

CAREER AT A GLANCE

1982	1994	1995	2010	Present
Employee				
Independent Business Consultant				
Solo Entrepreneur				
Companies: Arthur Andersen & Co. Honeywell Military Avionics The Pillsbury Company BlueCross BlueShield of MN		Client List: BlueCross BlueShield of MN Allina Medica Ucare UnitedHealth Group Definity Medtronic		Client List: Allina Gray Plant Mooty Ecumen Three Links Abbot Downing Boyum & Barenscheer Thrivent
		Fairview Health System Carol Corp. Evantage Consulting St. Francis Regional Med Ctr Agosto Digital First Media OCR, State of Colorado		Ameriprise LeadingAge MN Cargill St. Catherine University Tradition Wealth Management Punch Investment Faith & community organizations

Strategic Business Analysis and Solution Design Expertise

- Disciplined process analysis to thoroughly assess current state and identify business challenges.
- Talent to recognize and address threats and leverage opportunities.
- Collaborative facilitation to engage myriad stakeholders at all organizational levels.
- Creative solution and product design with a strategic mindset.
- Appropriate application of technology v. introducing cool technology looking for a problem to solve.
- Thoughtful process and organizational design as part of solution design.
- Entrepreneurial and Agile experience applied to promote rapid, iterative and incremental improvements.
- Broad capabilities ranging from strategic planning to detailed test planning.
- Exceptional communication, presentation, online marketing, automated email, and documentation skills.
- Deep healthcare industry knowledge: provider-payer relationship and consumer-facing offerings.

Career Highlights

- Founded start-up company that helps people write meaningful healthcare directives.
- Authored and self-published a book as well as an online course regarding healthcare directives.
- Facilitated strategic planning with C-suite and board member participants from multiple organizations.
- Developed elements of Accountable Care Organization reporting in early stages of ACO market.
- Implemented third party patient education and support community portal at Fairview Health System.
- Developed value-based "care packages" at Carol.com, empowering consumers to shop for health care.
- Integrated HSA product with claims processing for Definity Health as part of its integration within UHG.
- Managed \$2M design and implementation of provider-payer negotiation modeling tool.
- Documented, ratified, and implemented standardized processes across various enterprises.

Personal Summary

My strength lies in synthesizing myriad sources of input into useful information, whether analyzing the root causes of a business problem or collaborating with multiple stakeholders to design a creative solution. I have a passion for process design; I help individuals and teams to work together effectively. I think strategically and communicate clearly in order to design solutions that support a company's vision and financial success.

Work Experience

Denny Consulting Services

Minneapolis, MN

Sub-contracting analyst for Agosto and Evantage Consulting

2013 - present

- Developed the Product Requirements Document for a new billing and case management system for the Office of Child Representative for the state of Colorado.
- Captured high-level business requirements for a \$1,000,000+ custom development project with Digital First Media.
- Partnered with Evantage Consulting to:
 - Craft and deliver strategic planning, full-day off-site meetings for St. Francis Regional Medical Center leadership team.
 - Co-facilitate process analysis and design session for Medtronic customer complaint process.

Directives by Design, LLC

Minneapolis, MN

CEO and Founder

April 2010 - Present

Launched a start-up company committed to empowering individuals and families to prepare for end-of-life healthcare decisions. Developed business plan, crafted financial model, elicited investors, marketed to healthcare delivery systems, senior living industry, financial advisors, and attorneys. Architected websites, wrote extensive content, designed web-based software tool (licensed to Allina), wrote a book ([My Voice, My Choice: A Practical Guide to Writing a Meaningful Healthcare Directive](#)), developed online marketing, automated email and social media, created an online course, personalized coaching program and a live workshop to deliver content. Created various motivational presentations as a public speaker: guest on MPR Daily Circuit, Mary Hanson TV show, workshop leader for Thrivent, breakout session leader for LeadingAgeMN and Financial Planning Association MN, featured speaker for Ameriprise, Cargill, dozens of churches and St. Catherine University. Visit [AnneElizabethDenny.com](#) and [HealthcareChoicesfromtheHeart.com](#) to learn more.

Carol Corporation

Minneapolis, MN

Independent Consultant – Rodich Consulting Services, LLC

March 2010 - December 2010

Designed and implemented various aspects of Carol's Accountable Care Organization report offering.

Fairview Health Services

Minneapolis, MN

Independent Consultant – Rodich Consulting Services, LLC

January 2009 - October 2009

Implemented third party patient portal as a pilot for Fairview. Served as Content Manager: collaborated with clinical teams to develop educational content, video and social media. Completed requirements review and user acceptance testing as a liaison for Fairview.

Carol.com The Care Marketplace.

Minneapolis, MN

Independent Consultant – Rodich Consulting Services, LLC

March 2007 - November 2008

Designed various aspects of Carol's healthcare retail marketplace. Performed business analysis, product design, web design, agile development with system engineers and testing for value health product, online scheduling functionality, multi-visit care packages, and care package configuration.

Definity Health / UnitedHealth Group

Minneapolis, MN

Independent Consultant – Rodich Consulting Services, LLC

September 2004 - July 2006

Architected consumer directed healthcare product solutions focused on the integration of consumer spending accounts (HSA, HRA and FSA) and components of the consumer experience (portals, monthly health statements).

UCare

Minneapolis, MN

Independent Consultant – Rodich Consulting Services, LLC

April 2004 - June 2004

Facilitated design for a provider contracting financial modeling tool.

BlueCross BlueShield of Minnesota

Eagan, MN

Independent Consultant – Rodich Consulting Services, LLC

January 2000 - April 2004

- Managed a \$2M initiative to design, build and implement a system that integrated provider financial data, applied business rules and facilitated extensive financial modeling/analysis to support provider-payer negotiations, exploration of payment models/methodologies, provider reimbursement budgeting, provider and network financial performance measurement and settlements. Facilitated design discussions, documented requirements, led the steering committee, and managed the vendor relationship.
- Documented and ratified business processes for Network Management division and for Sales-to-Billing.

Work Experience

**Allina Health System / Medica
Independent Consultant – ARConsulting****Minneapolis, MN
1995 - 1999**

- Established departmental charters and a core business process model for the Information Services Division.
- Documented clinical and demographic data as well as business processes for all aspects of Allina's Cardiovascular Services Division.
- Facilitated the analysis, design, automation and implementation of the business processes required to capture provider demographic and contract data for the Provider Services department within Medica Health Plans.

**BlueCross BlueShield of Minnesota
Director, Business Process Development - Network Management Division****Eagan, MN
1994 - 1995**

- Created and directed a cross-functional team of business analysts leading strategic initiatives for the Network Management Division. Documented business cases, project plans, budgets and implementation strategies.
- Facilitated strategic planning for the Network Management Division's senior executives.

**The Pillsbury Company/Grand Metropolitan PLC
Business Team Manager - Management Information Services Division****Eagan, MN
1986 - 1994**

- Facilitated a cross-functional team of twenty individuals that developed and implemented substantive business process improvements for the introduction of new products by the Green Giant Division.
- Served as project leader for a \$1.8M initiative to create a new Product Documentation system for the Research & Development Division. Managed the relationship with vendors providing technical services.

**Honeywell Military Avionics Division
Technical Specialist, Information Services****Minneapolis, MN
1984 - 1986****Arthur Andersen & Company
Management Information Consulting Staff****Portland, OR
1982 - 1984**

Education

University of Notre Dame; BA in Economics and Computer Applications.

Associations

- Community Bible Study Leadership Council
- Alzheimer's Association Gala committee volunteer
- Former board member – Spare Key Foundation
- Former committee chair for Young Life North Dakota County
- Leadership America class of 2001. Selected to participate in a class of 100 national women leaders

Interests

- Speaking professionally to inspire individuals and families to prepare for end-of-life decisions.
- Music ministry and music production. Composed and produced two music CDs.