, write legal briefs, review filed legal complaints, motions, and ex- parte applications for orders shortening time, emergency child pickup orders, petitions for termination of parental rights, annulments, separations orders, foreign judgments, child custody, child support, and spousal support/alimony. Further, I am responsible for the family court judges' mediation program regarding financial issues in coordination with UNLV William S. Boyd School of Law. Additional duties include review of dividing community assets and community debt, divorce joint petitions, divorce summary dispositions, publications for service of process, name change orders, adoptions, decrees, temporary protective orders, telephone inquiries from pro per and pro se litigants, and attorneys, Nevada Supreme Court remanded appeals, hearing prove ups, evidentiary hearings, non-jury trials, reviewing lawyer briefs and pleadings, drafting findings of facts and conclusion of law, subject matter and personal jurisdiction issues, and Uniform Child Custody Jurisdiction and Enforcement Act.

Associate Attorney/ Hearings Advocate, Floyd, Skeren & Kelly, LLP

June 2010 – August 2011

As an Associate, I am responsible for case analysis, legal strategy, and civil procedure, problem solving related to client communications, conducting legal and factual investigative research, drafting, and review of legal documents including pleadings, motions, oppositions, and replies to oppositions, discovery including depositions, subpoenas, interrogatories, admissions, and requests for production, prehearing briefs, and production of documents exhibit compilation for administrative workers' compensation cases and civil subrogation matters. I am also responsible for preparation of all seminar workers' compensation lecture materials conducted by the managing attorney.

Further, as Hearings Advocate, I make administrative court appearances on behalf of employers, insurers, and third party administrators before the State of Nevada Hearings Division, and Board for Administration of Subsequent Injury Account for Self-Insured Employers, and the Board for Administration of Subsequent Injury Account for Associations of Self-Insured Public or Private Employers.

Pro Bono Coordinator/Attorney, Nevada Legal Services, Inc.

May 2009 – June 2010

Nevada Legal Services (NLS) is a statewide, nonprofit legal services law firm funded mainly by the federal Legal Services Corporation created by the U.S. Congress to provide civil legal services to low income individuals. Under general supervision of the Executive Director, my various duties include overseeing of all facets of cases accepted into the statewide pro bono program for referral to private attorneys and judicare panels including financial and programmatic compliance with applicable grant programs. I maintain, coordinate, and schedule CLE training as a recruitment tool for private attorney involvement.

I maintain positive and professional relations with the local bars throughout the state for recruitment, reward, and recognition of bar members for the NLS pro bono program. I represent NLS in interactions and coordination with other state and national pro bono organizations, working groups or committees, and federal compliance audits related to private attorney involvement. Also, carry a limited caseload representing clients related to tax or other substantive issues. Further, I am responsible for special projects as assigned including the inaugural annual Champions of Justice luncheon and special subcommittee assignments under the Supreme Court of Nevada's Access to Justice Commission on behalf of NLS.

Director of Operations, McFarling Law Group

May 2006 – March 2009

McFarling Law Group is a full service law firm specializing in family, civil litigation, real estate, immigration, entertainment law, business transactions, and minor criminal defense. As the Director of Operations, I reported directly to the Managing Partner/Owner and oversaw all staff in her absence. In the Managing Partner's absence, I was the primary contact for client complaints and billing disputes, approve all client payment plans, approve any reduced retainers or deferred payments, oversee my assigned cases, assist and advise other attorneys in client meetings and related communications, and assist legal staff and attorneys in case strategy, civil procedure, and problem solving.

In Managing Partner's absence, further duties include holding monthly meetings with all billable staff to review billable hours, review weekly collections and billable hour reports and ensure any problems are corrected, assist and advise Managing Partner in evaluation of staff and raises, hiring and termination of employees, assist and advise Managing Partner in any new equipment acquisitions, in determining and making changes to marketing, practice areas, etc., receive payments when office administrator and executive assistant are unavailable, conduct weekly case meetings with attorneys and law clerks, field questions on legal issues and case strategy on behalf of Managing Partner, conduct monthly entire office staff meetings, oversee accounts receivables and accounts payable decisions in Managing Partner's absence, and make deposits, authorize, and sign checks when office administrator is unavailable.

Prior to assuming the Director of Operations position, as Case Manager, from May 2006 to October 2008, my responsibilities included overseeing all facets of cases to resolution, I assisted the Managing Partner and other attorneys in case analysis, legal strategy, court appearances and procedures, actual problem solving related to client communications, conducting legal and factual research, drafting, and review of legal documents including pleadings, motions, discovery including depositions, subpoenas, interrogatories, admissions, and requests for production, trial briefs, exhibit compilation, conducting intakes of potential clients, managing office staff operations, and administrative tasks assigned.

Partner, Land Use and Licensing LLC dba Business Made Easy Consulting

November 2005 – March 2006

Business Made Easy Consulting is a management and compliance services consulting firm specializing in analyses of organizational structures, management policies, operations, market analyses, and federal, state, and local compliance reporting and regulation in the setup of or the enhancement of existing businesses.

Judicial Law Clerk to the Honorable Cynthia Dianne Steel, Department G, Nevada 8th Judicial District

July 2004- December 2005

As the Judicial Law Clerk, my responsibilities include all facets of the family court from legal research to calendaring evidentiary hearings to legal review of court orders. I perform the following tasks on a daily basis in family law: conduct legal research, write legal briefs, review filed legal complaints, motions, and ex- parte

applications for orders shortening time, emergency child pickup orders, petitions for termination of parental rights, annulments, separations orders, foreign judgments, child custody, child support, and spousal support/alimony.

Additional duties include review of dividing community assets and community debt, divorce joint petitions, divorce summary dispositions, publications for service of process, name change orders, adoptions, decrees, temporary protective orders, telephone inquiries from pro per and pro se litigants, and attorneys, Nevada Supreme Court remanded appeals, hearing prove ups, evidentiary hearings, non-jury trials, reviewing lawyer briefs and pleadings, drafting findings of facts and conclusion of law, subject matter and personal jurisdiction issues, and Uniform Child Custody Jurisdiction and Enforcement Act.

Deputy State Treasurer, State of Nevada, Office of the State Treasurer

July 1999-October 2003

In July 1999, I was reappointed by Governor Kenny Guinn and reassumed the duties of Administrator of the Unclaimed Property Division within the Nevada Department of Business and Industry due to a vacancy in that position, while continuing to perform the duties and responsibilities as the Assistant Administrator of the Division of Industrial Relations, Nevada Department of Business and Industry.

In July 2001, the Unclaimed Property agency was merged into the Nevada State Treasurer's Office as I became Deputy State Treasurer, Nevada Unclaimed Property created under Nevada Revised Statutes 120A. My responsibilities were to assist the Nevada State Treasurer in the implementation, compliance enforcement, and supervision of all statewide agency operations including a two-year budget of \$10.2 million and gross receipts of \$50 million. Also, I am responsible for the accounting of approximately \$200 million in unclaimed property received since 1980.

Assistant Administrator, State of Nevada, Department of Business and Industry, Division of Industrial Relations

November 1997-December 1999

As the Assistant Administrator of the Division of Industrial Relations, Nevada Department of Business & Industry, I assisted the Administrator in the management of five statewide programmatic sections with approximately 200 personnel directed to promote the health and safety of *all* workers within the State, and to ensure that *injured* workers receive all benefits to which they are entitled to in compliance with Nevada Revised Statutes (NRS) Chapters 512, 616, 617, and 618, and enforcement of applicable federal statutes and regulations.

This state agency regulates Nevada's worker's compensation program to assure compliance with the mandatory coverage provisions required by the Nevada Industrial Insurance Act (NIIA), enforces health and safety standards required by the Nevada Occupational Safety and Health Act and the federal Occupational Safety and Health Administration (OSHA), assists employers in identifying and correcting unsafe working conditions, and inspects and provides safety training for all operating mine properties (Mine Safety and Health Administration (MSHA) within the State.

I assisted in the executive management of agency office and field operations with a two-year budget appropriation of approximately \$46 million, legislative initiatives, conduct administrative hearings, compliance examinations, creation/revision of agency policies & procedures, creation/adoption of regulations, and supervision of personnel. I am also staff to four advisory boards -- Occupational Safety and Health Review Board, Subsequent Injury Board for Self-Insured Employers, Subsequent Injury Board for Associations of Self-Insured Public and Private Employers, and the Advisory Council; all of which are appointed by the Governor.

In addition to the duties mentioned above, I also was a Hearing Officer for the Department of Business and Industry certified through training provided by the Nevada Attorney General's Office. I have been appointed to hear cases in the following Department agencies: Real Estate, Manufactured Housing, Financial Institutions, Industrial Relations, Labor Commission, and Unclaimed Property.

Administrator, State of Nevada, Department of Business & Industry, Unclaimed Property Division

December 1995-November 1997

In December 1995, I was appointed by Governor Bob Miller as the Administrator of the Unclaimed Property Division, Nevada Department of Business & Industry. My responsibilities were for the development, implementation, enforcement, and management of this state agency responsible for the unclaimed property program created under Nevada Revised Statutes (NRS) 120A - Uniform Disposition of Unclaimed Property.

My duties included the management of all agency office and field operations, two-year budget appropriation of \$4.2 million and approximately \$17 million in revenues, management information systems, legislative initiatives, compliance examinations, creation/revision of agency policies & procedures, creation/adoption of regulations, and supervision of personnel. This agency has a unique dual role in performing regulatory as well as consumer advocacy functions. The regulatory function consists of compliance investigations, examinations, and audits of for-profit and non-profit business associations and governmental entities for abandoned or unclaimed tangible and intangible property. The consumer advocacy role is to locate the owners or heirs of the unclaimed property and return/transfer it back to them. Further, I prepared the agency budget and drafted bill drafts. I testified before the Legislative committees in support of the agency budget and statutory changes, amendments, and revisions.

Adjunct Professor, Community College of Southern Nevada

September 2002-December 2002 Fall Semester

February 1997-May 1997 Spring Semester

Taught Macroeconomics, Microeconomics, and Economic Statistics to college students.

Chief of Operations, Nevada Business Services

May 1994-December 1995

Began working at Nevada Business Services (NBS), a federally funded job-training program under the auspices of the US Department of Labor, while "on loan" from the City of Las Vegas. Specifically, I was brought in to help stabilize NBS during a time when the agency was experiencing both financial and organizational crisis, and was without an Executive Director. A permanent Executive Director was hired in July 1994 and I was asked to serve as Chief of Operations, the number 2 position in the organization.

As the chief operating officer of the agency, my major responsibility was to assist in the administration of the employment and training program serving the needs of the southern Nevada community in accordance with the provisions of the federal Job Training Partnership Act; my duties consisted of assisting the executive director in the planning, directing, managing and overseeing of activities and operations of the agency with a two-year budget appropriation of approximately \$20 million and 100 personnel; to coordinate participation with outside agencies involved with employment and training programs; to provide highly responsible and complex administrative support to the policy Boards and to other jurisdictions of municipal, state and federal government; supervise management personnel; and assign and review work of subordinates.

Acting Chief, City of Las Vegas, Department of Business Activity

May 1988-March 1990

July 1992-May 1994

Prior to joining the Fire Department management staff in 1990-91, I worked for two years as an Auditor, auditing hotels, motels, casinos, and other general license businesses for license fees, room taxes and franchise fees. I later returned to this department in 1992 as a Management Analyst II, reporting to the department director. Responsibilities included, but were not limited to, preparation of the department budget, purchasing and administrative procedures, operations analysis, monthly statistical reports, monitoring of franchise agreements, and coordination of special projects with other divisional managers.

I was later appointed to serve as Acting Chief of the Privilege Licensing Division. In this capacity, I was responsible for supervising eight employees tasked with the licensing of privileged businesses subject to the formal approval by the Las Vegas Mayor and City Council. Licenses for gaming establishments, liquor distribution, childcare homes and establishments, and secondhand dealers are among the numerous license applications that required the scrutiny and investigation of this division before I would place them on the city council agenda for my presentation, recommendation, and their formal vote consideration.

I coordinated these confidential investigations with Las Vegas Metropolitan Police Department's special investigations bureau, in addition to enforcing federal, state, and local laws and regulations pertaining to these licenses. Further, I was responsible for conducting complex analyses relating to the effectiveness of the applicable ordinances. I also served as Acting Department Director in the absence of the director, providing coordination and management of division heads, and evaluation of all department operations.

Also, I was selected in 1995 to represent the City of Las Vegas as its only applicant to the prestigious Leadership Las Vegas program of the Las Vegas Chamber of Commerce, and was selected as one of its 41 class members in the valley-wide metropolitan area.

Financial Analyst II, City of Las Vegas, Department of Finance

November 1991-July 1992

As a Financial Analyst II, I was responsible for managing revenues and expenditures for five (5) departments in the General Fund, which included the Fire Department, Municipal Court, Parks and Leisure Activities, Finance, and Design and Development. Also assisted in balancing the \$159 million General Fund budget document submitted to the State of Nevada. In addition, I monitored approximately \$171 million of various governmental funds including Internal Service Funds, Enterprise Funds, Capital Project Funds and Expendable Trust Funds.

Management Analyst, City of Las Vegas, City Manager's Office

August 1991-November 1991

As a Management Analyst, I was selected to be the first junior executive to participate in the inaugural Executive Development program in the City Manager's Office. This program was established to develop, mentor, and groom junior executive city employees to lead city departments in the future. During this time, I was responsible for the Las Vegas Quarterly Progress Report to the City Council, the City Administrative Manual and to assist in the coordination of the 1991 annual conference of the National League of Cities, the nation's largest meeting of organizations representing municipal governments.

Management Analyst, Las Vegas Fire Department

March 1990-August 1991

As a Management Analyst, I was responsible for the computerization of the administration and accounting divisions along with software development, preparation and monitoring of \$27 million budget as it related to coordination of seven (7) fire stations and special projects of the Las Vegas Fire Department. I represented the Fire Department and played leadership roles in various interdepartmental city committees such as the Geographical Information Systems (GIS) committee and Fire/Management Information Systems committee.

ACHIEVEMENTS:

Commissioner, California-Nevada Super Speed Ground Transportation Commission

Initial Term 05/20/2013- 12/31/2017; Reappointment 2nd Term, 02/06/2017 to 12/31/2020

As an appointed commissioner by Governor Brian Sandoval, the commission is responsible for Nevada's super speed ground *magnetic levitation* transportation system. The commission is tasked with the development of up to 310 mph transportation system between southern California and southern Nevada to provide economic benefits, reduce reliance on gasoline and diesel fuel and encourage alternative energy sources, reduce congestion on Interstate Highway 15, provide a working example of future transportation for southern California and Las Vegas valley, and provide quick and convenient transportation services to southern California and southern Nevada residents and visitors. The commission is responsible for securing public rights-of-way, awarding construction franchises, conduct engineering studies, issue bond obligations and other debt, and hire appropriate staff.

National Association of Disability Examiners (NADE)

2017

Professional organization for adjudicators, analysts, medical consultants, administrators, and management working in collaboration with Congress and stakeholders to enhance the adjudication of disability claims.

Charter Class Member, William S. Boyd School of Law, University of Nevada, Las Vegas

1998

In-augural charter class of the only ABA-accredited law school in Nevada

Judicial Externship, William S. Boyd School of Law, University of Nevada, Las Vegas	2000-01
Tremendous honor to intern for an <i>entire school year</i> for the Honorable Lloyd D. George, U.S. District Court Judge, District of Nevada, and visiting judge on Third, Second, and other federal Circuit Court of Appeals	
Distinguished Men in Southern Nevada - Honored for contributions in my work to the community and providing a leadership example to others	1998
Leadership of the 21st Century, John F. Kennedy School of Government, Harvard University - accepted to program for senior executives from private, public and non-public sectors, and academia to enhance organizational leadership needed for the 21st century	1996
Alpha Kappa Delta (International Sociological Honor Society) - was selected due to high marks in this field while pursuing it as a minor in college	1987-88
Scholastic Award, University of Nevada, Las Vegas - maintained one of the highest grade point averages among minority students while being involved in sports and various activities	1985-87
Men's Collegiate Tennis Team, University of Nevada, Las Vegas (UNLV) - ranked five through seven on the team in competing against Division I college teams, conference and league championships, participated in All-American and professional tournaments as a college athlete	1984-86
Symphonic Band, University of Nevada, Las Vegas - music scholarship for playing the clarinet instrument, was ranked third chair, and performed at concerts throughout the year	1983-87
Pep Band, University of Nevada, Las Vegas - participated in the pep band at basketball games playing saxophone and performed at NCAA conference, regional, and final four tournaments	1983-87
Marching Band, University of Nevada, Las Vegas - music scholarship for clarinet instrument and performed at football league games and conference championships	1983-87
United States Tennis Association, Nevada Volvo League Representative - represented Nevada at regional tournaments competing against other state teams at the top flight level	1989-90, 92
Nevada State Tennis Ranking 7th/1985, 2nd/1986, 3rd/1987 - ranked consistently in the top ten in the state in reaching the semi-finals and finals of several top flight "open" tournaments	1985-87

COMMUNITY SERVICE:

1989-95	Professionals and Youth Building a Commitment (PAYBAC) volunteer Clark County School District - spoke to and motivate children in grades 6-8 to stay in school and get a good education
1989-90	Board of Directors, CIVITAN - volunteer group to aid the mentally disabled
1994-95	Las Vegas Chamber of Commerce, Leadership Las Vegas Graduate '95 – selected to participate in valley-wide 10-month leadership program created to examine and enhance leadership skills to improve the quality of life for Nevada's citizens
1995-2001	Board of Trustees, Lied Children's Discovery Museum - it is a private non-profit children's museum geared to stimulate the emotional, physical, and intellectual perspective of the children; it is also the only children's museum in Nevada.
1996	Clark County Government Child Haven - special project conducted by the Las Vegas Leadership Class of '95 to improve the environment and facilities of Child Haven, run by the Clark County Government Family & Youth Services Department for juveniles, through donations of labor and funds.

- 2008-present Howard D. McKibben Inn of Court (Nevada Chapter in the American Inns of Court) – selected to be a member of this prestigious legal organization originally founded by 14th Century England barristers (lawyers) to foster professionalism, ethics, civility, and legal skills of lawyers, judges, and legal community at large.
- 2008-present Chief Judge, ABA National Appellate Advocacy Competition (NAAC) – serve as oral argument judge for the Las Vegas Regional Moot Court competition covering the western region of the United States from ABA-approved law schools.
- 2013-present Treasurer, Nevada Disability Prevention Coalition (NDPC), Board of Directors and Board Officer promotion of new paradigm of preventing needless work disabilities by helping people stay employed through stay at work/return to work programs.

PROFESSIONAL AND CIVIC MEMBERSHIPS:

U.S. Virgin Islands Bar Association – Professional bar organization for lawyers admitted to practice in the United States Virgin Islands and a volunteer member of the Bylaws and Judiciary Committees

Nevada Disability Prevention Coalition - Promote the adoption of a new work disability prevention paradigm in the state of Nevada based upon the American College of Occupational & Environmental Medicine (ACOEM) Guidance Statement entitled “Preventing Needless Work Disability by Helping People Stay Employed.”

Sigma Pi Phi, Delta Theta Boule’ - professional college graduate fraternity

American Bar Association – national bar organization for lawyers in United States

Federal Bar Association – bar organization for lawyers who practice in the federal courts

National Bar Association – national bar organization for minority lawyers created in 1925 to continue movement for justice and equality guaranteed by the Constitution of the United States of America.

Past Vice President, William S. Boyd School of Law Student Bar Association, UNLV - inaugural charter law school student government (2 terms, 1998-2000)

Past President, Las Vegas Chapter of the National Forum for Black Public Administrators (NFBPA) - international professional organization of minority senior executives to network and discuss common management issues in the context of minority administrators in government (1994-1995)

Past Western Regional Vice President, National Association of Unclaimed Property Administrators (NAUPA) - Executive Committee member on national professional association of state unclaimed property administrators to network and discuss national issues at federal, state, and local government levels (6 terms, 1995-1997, 1999-2002)

American Society for Public Administration (ASPA) – national professional organization of public administrators to network and discuss common management issues in government

Leadership Las Vegas Alumni Association (LLVAA) - association to maintain active past graduates of the Las Vegas Chamber program to enhance the quality of life of the community

University of Nevada, Las Vegas Alumni Association - association designed to maintain past graduates' active involvement in the college and to develop endowment related scholarships

National University Alumni Association - association designed to keep active past graduates involved in the future of the college and to develop endowment scholarships

PERSONAL:

Proud husband and parent of a son and daughter.

REFERENCES:

[REDACTED]

Agenda Item 4 (a) (9):
Timothy A Penno



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: Penno Timothy A. Date: 11/23/21
Last First M.I.

Address: [Redacted] [Redacted] [Redacted]
Street Address Apartment/Unit #

[Redacted] [Redacted] [Redacted]
City State ZIP Code

Phone: ([Redacted]) [Redacted] E-mail Address: [Redacted]

Date Available: Immediate Social Security No.: [Redacted] Desired Salary: \$

Position Applied for: **Full-time Executive Director**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when?

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate
 College/University: University of Wisconsin-Milwaukee Address: [Redacted]
 From: 9/1/83 To: 6/1/90 Did you graduate? YES NO Degree: BA, Political Science

Law
 School/College: [Redacted] Address: [Redacted]
 From: [Redacted] To: [Redacted] Did you graduate? YES NO Degree: [Redacted]

Other: MBTI Center for Legal Technology Address: Milwaukee, WI
 From: 9/1/1991 To: 4/2/92 Did you graduate? YES NO Degree: Certificate of Paralegal Studies

Professional Licenses (Use additional pages if needed)

Please list all states where you have been issued any professional license and license information:

State: Texas License Number: Notary Public

Issue Date: 9/1/1990 License Status (Active, Inactive, etc.): Inactive Is the license in good standing: Yes or No

State: [Redacted] License Number: [Redacted]

Issue Date: [Redacted] License Status (Active, Inactive, etc.): [Redacted] Is the license in good standing: [Redacted] Yes or No

Employment History (Use additional pages if needed)

Company: [Redacted] Phone: ([Redacted])

Address: [Redacted] Supervisor: [Redacted]

Job Title: [Redacted]

Responsibilities:

From: To: Reason for Leaving:

May we contact your previous supervisor for a reference? YES NO

Company: Phone: ()

Address: Supervisor:

Job Title:

Responsibilities:

From: To: Reason for Leaving:

May we contact your previous supervisor for a reference? YES NO

Company: Phone: ()

Address: Supervisor:

Job Title:

Responsibilities:

From: To: Reason for Leaving:

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: From: To:

Rank at Discharge: Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: _____ Date: _____

TIMOTHY A. PENNO

Nevada State Board of Dental Examiners
6010 S Rainbow Blvd., Bldg. A, Ste. 1
Las Vegas, NV 89118

Dear Search Committee,

I am writing in application for the Executive Director position with your organization. I have a strong background in committee & board consultation, meeting planning, government affairs, public relations and advertising & marketing campaigns. I have planned and managed large organizational budgets and served as an officer, trustee or custodian on multi-million dollar Taft-Hartley funds. I have been responsible for organizational communications and publications, media relations and member service functions. Throughout, I have demonstrated the ability to be well-reasoned and firm, yet open to collaboration in seeking success for the industry.

I am confident that my skills, abilities, experience and background would make me an ideal match for your position. I would be happy to meet with you to further discuss the position and my qualifications. I can be reached on my cell phone at [REDACTED] or via email at [REDACTED].

Sincerely,



Timothy A. Penno

Attachments

TIMOTHY A. PENNO

Business/Association Leader

***Providing Stability • Driving Growth • Motivating, Leading & Developing Management Teams • Exceeding Assigned Goals
Not-for-Profit Management, Professional Trade Association and Health & Benefit Fund Industries***

Versatile business/association leader with significant skills in strategic planning, labor relations, lobbying & government affairs, program development, community relations, advertising & marketing campaigns, contract negotiation and executive board coordination. Proven strengths in preparing and managing large organizational budgets, communications and publications, media relations and customer service functions. Organized planner with uncanny ability to manage multiple, concurrently running tasks. Calm in a storm, firm and tenacious in doing whatever it takes to get the job done. Effective communicator, negotiator and decision maker. Trustworthy, highly respected and interact positively and professionally at all levels.

Career Highlights

- ◆ Created grassroots Build53Yes.org group unifying construction labor and management, business, civic and agricultural groups, diverse community leaders and bipartisan support of state and local politicians behind an organized 90-day multimedia and social networking (Facebook, Twitter) campaign for a county referendum on the construction of a long-stalled highway project; achieved an astonishing 76% Yes vote.
- ◆ Administered multiple employee health & benefit funds directing \$40 million in benefits annually.
- ◆ Formulated emergency operational budget plans to correct temporary deficits and return to annual surplus schedule.
- ◆ Coordinated individual and corporate sponsorship and participation in charity fundraising event at House of Blues-Chicago raising more than \$145,000 to support Zacharias Sexual Abuse Center.
- ◆ Recognized as a leading expert on the Federal Trade Commission Funeral Rule; taught compliance seminars for funeral service organizations nationwide.

Relevant Career History & Achievements

Union Affiliated Contractors

Plumbing Heating Cooling Contractors, National Association – Falls Church, VA

2019 – 2021

Program Director

Direct signatory contractor specialty group within a mixed 80/20 open/union shop national trade association. Serve as national liaison to United Association of Plumbers, Fitters, Welders, & Service Techs (UA). Lead management negotiation of National Service Agreement with the UA. Develop annual budget. Plan, obtain corporate sponsors & coordinate educational speakers and industry-related social events for annual national Management Conference. Report on all UAC activities to PHCC Board of Directors. Write bi-monthly e-Messenger newsletter. Plan agenda, coordinate and maintain minutes for all Board of Trustee and membership meetings.

Association Executives Group – Oak Creek, WI

2018 – 2019

Executive Director/Account Manager

Organizational development and management for a Milwaukee-based association management company. Served as Executive Director for 2 international organizations - the Art Libraries Society of North America and the Association of Educational Therapists.

TEAM, Inc. – The Experts in Association Management – Germantown, WI

2016 – 2017

Executive Director/Account Manager

New client sales, organizational development and management for a Milwaukee-based association management company. Serve as Executive Director for the Association of Professional Reserve Analysts and 3 statewide associations - the Wisconsin Mathematics Council, Community Associations Institute - Wisconsin Chapter and the American Foundry Society - Wisconsin Chapter.

SERVPRO of Ozaukee County – Mequon, WI

2014 – 2016

Sales & Marketing Representative

Sales & marketing for local fire, water, smoke & mold remediation/restoration franchise. Promoted use of SERVPRO's services via complimentary Emergency Ready Program. Designed & produced in-house marketing materials. Created targeted sales call lists from public data, networked at business community functions, interacted with customers at time of loss and coordinated restoration efforts with SERVPRO management and on-site production staff.

- ◆ Represented company at BNI Business Alliance Roundtable (BAR) networking group; elected BAR Vice President in 2015-2016

Madison Area Mechanical, Sheet Metal and Plumbing Contractors Associations – Madison, WI

2012 – 2013

Executive Director

Multiple construction trade management associations working together for union signatory contractors in a seven county area in south central Wisconsin. Directed and supervised office staff of 2 professional employees and administered Plumbing Joint Apprenticeship Training Committee (JATC) and Sheet Metal Workers Education Fund office operations. Lead management's collective bargaining negotiation of three separate labor agreements. Planned & coordinated technical continuing education, management development seminars and social events. Planned agenda, coordinated and maintained minutes for all Trustee, Board, committee and membership meetings.

Restat, LLC – Milwaukee, WI

2010 – 2012

Contract Specialist

Hired as a temporary short-term (2-3 months) contract employee for special project to update, negotiate, draft, review and/or process outdated client and provider pharmacy contracts. Employment term, projects and responsibilities expanded for more than 2 years.

- ◆ Supervised and managed independent provider pharmacy recontracting project team.
- ◆ Created and maintained employer's only operational database of client contracts and other project databases.

Lake County Contractors Association – Waukegan, IL

2008 – 2010

Executive Vice President

Construction trade management association for union signatory general contractors, subcontractors and affiliated industries in northeastern Illinois and southeastern Wisconsin. Made emergency budgetary adjustments and difficult staff downsizing decisions to correct temporary deficits while promoting membership and programming expansion. Planned agenda, coordinated and maintained minutes for all Board of Directors, committee and membership meetings.

- ◆ Planned and coordinated business meetings, travel, hospitality and social events for association's international education seminar.
- ◆ Appointed 2009-10 to Waukegan Renaissance Commission, a business/community development government entity.

National Electrical Contractors Association (NECA)***Executive Director, Dakotas Chapter – Fargo, ND***

2007 – 2008

Construction trade management association for union signatory electrical contractors in North Dakota, South Dakota and western Minnesota. Administrator of employee health benefit funds across seven states (North Dakota, South Dakota, Minnesota, Iowa, Missouri, Kansas and Nebraska). Served as Secretary and Trustee on the Board of Trustees for the Labor-Management, Health & Welfare, Pension, Vacation and Apprenticeship Funds. Planned & coordinated technical continuing education, management development seminars and social events. Planned agenda, coordinated and maintained minutes for all meetings. Directed and supervised office staff of 2 professionals and 5 administrative employees.

Assistant Chapter Executive, Milwaukee Chapter – Milwaukee, WI

1997 – 2005

Construction trade management association for union signatory electrical contractors in southeastern Wisconsin. Initially hired to develop and coordinate government affairs efforts; job duties expanded to labor-management relations and other association management facets – meeting & event planning, advertising and marketing, design & maintenance of organization website, committee coordination, monthly newsletters, budgeting and fiscal management, safety and OSHA consultation.

Executive Director, North Central Ohio Chapter – Akron, OH

2003

Construction trade management association for union signatory electrical contractors in multiple Ohio market jurisdictions.

- ◆ Successfully retained Dakota Chapter's continued administration of Consolidated Receiving Fund office directing \$40 million in employee benefit funds annually for 3,500 electricians and management employees within 13 different local unions across 7 states.
- ◆ Successfully coordinated Dakota Chapter's legal defense against frivolous age discrimination claim filed by my predecessor.
- ◆ Created and coordinated television/radio/billboard/newspaper/magazine/direct mail advertising promoting benefits of working with member contractors
- ◆ Prepared and delivered a successful brief and presentation for a formal grievance hearing and leading to dismissal of a related ADA discrimination suit.
- ◆ Planned and coordinated business meetings, travel, hospitality and social events for 30-50 attendees at national conferences.
- ◆ Successfully negotiated multiple collectively bargained construction labor agreements.

Wisconsin Funeral Directors Association – Wauwatosa, WI

2006

Executive Director

Statewide trade organization for Wisconsin funeral service professionals and affiliated industries. Wrote, edited and produced quarterly magazine – including advertising sales. Administered state political conduit and organized fundraising events and lobbying activities.

- ◆ Administered association's \$30M Master Funeral Trust.
- ◆ Planned and coordinated 125th anniversary state convention – including exhibit sales and floor management, continuing education seminars, general business sessions and multiple social and hospitality events – attended by more than 500 members and suppliers.

National Funeral Directors Association – Brookfield, WI

1992 – 1997

Legislative & Regulatory Analyst

National trade organization for funeral service professionals and affiliated industries. Monitored, analyzed and lobbied all relevant federal and 50-state regulatory and legislative actions and issues. Served as liaison with all state and congressional offices & federal agencies. Assisted members with Federal Trade Commission and OSHA regulatory compliance. Administered Political Action Committee (PAC) and organized annual fundraising events. Planned and coordinated annual legislative conference in Washington, DC.

- ◆ Coordinated member-to-member "telethon" events at annual legislative conference generating more than \$220,000 in PAC contributions.
- ◆ Created unique, comprehensive databases on OSHA and FTC enforcement actions within funeral service industry.

Education

B.A., Political Science – University of Wisconsin-Milwaukee

Certificate of Paralegal Studies – MBTI Center for Legal Technology, Milwaukee, WI

Other Activities

Cedarburg Select Baseball – Umpire Coordinator, 2013 – 2015; Coach, 2010 – 2020

Agenda Item 4 (a) (10):
Robert D Rourke, Esq

Nevada State Board of Dental Examiners



6010 S. Rainbow Blvd., Bldg. A, Ste.1 • Las Vegas, NV 89118 • (702) 486-7044 • (800) DDS-EXAM • Fax (702) 486-7046

Unclassified Position Announcement

Nevada State Board of Dental Examiners

Position Title: Executive Director

Position Status: Full-time

Gross Salary: Salary range, DOE: \$110,000 - \$135,000 (Employee-Employer Paid PERS)

Location: Las Vegas. Travel throughout Nevada is required.

Position: Unclassified position entitled to standard state benefits; serves at the will of the Nevada State Board of Dental Examiners. The position is funded through profession licensing fees.

Position Summary/Scope of Work: Report to the Nevada State Board of Dental Examiners, this unclassified position is responsible for the day-to-day administrative operation of the Board office. The Executive Director is expected to facilitate and ensure the logistics of: Board meetings, agendas, meeting minutes, Board budgets, interim and yearly Board financials, state audits, employee payroll, employee benefits, outside contracts, calibration of Infection Control and Anesthesia Inspectors, compliance with NRS and NAC Chapter 631, notifying Board members of legislative matters, licensure application process, present to Board members Advisory Opinion and Declaratory Judgement requests, acting as a liaison to state agencies (PERS, PEBP, Purchasing, Attorney General and Legislative Counsel Bureau), the execution of suspensions/revocations/subpoenas, yearly reviews of all Board forms and applications, all complaints are efficiently handled by the Board, monitoring of stipulation agreements (payments, CE's, daily logs), confirming CE's pursuant to stipulation agreements, attending AADA and AADB meetings, LCB quarterly reporting and to all State Agencies, reporting to NPDB, reports to Interim Finance, Secretary of State, State Controllers and State Archives, attending Informal Hearings and acting liaison to the Board's licensing software vendor. This position requires the use of standard office equipment, ability to communicate in person and over the telephone. Further, the position may have direct supervisory responsibilities over Board staff. The selected candidate may not concurrently work for another employer, possess any other employment, or be engaged in private professional practice.

Minimum Education & Licenses Required: A minimum of an accredited four-year college or university degree, preferably with some legal and/or administrative and/or management components.

Preferred Experience: Preferred applicants will possess a valid Nevada bar license at the time of appointment. Preferred applicants will possess experience in understanding statutes, rules, regulations and their implementation. Preferred applicants will have experience in reviewing documents for accuracy and applying the terms of those contracts.

Unclassified Position Announcement – Executive Director
Nevada State Board of Dental Examiners
Page 2

Skills Required: Applicants must demonstrate proficiency in the interpretation and implementation of NRS rules and NAC regulations in Chapter 631. Applicants must be skilled in verbal and written communications, planning, computer software, prioritizing and executing deadlines without need for supervision. Applicants must be highly professional, well-organized and self-motivated.

Note: This position announcement lists the major duties and requirements of the job and is not all-inclusive. The successful applicant will be expected to perform additional job-related duties and may be required to have or develop additional specific job-related knowledge and skills.

Interested applicants must submit their cover letter, resume, completed application form, and a list of three professional references no later than **October 29, 2021** to:

Nevada State Board of Dental Examiners
C/O Dr. David Lee (Employment Committee Chairman)
6010 S Rainbow Blvd Ste A-1
Las Vegas, NV 89118
Fax: (702) 486-7046
Email: nsbde@dental.nv.gov



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: Rourke Robert D. Date: 10/26/2021
Last First M.I.

Address: [REDACTED]
Street Address Apartment/Unit #

[REDACTED] [REDACTED]
City State ZIP Code

Phone: ([REDACTED]) [REDACTED] E-mail Address: [REDACTED]

Date Available: [REDACTED] Social Security No.: [REDACTED] Desired Salary: \$ [REDACTED] within posted range

Position Applied for: ~~Full-time Deputy General Counsel~~ Executive Director

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when?

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate
College/University: _____ Address: _____

From: 1989 To: 1992 Did you graduate? YES NO Degree: Juris Doctorate

Law
School/College: University of Miami, School of Law Address: 1311 Miller Road, Coral Gables, Florida 33146

From: 1984 To: 1988 Did you graduate? YES NO Degree: BBA: Finance and Int'l Business

Other: Florida International University Address: 112000 SW 8th Street, Miami, FL 33199
Double Major

From: _____ To: _____ Did you graduate? YES NO Degree: _____

Law License

Please list all states where you have been issued a law license and license information:

State: Nevada License Number: 5757
 Issue Date: 1995 License Status (Active, Inactive, etc.): Active Is the license in good standing: Yes or No Yes

State: Florida License Number: 0978167
 Issue Date: 1993-1999 License Status (Active, Inactive, etc.): Inactive Is the license in good standing: Yes or No

State: _____ License Number: _____
 Issue Date: _____ License Status (Active, Inactive, etc.): _____ Is the license in good standing: Yes or No

Employment History

Company: Rourke Law Firm Phone: (702) 743-5310
Address: 4575 Clay Peak Drive, Las Vegas, NV 89129 Supervisor: Robert Rourke
Job Title: Attorney

Responsibilities: Please see attached CV
From: 2006 To: Current Reason for Leaving: New challenge
May we contact your previous supervisor for a reference? YES NO

Company: Earley Rourke Phone: (702) 388-0113
Address: 7201 West Lake Mead Blvd., Las Vegas, Nevada 89128 Supervisor: Kerry Earley, Esq.
Job Title: Attorney

Responsibilities: Please see attached CV
From: 2000 To: 2006 Reason for Leaving: Opened my own firm.
May we contact your previous supervisor for a reference? YES NO

Company: Earley Savage Phone: (702) 388-0113
Address: 7201 West lake Mead Blvd., Las Vegas, NV 89128 Supervisor: Kerry Earley, Esq.
Job Title: Attorney

Responsibilities: Please see CV
From: 1995 To: 2000 Reason for Leaving: Named partner with new firm.
May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: None From: To:
Rank at Discharge: Type of Discharge:
If other than honorable, explain:

Disclaimer and Signature

*I certify that my answers are true and complete to the best of my knowledge.
If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.*

Signature: /s/ Robert D. Rourke, Esq. Date: 10/26/2021

ROBERT D. ROURKE, ESQ.



October 29, 2021

Nevada State Board of Dental Examiners
C/O Dr. David Lee (Employment Committee Chairman)
6010 S. Rainbow Blvd. Ste. A-1
Email: nsbde@dental.nv.gov

Dear Dr. Lee:

Attached hereto is my application and curriculum vitae for consideration for the position of Executive Director with the Nevada State Board of Dental Examiners. I look forward to the opportunity to meet with you, and the hiring committee, to discuss my qualifications. I welcome the opportunity to serve our community.

I am a long-term Nevada resident and lawyer with a practice focused on health care law. I have 25 years of experience in District Courts throughout Nevada representing health care practitioners and litigating statutory language. Since 1997, I have represented health care practitioners and other licensed professionals before various licensing boards in Las Vegas and Reno. I have a solid understanding of due process rights and the role professional boards have in ensuring public health. I also have extensive experience dealing with quality assurance committees and practitioner fair hearings.

I have a thorough understanding of the legislative process having been a registered lobbyist for various health care clients. Since 2001, I have worked to secure and expand health care related tort reform. I have testified before several legislative committees in support of proposed changes to the Nevada Revised Statutes and Nevada Administrative Code which I drafted. I have also tracked legislation and reported to clients about the potential impact of pending changes. I understand how to interpret Nevada Revised Statutes and Nevada Administrative Codes and regulatory schemes. In addition to my legal experience, I have extensive experience leading staff and co-workers while successfully managing a law firm that employed over 35 people.

Outside of my professional career, I enjoy the outdoors and have been active in Scouting for over a decade. In my time as an Assistant Scoutmaster and as Scoutmaster for Troop 912, I have had the honor of leading 53 young men to the rank of Eagle Scout, including my own two sons.

Please feel free to contact [REDACTED] for professional references.

Again, thank you for your time and consideration. I look forward to meeting with you.

Sincerely,

/s/ Robert D. Rourke, Esq.

ROBERT D. ROURKE, ESQ.

STRENGTHS

- People Skills
- Writing Skills
- Public Speaking
- Personnel Management
- Structural/Organization Skills
- Statutory Construction and Interpretation
- Legislative Process
- Pre-legislative session strategy
- Problem Solving and Resolution
- Strategic Planning
- Fair Hearings
- Quality Assurance Committees
- Litigation Management

EMPLOYMENT EXPERIENCE

ROURKE LAW FIRM Founding Partner

September 2006 -Current
Las Vegas, Nevada

Mr. Rourke is the founding partner and lead trial attorney for Rourke Law Firm. Mr. Rourke's primary focus is representing health care providers in both litigation and administrative matters. Rourke Law Firm's clients include doctors, nurses, hospitals, specialty hospitals, skilled nursing facilities, as well as other professionals throughout the State of Nevada. Over the last 26 years, Mr. Rourke has assisted health care practitioners obtain favorable verdicts in complex multimillion-dollar malpractice actions including wrongful death claims. Mr. Rourke's practice includes representation of licensed professionals before the Nevada State Board of Medical Examiners, the Nevada State Board of Nursing, the Nevada State Board of Optometry, the Nevada State Board of Pharmacy, the Nevada Board of Examiners for Long Term Care Administrators, and the Nevada State Board of Architecture, Interior Design and Residential Design.

Mr. Rourke has also actively participated in the legislative process by providing lobbying services for various health care providers. He has drafted statutory language as well as testified before legislative committees in support of proposed changes to the Nevada Revised Statutes and Nevada Administrative Code. Mr. Rourke understands the legislative process.

EARLEY ROURKE Named Partner

2000-2006
Las Vegas, Nevada

In addition to handling his own case load, Mr. Rourke managed the firm's lease agreements, operations, staff, and new client development.

EARLEY SAVAGE Attorney

1995-2000
Las Vegas, Nevada

As a litigation attorney, Mr. Rourke handled a wide-variety of health-care related cases from medical and dental malpractice actions to pharmacy medication mis-fills. In addition to his litigation practice, Mr. Rourke provided legal services related to Fair Hearings, Quality Assurance Committees, Medicare and Medicaid inquiries, and billing issues for large hospitals, specialty hospitals, surgical centers, group practices, and individual practitioners. Mr. Rourke drafted various legal documents, including but not limited to, leases, contracts, admission packages, consent and treatment forms, releases, HIPPA compliance forms, and press responses. Mr. Rourke developed strong and succinct writing skills while drafting legal pleadings, stipulations, and binding agreements.

ROURKE & ASSOCIATES

Vice-President and General Counsel

1992-1995
Miami, Florida

Mr. Rourke was the consulting firm's Vice-President and was responsible for all day-to-day operations. His job duties included all aspects of managing the business, including finances, operations, reporting and compliance. Mr. Rourke also assumed the duties of general counsel upon passing the Florida Bar in 1993.

UNIVERSITY OF MIAMI

Graduate Assistant to Provost/Dean of Students

1990-1992
Miami, Florida

Mr. Rourke was responsible for prosecuting all minor and major disciplinary actions brought against students at the University of Miami before the Honor Council. Mr. Rourke's responsibilities also included preparing monthly reports for the Dean of Students and Provost. Mr. Rourke chaired committees responsible for recommending updates to the University of Miami's policies and procedures as well as the Student Rights and Responsibilities Handbook.

EDUCATION

Juris Doctorate, 1992

University of Miami School of Law

Coral Gables, Florida

Member of the State Bar of Nevada since 1995

Admitted to practice in the U.S. District Court, District of Nevada since 1996

Member of the Florida Bar between 1993-1999

Bachelor of Business Administration, 1988

Dual Major: Finance and International Business

Florida International University

Miami, Florida

COMPUTER SKILLS

Computer proficient with Microsoft Office, Adobe Acrobat, and other software.

Agenda Item 4 (a) (11):
Phil W Su, Esq



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: **Su Phil W** Date: **10/29/21**
Last First M.I.

Address: **[REDACTED]**
Street Address Apartment/Unit #
[REDACTED] **[REDACTED]**
City State ZIP Code

Phone: (**[REDACTED]**) **[REDACTED]** E-mail Address: **[REDACTED]**

Date Available: **Immediately** Social Security No.: **[REDACTED]** Desired Salary: \$ **TBD, within range listed on posting**

Position Applied for: **Full-time Deputy General Counsel**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when? **General Counsel, April 2020 - present**

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate College/University: **UC Berkeley** Address: **120 Sproul Hall, Berkeley, CA 94720**
 From: **Aug. 1998** To: **May 2002** Did you graduate? YES NO Degree: **Bach. of Arts**

Law School/College: **UC Hastings, College of the Law** Address: **200 McAllister St., San Francisco, CA 94102**
 From: **Aug 2002** To: **May 2005** Did you graduate? YES NO Degree: **Juris Doctorate**

Other: Address: _____
 From: _____ To: _____ Did you graduate? YES NO Degree: _____

Law License

Please list all states where you have been issued a law license and license information:

State: **NV** License Number: **10450**

Issue Date: **April 2007** License Status (Active, Inactive, etc.): **NV- Active** Is the license in good standing: Yes or No **YES**

State: **CA, OR, NC** License Number: **254626 (CA); 45016 (NC); 180081 (OR)**

Issue Date: **Nov 2007- (CA); April 2012 (NC); Jan 2018 (OR)** License Status (Active, Inactive, etc.): **CA, NC, OR - Inactive** Is the license in good standing: Yes or No **YES**

State: _____ License Number: _____

Issue Date: _____ License Status (Active, Inactive, etc.): _____ Is the license in good standing: Yes or No _____

Employment History

Company: **Nevada State Board of Dental Examiners** Phone: **(702) 486-7044**
 Address: **6010 S. Rainbow Blvd. Bldg. A Ste. 1, LV, NV 89118** Supervisor: **Board President Kevin Moore, DDS**
 Job Title: **Interim Exec. Director; General Counsel**
 Responsibilities: **See attached resume**
 From: **April 2020** To: **Present** Reason for Leaving: **Seeking Exec. Director Position within NSBDE**
 May we contact your previous supervisor for a reference? YES NO

Company: **Corbridge Law Offices** Phone: **(503) 352-9360**
 Address: **10315 NE Tanasbourne Dr. #100 Hillsboro, OR 97124** Supervisor: **Ryan Corbridge**
 Job Title: **Attorney**
 Responsibilities: **See attached resume**
 From: **June 2019** To: **Feb 2020** Reason for Leaving: **Relocated to Nevada for family reasons**
 May we contact your previous supervisor for a reference? YES NO

Company: **Lewis Brisbois Bisgaard & Smith** Phone: **(971) 712-2800**
 Address: **888 SW 5th Ave., #900, Portland OR 97204** Supervisor: **Nicole Nowlin**
 Job Title: **Associate Attorney**
 Responsibilities: **See attached resume**
 From: **Oct 2018** To: **Mar 2019** Reason for Leaving: **Left to spend time with newborn child; joined Corbridge Law**
 May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: **N/A** From: To:
 Rank at Discharge: **N/A** Type of Discharge: **N/A**
 If other than honorable, explain: **N/A**

Disclaimer and Signature

*I certify that my answers are true and complete to the best of my knowledge.
 If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.*

Signature:  Date: 10/29/21

PHIL W. SU

October 29, 2021

Nevada State Board of Dental Examiners
Attn: Board and Employment Committee Members
6010 S. Rainbow Blvd.
Bldg. A Ste. 1
Las Vegas, NV 89118

Re: Executive Director position for NSBDE

Dear Board and Employment Committee Members:

It has been my honor and privilege to serve in the dual roles of Interim Executive Director and General Counsel for the Board. In my brief time at the helm of this Board's operations, I have endeavored, first and foremost, to ensure continuity of service to our licensees and the public. Beyond that, however, I have also kept an eye towards ways to build upon and improve our current board operations.

While serving as your General Counsel over the past year and a half, I have endeavored to provide timely and accurate legal guidance in areas ranging from licensing and discipline to statutory and regulatory interpretation and board governance. I am proud to have worked closely with this Board to navigate through the dental profession's response to the shutdown caused by the COVID-19 pandemic and to have helped the Board to coordinate the safe and orderly reopening of dental offices throughout the state. I am also proud of the progress that I and my co-general counsel have made to address the large backlog of disciplinary investigations brought on by previous staffing and board member changes. From my time serving as the Board's General Counsel, I have cultivated a unique understanding of the various areas of law that affect a regulatory licensing agency such as NSBDE.

Having worked closely with the Board's previous Executive Director, I am also very familiar with the practical requirements for the position, and believe I have new ideas and insights to bring about operational improvement across several areas, ranging from personnel management to regulatory changes. Lastly, I believe the working relationships I have developed with other members of our staff, and with each of the Board's members and members of the licensing community, will allow me to 'hit the ground running' and make immediate progress as the Board's Executive Director. I believe, if appointed as Executive Director, I will be able to help ensure that the Board maintains a strong and steady course for years to come.

Respectfully,



Phil W. Su, Esq.

Interim Executive Director and General Counsel, NSBDE

PHIL W. SU

PROFESSIONAL EXPERIENCE

NEVADA STATE BOARD OF DENTAL EXAMINERS || Las Vegas, NV

General Counsel/Interim Executive Director; April 2020 through Present

- Advises Board Members and staff regarding the Nevada Dental Practice Act (NRS 631) and other regulatory requirements, including Open Meeting Law, Public Records Act and administrative procedure
- Supervises staff and outside counsel regarding the investigation and disposition of disciplinary matters/ administrative complaints, and other legal matters involving board operations and regulatory issues
- Develops and drafts regulatory and statutory policy language

CORBRIDGE LAW OFFICES || Hillsboro, OR

Attorney; June 2019 through February 2020

- Managed all day-to-day aspects of firm's personal injury practice
- Supervised handling of litigated matters: client intake; drafting of initial demand packages, written discovery, pleadings and motions; layperson and expert witness depositions; and trial strategy and preparation

LEWIS BRISBOIS BISGAARD & SMITH || Portland, OR

Associate Attorney, General Liability; October 2018 through March 2019

- Handled all day-to-day aspects of a variety of general liability matters in active litigation
- Represented independent contractor-drivers on behalf of major rideshare service company
- Investigated and conducted examinations under oath for first-party fire and theft loss claims

GEICO STAFF COUNSEL OFFICE || Portland, OR

Attorney II; April 2018 through October 2018

- As in-house senior staff counsel, managed significant caseload of automobile bodily injury claims
- Defended first-party PIP/UM/UIM claims subject to binding arbitration proceedings
- Resolved over three dozen cases by arbitration/trial
- *McCombs v Gallegos* (Wash. Co. Cir. Ct.): First-chaired 12-person jury trial involving t-bone automobile accident with risk of exposure in excess of policy limits. By drawing attention to critical causation evidence, obtained verdict well within policy limits.

GORDON REES SCULLY MANSUKHANI LLP || Las Vegas, NV

Associate Attorney, Commercial Litigation; April 2016 through October 2017

- Commercial litigation practice, encompassing practice areas from construction defect to ERISA benefits claims
- Defended homeowners' associations in wrongful foreclosure litigation filed under Nevada Rev. Stat. § 116.3116
- *Custom Estates, LLC, et. al v. Silverstone Ranch Community Assn.* (Eighth Dist., NV): Defended one of Nevada's largest community associations against a multi-million dollar class action lawsuit. Successfully defeated plaintiff's motion for summary judgment and, shortly thereafter, settled matter for a small fraction of potential trial exposure.

WINNER & SHERROD || Las Vegas, NV

Associate Attorney; August 2013 through March 2016

- Handled all day-to-day aspects of large caseload of automobile bodily injury and premises liability claims
- Represented clients in insurance coverage matters, from researching and drafting advisory letters regarding coverage and claims handling, to defending clients from "bad faith" and extra-contractual claims
- *Nev. Cap. Ins. Co. v. Farmers Ins. Exch.*: Defended personal line insurer from seven-figure damage claim raised by commercial general liability insurer. Guided matter through extensive and contentious discovery phase, then prevailed on successful motion for summary judgment.

Phil W. Su
 Resume
 Page 2

BARONE LAW OFFICES, P.C. || Mooresville, NC

Attorney; June 2012 through July 2013

- Represented clients in litigation and administrative matters ranging from employment/wrongful termination claims to FINRA arbitration
- *Medlin v. Citizens South Bank* (Iredell Co.): Secured substantial recovery on behalf of client homeowners against bank for wrongfully “trashing-out” client’s misidentified home
- *Pleasants v. Bank of America*: Obtained full recovery in FINRA arbitration on behalf of client against consumer bank, who improperly accepted ex-husband’s signature for unauthorized withdrawals from retirement accounts.

MEGACARE, INC. || Las Vegas, NV

Legal Consultant; November 2011 through July 2013

- Provided legal counsel to supplement manufacturer on matters including trademark and licensing, HR and employment, and FDA regulations compliance
- Developed company’s compliance strategy for the Dietary Supplement Health & Education Act (DSHEA)
- Drafted and negotiated service and vendor agreements; advised leadership in contract renewal negotiations
- Selected and supervised outside counsel to defend company against trademark infringement claims

HALL, JAFFE & CLAYTON, LLP || Las Vegas, NV

Associate Attorney; October 2007 through November 2011

- Represented clients across broad range of personal and commercial litigation matters, including automobile, premises liability and negligent security claims, and employment litigation
- Handled day-to-day aspects of assigned litigation, including discovery, depositions, motions, trial and appeals
- Contributed appellate briefing for published decisions: *United Rentals Hwy. Techs. v. Wells Cargo*, 128 Nev. Adv. Op. 59, 289 P.3d 221 (2012); *Boonsong Jitnan v. Oliver*, 127 Nev. Adv. Op. 35, 254 P.3d 623 (2011).

BAR LICENSES

- | | |
|--|--|
| • Nevada #10450 (April 2007) | • California #254626 (November 2007, inactive) |
| • North Carolina #45016 (April 2012, inactive) | • Oregon #180081 (January 2018, inactive) |

EDUCATION

UNIVERSITY OF CALIFORNIA, HASTINGS COLLEGE OF THE LAW || San Francisco, CA

J.D., Civil Litigation Concentration, May 2005

- *Hastings Business Law Journal*, Articles Editor, 2005; Staff Editor, 2004
- *Supreme Court of California, Assoc. Justice Joyce Kennard*, Judicial Extern, Summer 2004
- Published note: *Class-wide Arbitration in California: Oxymoron or Innovation?*, 26 Class Action Rep. 407 (2005)

UNIVERSITY OF CALIFORNIA, BERKELEY || Berkeley, CA

B.A., Rhetoric, May 2002; Minor in Public Policy, *Goldman School of Public Policy*

CIVIC INVOLVEMENT

- Mentor, Transitioning Into Practice Program, Nevada State Bar
- Volunteer, Legal Aid Center of Southern Nevada, Ask-A-Lawyer Self Help Program
- San Bernardino County Guardianship Assistance Program
- Site Volunteer, The Adoption Exchange, Las Vegas Chapter

Agenda Item 4 (a) (12):
Hardeep Sull



Nevada State Board of Dental Examiners

Employment Application

Deputy General Counsel Position – Applicant Information

Full Name: Sull Hardeep Date: 10/28/2021
 Last First M.I.
 Address: [Redacted]
 Street Address Apartment/Unit #
 [Redacted] [Redacted] [Redacted]
 City State ZIP Code
 Phone: [Redacted] E-mail Address: [Redacted]
 Date Available: To Be Determined Social Security No.: [Redacted] Desired Salary: \$35,000

Position Applied for: **Full-time Deputy General Counsel**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO
 Have you ever worked for this company? YES NO If yes, when?
 Have you ever been convicted of a felony? YES NO

If yes, explain:

Undergraduate College/University: Norwich Law School Address: Norwich, United Kingdom
 From: 1994 To: 1997 Did you graduate? YES NO Degree: LL.B with Honors
 Law School/College: University of Minnesota Address: Minneapolis, MN
 From: 2002 To: 2003 Did you graduate? YES NO Degree: Masters in Law
 Other: Simon Fraser University Address: Burnaby, Canada
 From: 1988 To: 1993 Did you graduate? YES NO Degree: Bachelor of Arts

Please list all states where you have been issued a law license and license information:

State: Nevada State Bar License Number: 12108
 Issue Date: 2010 License Status (Active, Inactive, etc.): Active Is the license in good standing: Yes or No Yes
 State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No
 State: License Number:
 Issue Date: License Status (Active, Inactive, etc.): Is the license in good standing: Yes or No



SULL
AND ASSOCIATES
ATTORNEYS AT LAW
ABOGADOS/ADVOCATES

3753 Howard Hughes Parkway
Suite 200
Las Vegas, Nevada 89169
Telephone No. (702) 953-9500
Facsimile No. (702) 297-6595
www.sullglobal.com

October 27, 2021

Nevada State Board of Dental Examiners
c/o Dr. David Lee (Employment Committee Chairman)
6010 S Rainbow Blvd. Ste A-1
Las Vegas, Nevada 89118

Dear Mr. Lee,

I was very excited to see the listing for the position of Executive Director of the Nevada State Board of Dental Examiners, especially since my legal career began in the Dental Field. As an Attorney, I am well suited for this position since it requires knowledge and compliance of the NRS and NAC Chapter 631, facilitating and ensuring the various logistics that are required to make this role just, neutral, and independent.

As a business owner of a law firm, I am able to execute agendas, budgets, audits, payroll, notify the Board of legislative matters, licensure application process, present to Board members Advisory Opinion and Declaratory Judgement requests, acting as a liaison to state agencies, the execution of suspensions, revocations, subpoenas, yearly reviews of all Board forms and applications, all complaints are efficiently handled by the Board, monitoring of stipulation agreements, confirming CE's pursuant to stipulation agreements, attending AADA and AADB meetings, LCB quarterly reporting and to all State Agencies, reporting to NPDB, reports to Interim Finance, Secretary of State, State Controllers and State Archives, attending informal Hearings and acting liaison to the Board's licensing software vendor.

I am well suited to this position as I hold, a Law Degree, a Master's in Law, and a Bachelor of Arts Degree. I am an avid learner and a detail-oriented person who enjoys working with people. I draft and review legal documents on a constant basis.

My verbal and written skills are excellent and professional. Lastly, I am a deadline oriented individual and very motivated to move a mission.

I look forward to discussing the Executive Director position and my qualifications with you in more detail. I'm available to talk at your convenience. I'll be in touch next week to follow up and make sure you have received my application.

Thank you for time and consideration.

Sincerely,

A handwritten signature in blue ink that reads "Hardeep Sull". The signature is written in a cursive, flowing style.

Hardeep Sull
Esquire

Encl.

HARDEEP SULL
Also known as “DEE”

ADDRESS

Office: 3753 Howard Hughes Parkway, Suite 200 Las Vegas, NV, 89169
Mailing Address: [REDACTED]
E-Mail: [REDACTED]

Phone:(702) 953-9500
Mobile: [REDACTED]

PROFILE

- Licensed Attorney in Nevada
- Admitted to The Nevada Supreme Court, The Ninth Court of Appeals, Federal District Court of Nevada, the Federal District Court of Appeals, The Tenth District Court of Appeals
- Extensive experience in Human Rights and International law.
- Extensive experience in Immigration Law and collateral issues (criminal, employment and family law).
- Knowledge of Immigration litigation, Federal Court Litigation, Appellate cases, family-based visas, employment visas, I-9 Compliance, Consular processing, Asylum, Entertainment Visas, Waivers and Global Relocation.
- Knowledge of NRS and NAC Chapter 631

EXPERIENCE

- Current Elected Director of the American Immigration Lawyers Association (AILA)
- Current Clark County Commissioner of the Asian American Pacific Islander Community (AAPI)
- Current Vice Chair of ABA’s Immigration and Nationality Section’s Conference/CLE/Webinar Programs
- Current member of the National CBP Liaison Committee.
- Current Vice Chair of Policy for the Immigration Nationality Section (ABA).
- Current Member of the AILA Virtual Midwinter Conference for the Practice Management Track
- Past Chair of the Nevada Chapter of the American Immigration Lawyers Association.
- Past Vice Chair of International Refugees; American Bar Association.
- Past Steering Committee Member of the Global Migration Section.
- Steering Committee Member of Immigration and Nationality Committee, American Bar Association.
- Pro Bono Liaison for the American Immigration Lawyer’s Association, local Chapter.
- Edited several publications for the American Immigration Lawyer’s Association.
- Past Member of the Annual Conference Committee and local Conference Committee.
- USCIS Liaison for the American Immigration Lawyer’s Association, local chapter.
- Wrote the *Study Guide: The Rights of Indigenous Peoples* for the University of Minnesota Human Rights Center.
- Co-counseled with criminal counsel on various immigration clients in representing and advocating their unique position within the judicial system.
- Liased between various agencies of the government and advocacy with Governmental Represents.
- Counsel clients on immigration issues and civil rights issues.
- Former Law Clerk of the Dental Implant Institute

EDUCATION

Masters in Law
University of Minnesota Law School, Minneapolis, Minnesota

Private International Law
Hague Academy of International Law, Den Haag, Netherlands

LL.B with Honors

University of East Anglia, Norwich, United Kingdom

Comparative and International Program

Cornell/Sorbonne Summer Institute of Comparative and International Law, Paris France

Bachelor of Arts

Simon Fraser University, Burnaby, Canada

AFFILIATIONS

- International Bar Association
- American Bar Association
- Elected Director of the American Immigration Lawyer's Association
- Global Migration Action Group
- State Bar of Nevada
- Board Member of the Southern Nevada Women's Association
- Nevada Immigration Coalition
- Clark County Bar Association
- Federal Bar Association

Agenda Item 4 (a) (13):
James E Wagner



Nevada State Board of Dental Examiners

Employment Application

Executive Director Position – Applicant Information

Full Name: Wagner James Date: 11/23/2021

Address: [Redacted] M.I. [Redacted]
Street Address: [Redacted] Apartment/Unit #: [Redacted]
City: [Redacted] State: [Redacted] ZIP Code: [Redacted]

Phone: [Redacted] E-mail Address: [Redacted]

Date Available: 12/21 Social Security No.: [Redacted] Desired Salary: \$ 150,000/yr

Position Applied for: **Full-time Executive Director**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when?

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate College/University:	Address:	From:	To:	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	Degree:
		<u>2004</u>	<u>2006</u>				<u>Master of Business Administration</u>
Law School/College:	Address:	From:	To:	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	Degree:
		<u>1988</u>	<u>1992</u>				<u>Sociology/Criminology</u>
Other:	Address:	From:	To:	Did you graduate?	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	Degree:
		<u>1/1/2010</u>	<u>12/2010</u>				<u>Certified Six Sigma Black Belt</u>

Professional Licenses (Use additional pages if needed)

Please list all states where you have been issued any professional license and license information:

State:	License Number:	
Issue Date:	License Status (Active, Inactive, etc.):	Is the license in good standing: Yes or No

State:	License Number:	
Issue Date:	License Status (Active, Inactive, etc.):	Is the license in good standing: Yes or No

Employment History (Use additional pages if needed)

Company: University Medical Center of Southern Nevada Phone: () Do Not Contact
 Address: East Charleston Blvd Las Vegas, NV Supervisor:
 Job Title: Business Operations Manager

Responsibilities: Process Improvement, Service Line Growth, Cost Reduction

From: 4/2019 To: Present Reason for Leaving: N/A

May we contact your previous supervisor for a reference? YES NO

Company: Hospital Corporation of America Phone: (800) 566-4114

Address: Corporate Center Henderson NV Supervisor: Sandy Yanko

Job Title: Division Director Performance Improvement

Responsibilities: Process Improvement of Hospital facilities

From: 3/2013 To: 3/2019 Reason for Leaving: Expand skills

May we contact your previous supervisor for a reference? YES NO

Company: Piedmont Prineville Phone: (434) 791-2273

Address: 130 Enterprise Drive Danville Va 24540 Supervisor: Candace Landrum

Job Title: Business Administrator

Responsibilities: Practice Management

From: 8/2006 To: 9/2009 Reason for Leaving: Growth opportunity

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: From: To:

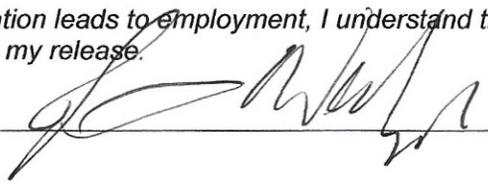
Rank at Discharge: Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: 

Date: 11/23/2021

JAMES E. WAGNER

CERTIFIED LEAN SIX SIGMA BLACK BELT  MBA




As part of my professional repertoire, I have worked as the Far West Division, Director of Performance Improvement for Hospital Corporation of America. I was primarily responsible for implementing process improvement initiatives throughout multiple departments at 9 Hospitals located in California and Nevada.

My portfolio of work also includes extensive process improvement experience while holding the position as the East Coast Regional Manager for the (Optum), Clinical Assessment Solutions (CAS), division of United Healthcare. As consultants, we provided business solutions for Medicare Advantage Plans across the United States. In addition to building and managing a team of consultants in multiple states along the east coast, I was responsible for developing and redesigning business processes to improve efficiencies related to physician outreach, on behalf of CAS clients. As a Black Belt in Lean Six Sigma, I led multiple business process redesign projects for healthcare organizations reducing costs in dollar amounts ranging from \$100,000 to \$1,200,000. I have extensive knowledge of statistics, business process analysis and design, root cause analysis, Six Sigma Design of Experiments, Lean, Kaizen and Project Management.

After completing my first six sigma certification course at North Carolina State University, I launched several projects directly related to process waste elimination, cost reduction, and client satisfaction. I continued my training by completing Six Sigma coursework provided by United Healthcare and then obtained a Lean Six Sigma Black Belt Master's Certification from East Carolina University. I graduated with a Bachelor's Degree from Cortland State University in New York and then obtained a Master of Business Administration degree from Wake Forest University in North Carolina. While completing my certification at East Carolina University, I earned 15 credits towards a Master's of Science in Technology Systems, with a concentration in Quality, where I currently holds a 4.0 GPA.

JAMES E. WAGNER

Henderson, NV

Operational Process Improvement Growth and Strategy Leader

Lean Six Sigma Black Belt with 12 years of experience implementing operational improvements to enhance efficiency and meet corporate growth and revenue objectives

Areas of expertise:

- Strategic planning
- Budget management
- Process Improvement
- Project management
- Executive presentations
- Operations management

Experience

UNIVERSITY MEDICAL CENTER

(2019 – PRESENT)

Manager– Business Operations

Develop and implement operational improvement and growth strategies to increase efficiencies and promote revenue growth

- In coordination with the C-suite and department leadership, realigned staffing (FTEs) with volumes, within multiple departments, resulting in reduced over time, increased efficiencies, increased physician satisfaction (FTE shift – reduced over-time at \$75/hour for each RN).
- Designed a dynamic tool to level staffing to hourly demand (patient volumes) based on ASPAN patient to staff ratios and patient/case complexity
- Design and build dynamic facility scheduler tool for patient care floors, surgery department and emergency department – utilized by department leadership to meet/exceed staffing targets
- Lead perioperative council – develop efficiency metrics and set targets, lead initiative to increase throughput and promote service line growth, patient satisfaction and surgeon satisfaction
- Build Team TAVR program – Developed business plan and financial Pro Forma

HCA HEALTHCARE

(2013 – 2019)

Regional Director – PI Operations Growth and Strategy

Using Lean Six Sigma methodologies, implemented and managed process improvement and growth initiatives within nine hospitals in California and Nevada.

- Collaborated with C-suite personnel, department directors, and staff to develop action plans to improve efficiencies, reduce costs, and produce financial success in accordance with corporate objectives.
- Facilitated Kaizen event to determine root cause for \$1.5M in surgery denials. Implemented denial reduction tactics resulting in 15% reduction in denials.
- Implemented surgery cancelation reduction processes and achieved top 10 lowest surgery cancelation rates out of 175 hospitals nationwide.
- Created block utilization policies and a process to monitor surgeon block utilization which increased operating room capacity/volumes and added a \$875K contribution margin.
- Implemented processes that reduced medical supply costs by \$970K.
- Designed and implemented a process to update physician preference cards which generated a \$1.2M supply savings and reduced preference cards from 1000 to 500.
- Restructured a pre-admission and testing department which reduced department FTEs by two.
- Completed a 5S project in equipment storage areas which decreased surgery turnaround times.
- Created and maintained metrics monthly dashboards, real-time dashboards, and Excel reporting tools and data requests.

UNITED HEALTHCARE OPTUM INSIGHT

(2007 – 2012)

Regional Manager Programs Operations – East Coast, 2007 – 2009

Designed and managed programs and processes to recover revenue and increase Medicare/CMS reimbursement for client health insurance companies in a territory comprised of 13 states and Puerto Rico.

- Generated \$78M in revenue within hospital groups across the Southeast territory through CMS reimbursement to client Medicare Advantage plans for risk adjustment activities, 2010.
- Redesigned hospital data capture process for CMS initiatives resulting in projected total revenue recovery of \$94M.
- Negotiated and coordinated risk adjustment activities with multiple business segments including client health plan managed care directors, client health plan executives, and hospital contracting executives.
- Mentored and assisted Green Belt candidates with project completion for certification.

Regional Manager Market Consultation – Mid-Atlantic Region, 2009 – 2012

Managed consultants for the clinical assessment solutions division of Optum/Ingenix in a 6-state territory. Delivered revenue generating programs to provider groups contracted with Medicare Advantage plans to increase Medicare/CMS reimbursement to client health insurance companies.

- Developed provider program delivery process to capture patient diagnostic information resulting in client revenue generation of \$1.2M.
- Developed the Mid-Atlantic and Southeastern territories; hired and trained consultants to implement revenue recovery programs.
- Designed chronic disease preventative care programs based on HEDIS measures. Implemented clinical programs within provider groups.

PIEDMONT PRIME CARE INC.

(2006 – 2007)

Business Administrator

Hired by the CEO to modernize the clinic's business and clinical practices, update the technology infrastructure, increase operational efficiency, improve profit margins, and contain costs in four urgent care and occupational medicine clinics. Managed business unit operations, clinical operations, and business unit personnel.

- Managed IT infrastructure upgrade project from the beginning to end. Led contract negotiations with an independent information technology firm for equipment, installation, and ongoing maintenance of the IT infrastructure.
- Managed project to outsource the clinic's medical insurance billing department. Reassigned all medical billing personnel to other activities within the clinic's business unit.

Professional Development

M.B.A., WAKE FOREST UNIVERSITY, BABCOCK GRADUATE SCHOOL OF MANAGEMENT, Winston-Salem, NC

B.A., Sociology/Criminology, STATE UNIVERSITY OF NEW YORK AT CORTLAND, Cortland, NY

Additional training:

- Wilderness First Responder, NOLS Wilderness Medicine, 14137, Lander, WY
- HCA Leadership Development Program, HOSPITAL CORPORATION OF AMERICA, Nashville, TN
- Lean Six Sigma Black Belt Graduate Certification, EAST CAROLINA UNIVERSITY, Greenville, NC

Publications:

- "A Path to Success, Practice Efficiencies Yield Successful Outcomes for an MGMA-ACMPE Member Practice" MGMA Connexion, August 2013
- "Reducing OR Cancellation Rates Increasing Surgeon and Patient Satisfaction" HCA The Growth Story, September 2014

Awards:

- Optum Award for Service Excellence for efficiency of onboarding key clients, May 2012
- Edward B. Stevens Article of the Year Award," MGMA, 2014

Agenda Item 4 (a) (14):
G John Ward, MD, MBA

Nevada State Board of Dental Examiners



Employment Application

Executive Director Position – Applicant Information

Full Name: WARD GERHARDUS J (John) Date: 11/20/21
Last First M.I.

Address: [REDACTED] [REDACTED] [REDACTED]
Street Address Apartment/Unit # State ZIP Code

Phone: [REDACTED] E-mail Address: [REDACTED]

Date Available: 1/1/2022 Social Security No. [REDACTED] Desired Salary: \$ 120,000

Position Applied for: **Full-time Executive Director**

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when?

Have you ever been convicted of a felony? YES NO

If yes, explain:

Education

Undergraduate College/University: UNIVERSITY OF WITWATERSRAND (WITS) Address: _____
 From: 1971 To: 1977 Did you graduate? YES NO Degree: MD

Law School/College: WITS Address: _____
 From: 1990 To: 1992 Did you graduate? YES NO Degree: MBA

Other: _____ Address: _____
 From: _____ To: _____ Did you graduate? YES NO Degree: _____

Professional Licenses (Use additional pages if needed)

Please list all states where you have been issued any professional license and license information:

State: All US [USMLE] License Number: 0-511-221-4

Issue Date: Dec 1996 License Status (Active, Inactive, etc.): ACTIVE Is the license in good standing: Yes or No YES

State: _____ License Number: _____

Issue Date: _____ License Status (Active, Inactive, etc.): _____ Is the license in good standing: Yes or No _____

Employment History (Use additional pages if needed)

Company: GALAXY HEALTHCARE INC. Phone: () _____

Address: 9346 SEASCAPE DRIVE, INDIANAPOLIS IN 46256 Supervisor: SELF IN consulting entity

Job Title: CEO

Responsibilities: Contracting, managed care, quality care, VBC

From: 11/2016 To: present Reason for Leaving: —

May we contact your previous supervisor for a reference? YES NO

Company: Advantage HEALTH SOLUTIONS

Phone: (317) 627-8446

Address: 9045 RIVER ROAD, INDIANAPOLIS

Supervisor: Vicki PERRY

Job Title: Chief LIAISON HEALTH REFORM

Responsibilities: Health reform initiatives, direct budget \$250M

From: 2010 To: 2015 Reason for Leaving: company closure

May we contact your previous supervisor for a reference? YES NO

Company: GALAXY HEALTHCARE INC.

Phone: (562) 304 6642

Address: 1781 HUMMINGBIRD DRIVE, COST MESA CA 92626

Supervisor: JOHN EARNSBERGER

Job Title: PRESIDENT

Responsibilities: INTERNATIONAL HEALTH, CONTRACT DEVELOPMENT

From: 1998 To: 2010 Reason for Leaving: INTERNATIONAL TRAVEL

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: NONE

From: To:

Rank at Discharge:

Type of Discharge:

If other than honorable, explain:

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: J. Ward Date: 11/20/21

G. JOHN WARD

• <https://www.linkedin.com/in/john-ward-b4476a110>

EXECUTIVE DIRECTOR

November 20, 2021

As a dedicated, results-oriented healthcare professional with proven success across operations management and team leadership, I am a worthy candidate for Executive Director of the Nevada State Board of Dental Examiners.

My passion lies in elevating process efficiency and boosting business profitability. Through my experience in diverse leadership roles, including Chief Liaison Health Reform, Chief of Business Integration, and President/CEO, I have had the privilege of working with all organizational levels.

Selected Achievements:

- Vice President of Operations for a statewide Independent Physician Association of 300 primary care and 1,100 specialty physicians in Indiana.
- Worked with physician leadership to define “best practices” within a rapidly growing and merging organization.
- Developed and assessed benchmarks to improve and monitor group practice performance.
- Re-engineered all aspects of group practice processes to improve performance, including department and activity level based costing and staffing levels.
- Enhanced managed care financial performance by auditing enrollment and eligibility requirements, monitoring incurred but not reported (IBNR) liabilities, and capturing supplemental revenue (e.g. coordination of benefits, third party liability, copayments, insured services) provided for in managed care contracts.
- Working with medical directors, managed physician productivity, shared risk performance, and health plan profitability for hospitals and physicians. This included educating physicians to modify behavior, developing protocols and measuring compliance with internal and external standards.
- Facilitated transitional strategies for reorganizing physician, hospital and health systems into integrated collaborative provider organizations with aligned strategic, financial, operational and cultural objectives.
- Developed incentive based income distribution methodology formulas for provider organizations to equitably allocate payor revenue including fee-for-service and capitation. These include revenue splits between hospitals, physician and ancillary organizations, as well as within physician organizations.
- Created governance structures for providers to align incentives and facilitate participation of appropriate constituencies in the development and management of authority, roles and responsibilities.
- Negotiated and managed medical group contracts with HMOs and referral physicians.
- Implemented managed care contracts negotiated on behalf of multi-specialty medical groups, including re-design of operations to accommodate unique reporting and tracking requirements.
- Evaluated managed care contracts for medical groups, hospitals and integrated delivery systems.

Further, please note the following recent highlights of my career accomplishments:

- Completed both MBA and MD training.
- Merged operations of an independent multi-specialty practice(s) to form a clinically integrated network of physicians.
- Managed three successful MSSP implementations and Pioneer ACO work streams. The backbone of these is an IDN.
- Oversaw the implementation of a new proprietary care management and analytics system for population health management.
- Expert in ACA: Increased the Hierarchical Condition Category value from 0.800 to 0.933 in a 12-month period, resulting in \$3.5MM monthly revenue improvement. Delivered the “Star Czar” Stars Initiative, managing a team tasked with improving the health plan from 2.5 to 3.5 stars in a 12-month period.

I would welcome the opportunity to discuss the goals as outlined and how I may be of assistance in achieving them. Until then, thank you for your consideration.

Sincerely,

G. John Ward

G. JOHN WARD MD, MBA

• <https://www.linkedin.com/in/g-john-ward-md-mba-b4476a110>

SENIOR HEALTHCARE EXECUTIVE

Strategic Planning / Healthcare Reform & Integration / Business Development

Tested, determined executive with 25+-year record of success and development in the healthcare sector. Expert knowledge in Quality Program, ACA, Government programs and insurance marketplaces. Exceptional understanding of how to assess risk, align resources, and build streamlined operations to sustain growth and revenue generation.

Areas of Expertise:

- Strategic Growth Planning
- Business Plan Execution
- Operational Leadership
- Budget Administration / Management
- Risk Assessment & Management
- Managed Care Expertise
- Process Improvements
- Skill Development

PROFESSIONAL EXPERIENCE

GALAXY HEALTHCARE INC.

2016-Present

Chief Executive Officer

Business development and strategy consulting to Health Systems, Hospitals, IPAs and TPAs - on Medicare Advantage, ACA, Quality Payment Program (MACRA), Government programs, Chronic Care Management, risk assessment and management, social determinants of health and clinical integration.

- Developed and implemented a CMS chronic care management program for CAHs and RHCs that:
 - boosted revenues by more than \$500 per eligible engaged Medicare beneficiary
 - aligned the program to boost HCC scores for Medicare Advantage, and
- Molded an experienced, motivated and driven cross functional Innovation Team that validates and supports providers with Merit-based Incentive Payment System & Advance (Alternative) Payment Model Readiness
- Service improvements spanning the clinical management spectrum from manual and automated prior authorization through concurrent review into prepayment and post-payment clinical review services
- Developed innovative business models that create a seamless healthcare system (care delivery strategies, improved patient experience, provider engagement) improving population outcomes across the continuum-of-care = Quadruple AIM
- Supporting ACO/PCMH initiatives with the Quality Payment Program

ADVANTAGE HEALTH SOLUTIONS, INC.

2010-2015

Chief Liaison Health Reform / Chief of Business Integration

Direct health reform initiatives within an organization with 300 staff and responsibility for a budget of \$250MM. Utilize extensive knowledge of the Affordable Care Act (ACA) and Medicare Advantage to deliver solutions. Identify opportunities for clinical integration, provider/external relations, pharmacy oversight, and population health management. Managed Medicare bid strategy with oversight, as well as revenue. Lead the project management office, including the Pioneer ACO and MSSP ACO.

- Developed a successful bid for a Pioneer ACO - only 33 were awarded nationally.
- Implemented three successful MSSPs and a Pioneer ACO.
- Procured a Dual-Eligible Special Needs Plan (DSNP).

...continued...

G. JOHN WARD • Page 2

- Implemented matrix dyads into the Medical Affairs department for utilization management, case management, and disease management for Medicare, Commercial, and Medicaid populations.
- Medicare Risk Adjustment:
 - Increased the Hierarchical Condition Category value from 0.800 to 0.933 in a 12-month period, resulting in \$3.5MM monthly revenue improvement.
 - Delivered the “Star Czar” Stars Initiative, managing a team tasked with improving the health plan from 2.5 to 3.5 stars in a 12-month period.
- Saved 20% by developing a network for ancillary support services for the organization.
- Lead the implementation of a new proprietary care management and analytics system for Population Health Management.
- Implemented a Revenue Cycle Management Plan which included a Medicare claims transition to “in house” to improve customer service, compliance and bottom line, netting a savings of \$3.5MM per year.
- Led the Health Insurance Exchange team in developing qualified plans designed for the Federally Facilitated Marketplace in Indiana.

GALAXY HEALTHCARE INC.

1998-2010

President and CEO, International / United States

Oversaw healthcare consulting practices and activities, supporting clients in Sub-Saharan Africa (South Africa, Botswana), Ghana, Abu Dhabi and Jakarta. Identified opportunities to focus on managed care by implementing new systems for healthplan operations.

- Transformed local health insurance companies into managed care organizations through on-site staff, systems, tools and network development.
- Directed and developed the clinical operations implementing utilization review, quality assurance, and drug review programs.
- Developed care teams with aligned objectives.
- Implemented managed care systems in Ghana and Jakarta.
- Led the migration to Sequel from Centura for QuadraMed, the parent company.
- Merged operations of independent multi-specialty with primary care practices to form a clinically integrated networks (CIN) to accept risk.
- Developed capitation contracts.
- Lead a team that developed a new data capture and use program, now used by the NHS in England.

Additional Galaxy Healthcare Roles: **Chairman of Unique Health** and **Board Member for Medical Rescue International.**

DRUG FREE THERAPEUTIX (DFTx)

2015-Present

Chief Executive Officer

Develop strategy, raise funds with a consistent focus on integrating science and business to identify and capitalize on new opportunities for growth. Ability to build strong relationships and collaborations across organizational boundaries to create solutions to business problems.

- Raised \$2.5 M of non-dilutive funding.
- Won 3 distinguished awards.
- Negotiated innovative new intellectual property.
- Concluded successful licensing deal with a large international medical device company.

G. JOHN WARD • Page 3

HERITAGE MIDWEST MEDICAL GROUP, P.A.

1996-1998

Senior VP of Development - Midwest

Directed teams to develop governance structures to align incentives and enable participation in the growth of managed care. Evaluated managed care contracts for medical groups, hospitals and integrated delivery systems. Negotiated contracts with all the national carriers. Developed state wide multi-specialty networks ready to accept risk covering Indiana, Illinois, Ohio, Kentucky and Tennessee. Managed commercial, Medicare and Medicaid populations.

HERITAGE INDIANA MEDICAL GROUP, P.A.

1994-1996

Chief Executive Officer

Developed and implemented risk bearing contracts for a national carrier. Built a state wide multi-specialty IPA to accept risk. Negotiated contracts with Anthem, Maxicare, M-Plan, IU Health. Managed commercial, Medicare and Medicaid populations.

EDUCATION AND CREDENTIALS

Master of Business Administration (MBA), University of the Witwatersrand (Finance & Marketing)

MD, United States Medical Licensing Exam parts 1, 2 and 3, Educational Commission for Foreign Medical

M.B. (Medicine), General Practice, University of the Witwatersrand

B.Ch. (Surgery), General Practice, University of the Witwatersrand

PROFESSIONAL ASSOCIATIONS

American Association Physician Leadership (AAPL)

The IPA Association of America (TIPAA)

General Medical Council (UK)

South African Managed Care Forum

South African Medical and Dental Council