

NANCY S. HENLEY, MPH, MD, FACP

SPRAGENS & ASSOCIATES, LLC

2008 to Present

Spragens & Associates provides strategic planning, business planning, and leadership support for health care organizations interested in expanding successful clinical programs. The firm works extensively with organizations focused on the needs of our aging population: geriatrics, palliative care, hospice, the culture change movement, and hospital based programs that bring innovative care to the severely ill, particularly providing business and operational support to innovative leaders who are change agents in their fields.

Senior Consultant

Work includes customized client engagement, assessment of needs, and plan development, implementation and evaluation. Examples:

- For "Hospital at Home," a national initiative funded by the John A. Hartford Foundation with Johns Hopkins as the sponsoring organization: Document the core care model, develop dissemination plans, meet with potential partners regarding adaptation, develop evaluation plans.
- For the Center to Advance Palliative Care: Prepare an assessment of key palliative care support actions for major national business and health organizations. Analyze palliative care claims payment issues and make recommendations to the national organization.

STATE of NORTH CAROLINA

2002-2007

STATE HEALTH PLAN

2006-2007

Raleigh, North Carolina

Medical Director

The NC State Health Plan serves 645,000 state employees and dependents. The Medical Director is a member of the executive team which develops and implements strategy and manages performance of the plan. The Medical Director also oversees the plan's medical policy and quality assessment and administers major vendor relationships for utilization management, wellness, health promotion, disease management, case management, and pharmacy management. Additional responsibilities include liaison with governmental departments, the university system, community colleges, public schools and external organizations. Examples of key accomplishments:

- Recruited and developed Integrated Health Management staff. Renegotiated all wellness, disease management and case management contracts for improved quality deliverables and ROI.
- Working with senior human resources leaders from state agencies, developed and promulgated a worksite wellness policy impacting all State employees.
- With the Pharmacy Team, developed successful pharmacy incentive programs on use of generic medications and on nicotine replacement therapy for tobacco cessation.
- Awards and Recognition: NC Prevention Partners, 2006 Health Plan Excellence (for *NCHealthSmart*) and 2007 Preventive Benefits Excellence (for tobacco cessation). NCQA Quality Profiles: The Leadership Series. *Focus on Wellness and Prevention* (for worksite wellness pilot).

NORTH CAROLINA MEDICAID

2002-2005

Raleigh, North Carolina

The Division of Medical Assistance administers North Carolina's Medicaid Program which has a budget of \$8+ billion/yr. and provides medical coverage for ~1.4 million poor and disabled state residents.

Deputy Director for Clinical Affairs

2004-2005

The Deputy Director's areas of responsibility encompass Clinical Policy and Programs including all medical management functions, Program Integrity, Managed Care, and Provider and Recipient Services. The Deputy Director has broad responsibilities for strategic planning, development, and implementation and for quality assessment and improvement. The position includes liaison with Mental Health, Public Health, Public Instruction and with external organizations. Accomplishments on request.

Senior Medical Advisor and Acting Assistant Director for Medical Policy 2003-2004

The Senior Medical Advisor functioned as the medical director for the Division of Medical Assistance and served as an internal consultant to the NC Community Care Program. Responsibilities included strategic assessment and planning, policy development, program development and implementation, and oversight of the medical management functions for the division.

Consultant: During 2002, served as consultant to the Medicaid Access II/III Networks (now Community Care of North Carolina) for clinical program development and evaluation and to the Division of Medical Assistance on the medical policy development process.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL 2000-Present

Associate Professor, Department of Medicine (clinical practice). Adjunct Associate Professor, School of Public Health, Health Policy and Administration. Course: "Measurement Methods and Applications in Health Care Quality," 2000 and 2001.

MEDICAL REVIEW OF NORTH CAROLINA 2000-2003

Cary, North Carolina

MRNC is a private, nonprofit organization dedicated to improving quality, efficiency, and accessibility of health care for the citizens of North Carolina. CMS QIO for Medicare.

Clinical Coordinator – Part-time

Develop, implement, and evaluate physician and patient/family centered interventions to improve care for selected high impact diagnoses and targeted interventions to improve inpatient care efficiency. Provide clinical consultation to multidisciplinary project teams.

DOCTORS HEALTH PLAN 2001-2002

Durham, North Carolina

Medical Director/Vice President Medical Affairs – Part-time

- Member of executive management team.
- Medical Affairs responsibilities included utilization management, quality, network development, contracting, pharmacy benefit management, disease management programs, health promotion and prevention, credentialing, accreditation and regulatory affairs, underwriting, product development, sales and marketing, and information systems.
- NC Prevention Partners Award for Innovative Benefit Development, 2001.

THE BARD GROUP 1998-1999

Newton, Massachusetts

The Bard Group is a national consulting firm focused on assisting health care organizations in improving clinical, service, and business performance.

Senior Consultant

- Assessed hospital coverage needs for an academic diabetes center and, with them, designed a new system, resulting in increased availability of physicians for clinic and consistent hospital coverage.
- Assessed existing care and utilization management incentives and processes for a large integrated delivery system >> recognition of conflicting incentives and redesign of UM systems.
- Orchestrated changes necessary for a capitated, multispecialty group practice to become a fee based practice: leadership development, operational planning, payer acquisition.

THE CAROLINA PERMANENTE MEDICAL GROUP, P.A. 1985-1998

Raleigh, North Carolina

The Carolina Permanente Medical Group (TCPMG) provided primary and specialty care for Kaiser Permanente's 136,000+ members. The group included approximately 140 physicians and 40 health care practitioners and had 2300 affiliated physicians.

Associate Medical Director for Quality and Research North Carolina, 1993-1997

- Areas of responsibility included quality and utilization management in the inpatient and ambulatory settings for Permanente and affiliated practitioners and facilities; clinical innovation and preventive services; accreditation and regulatory affairs; research and CME coordination; and liaison with marketing, clinical information systems, risk management, and contracting.
- Member of the senior management team for Kaiser Foundation Health Plan of NC and for TCPMG.

Physician Director of Quality Improvement, North Carolina, 1991-1992

Led the implementation of quality management methods to KP North Carolina.

Kaiser Permanente, National Responsibilities, 1992-1998

- Care Management Institute Board of Directors, 1997-1998.
 - Consultation to other KP Regions on Quality and Utilization Management, 1992-1995.
 - Permanente Medical Directors' Quality Review, 1995-1997.
 - Kaiser Permanente Interregional Quality Assurance Committee, 1992-1994.
- Kaiser Permanente Interregional Utilization Management Committee, 1992-1995.

TCPMG, Durham-Chapel Hill Service Area, 1985-1998

- Chief of Quality Assurance and Resource Management, 1988-1992
- Chief of Internal Medicine, 1989-1991
- Staff Physician, 1985-1998. Full patient panel for many years, later acute care clinic.

SOUTHERN WEST VIRGINIA REGIONAL HEALTH COUNCIL, INC.

1976-1978

Beckley, West Virginia

Regional Administrator for a multicounty health care system integrated with health departments in ten rural counties. Services included primary care, home health, nutrition/WIC, and traditional public health services. Multiple funding sources; Appalachian Regional Commission sponsored.

UNIVERSITY OF NORTH CAROLINA

1973-1976

Research Assistant, Department of Health Administration. Technical Writer, Carolina Population Center. Trois Johnson Interne, State Services Office, Carolina Population Center.

EDUCATION

North Carolina Memorial Hospital, Chapel Hill, North Carolina. Residency in Internal Medicine, 1982-1985.

University of North Carolina, Chapel Hill, NC, M.D., 1982.

University of North Carolina, Chapel Hill, NC, M.P.H., Health Administration, 1973.

Auburn University, Auburn, AL, B.S., summa cum laude, Biology and Spanish, 1972.

CERTIFICATION and LICENSURE

Diplomate, American Board of Internal Medicine, 1985

Fellow, American College of Physicians, 1998

Licensure, North Carolina, 1983 - present

EXECUTIVE TRAINING

Center for Reengineering Leadership: Reengineering--The Implementation Perspective, 1994.

Kaiser Permanente Executive Program (Stanford Business School), 1993-1994.

HCA: Hospitalwide Quality, 1992.

Institute for Healthcare Improvement: Designing Clinical Quality, 1992.

Juran Institute: Quality Improvement Tools, 1992; Facilitating QI, 1991.

COMMITTEES & HOSPITAL AFFILIATIONS

University of North Carolina at Chapel Hill

Department of Medicine, Clinical Associate Professor, 1995-1998 and 1999-present

Advisory Board, UNC Center for Excellence in Chronic Illness Care 2005

Durham Regional Hospital, Durham, NC

Member of Department of Internal Medicine, 1985-1998, Secretary, 1988-1990

Research Triangle Institute, RTP, NC. Institutional Review Board, 2000-2003

NCIOM Task Force on Child Abuse Prevention 2005

NC Governor's Quality Initiative 2006-2007

North Carolina Medical Board, Clinical Quality Reviewer

Durham Area Authority for Mental Health, Developmental Disabilities, and Substance Abuse Board

AWARDS AND HONORS

University of North Carolina: Sheps Center Fellow, 2006

Kaiser Permanente: National Award for Exceptional Contribution, 1996.

University of North Carolina: Moseby Award for Academic Excellence, 1982.

Auburn University: Phi Kappa Phi, Alpha Epsilon Delta (premedical), Sigma Delta Pi (Spanish)

PROFESSIONAL SOCIETIES

American College of Physicians

North Carolina Chapter – ACP

American Public Health Association

North Carolina Medical Society: Quality and Performance Improvement Com, 2006-present. Access to Health Care Com, 2000-2006. Managed Care Com, 1998-99.

Orange and Durham County Medical Society: State Delegate, 1991 & 1999

Nancy S. Henley, MPH, MD, FACP: ADDENDUM

PRESENTATIONS

"The Role of Insurers and Payers in Improving Health Communication," Nancy S. Henley. Presented for the 2006 North Carolina Institute of Medicine Task Force on Health Literacy.

"Driving Up Health, Driving Down Risk," Nancy S. Henley and Vicki Schweitzer. 2006 Joint Forum on Health, Productivity, and Absence Management, National Business Group on Health (Washington, DC).

"Prevention and Wellness Plan Design," Nancy S. Henley. 2006 North Carolina Association of Health Plans (Greensboro).

"Achieving Quality Improvement in State Medicaid Programs: Community Care of North Carolina," Nancy S. Henley. Presented at the 2005 Conference of National Medicaid Medical Directors (Chicago).

"Measuring Quality: Provider and Policy Maker Perspectives," Nancy S. Henley, Panel Chair. Presented at the 2001 Snyder Healthcare Leadership Forum (Raleigh).

"Engaging Physicians in Payment Error Prevention," Nancy S. Henley. Presented at the 2000 Conference on Compliance in the Carolinas (Charlotte).

"Transferring Clinical Innovations Across Medical Practices," Nancy S. Henley, S. S. Weir, and Betsy La-Forge. Presented at the 1999 IHI National Forum (New Orleans).

"Caring for Patients Efficiently: Roles for Nurse Practitioners in Care Management," Nancy S. Henley. Presented at the 1999 Nurse Practitioners' Symposium of the N.C. Nurses Association (Asheville, NC).

"Clinical Innovation Implementation: Replication at Multiple Sites," Nancy S. Henley. Presented at the 1997 KP Quality and Learning Conference (San Diego).

"Diabetes Care Design," Nancy S. Henley. Presented at the 1995 Kaiser Permanente Interregional Utilization Management Conference (Oakland).

"Quality Assurance and Managed Care," Nancy S. Henley. Presented at the May 1995 22nd Annual Regional Conference on Maternal and Child Health, Family Planning, and Services for Children with Special Needs. Promoting Public Health In An Era of Change: What's Next for MCH? (Asheville, NC).

"Involving Physicians in CQI," Nancy S. Henley and Joel Hyatt. Presented at the October, 1993 The Quality Imperative: Sharing Our Best to Become the Best, Kaiser Permanente's Second Annual Interregional Total Quality Management Conference (Universal City).

"Policy Implications: An Analysis of the Relative Importance of Program Inputs and Environmental Constraints to Family Planning Programs in Haryana State, India," Nancy S. Henley, Daniel H. Freeman, Jr., Sagar C. Jain, and H. Bradley Wells. Presented at the 1976 annual meeting of the Population Association of America (Montreal).

"A Multiple Logit Analysis of a Family Planning System," Robert Makuch, Daniel H. Freeman, Jr., Nancy S. Henley, and Sagar C. Jain. Presented at the 1976 annual meeting of the American Statistical Association, Social Sciences Section (Boston).

Comment [KP1]:

PUBLICATIONS

Henley, N.S. "State Health Plan Worksite Wellness Initiatives." NCQA Quality Profiles: Leadership Series, Wellness and Prevention (May 2007).

Stokes, G.C., Henley, N.S., Herget, C. "Creating a Culture of Wellness in Workplaces." North Carolina Medical Journal.67(2007):445-448

Massing, M. W., Henley, N. S., Carter-Edwards, L., Schenck, A., Simpson, R.J. "Lipid Testing among Patients with Diabetes Who Receive Diabetes Care from Primary Care Physicians." Diabetes Care, 26 (2003): 1369-1373.

Massing, M. W., Henley, N. S., Biggs, D., Schenck, A., Simpson, R.J. "Prevalence and Care of Diabetes Mellitus in the Medicare Population in North Carolina." NC Medical Journal, 64(2003): 51-57.

Henley, N. S. and Lannon, C. "Team-Directed Communication Strategies Get Results in Transferring Clinical Innovations Across Multiple Practices." The Joint Commission Benchmark, 1(June 1999): 4-5.

Henley, Nancy S., Pearce, J.P., Phillips, L.A., Weir, S. S. "Replication of Clinical Innovations in Multiple Medical Practices." The Joint Commission Journal on Quality Improvement, 24(1998): 623-639.

Henley, Nancy S., "Reengineering in an Integrated Health System," invited chapter in Handbook for Managing Change in Health Care, ed. Chip Caldwell (Milwaukee, WI: ASQ, 1997).

Gammon W.R., Merit, C.C., Henke, D.S., Robinson, T.H., Henley, N.S., and D'Angelo, L. "Complement Activated Immune Deposits in S.L.E. Skin." Journal of Investigative Dermatology 8 (1983): 14-20.

Henley, Nancy S. and Sagar C. Jain. Family Planning in Haryana India: A Program Analysis. Chapel Hill: Carolina Population Center, University of North Carolina, 1977.

COMMUNITY SERVICE

- Strikers Soccer Club: Team manager and Board member. 1999-2003
- Community Shelter for Hope: Designed and developed children's reading center, 1996; kitchen volunteer , ongoing.
- Eno River Unitarian Universalist Fellowship, 1986-present: Religious Education, Teacher, 1995-1997 and Committee, 1997-1999; Strategic Planning Committee, 1999-2002, Chair 2001-2003. Trustee of the Board 2003 – 2006.
- Family Violence Prevention Center of Orange County. Consultation on strategic plan development, 2003.
- Eno River Fellowship Foundation Board. 2007 – present.