

TO: **Michelle Hicks, Mayor's Administration**
FROM: **Darcy Dockery, Aging & Adult Services**

RE: **Council for Aging & Adult Services – Council Member Appointment Request**

Dear Michelle –

The Council for Aging & Adult Services is seeking reappointment for current council member Tracy Altman. Tracy's first appointment term expires on August 31, 2021, and she is currently eligible for one additional 3-year term. The motion was made during the last Council for Aging & Adult Services meeting held August 4th, 2022, to submit this request to the Mayor and County Council for review and consideration of reappointment. The Council for Aging & Adult Services members voted in unanimous support of the motion to request this reappointment.

Tracy Altman has worked in the healthcare community for over 30 years and is currently the Executive Director of Special Needs Medicare plan for institutional residents. Traci has served on the Council for Aging & Adult Services board for three years now and has been an fantastic addition. We seek her input and would benefit from another three years with her on our board.

Below is the required approval, diversity, and appointment information specific to this appointment request.

- 1. Has this board request been approved through leadership such as Department/Division Director and/or the Board you manage?**
 - a. Yes. The Council for Aging & Adult Services members voted in support of the motion to submit this request to reappoint Tracy Altman. In addition, Paul Leggett, Division Director for Aging & Adult Services, and Karen Crompton, Department Director for Salt Lake County Human Services, have both approved of this appointment.
- 2. Board members and diversity data.**
 - a. The current Council for Aging & Adult Services membership and term dates is attached to highlight board members' term dates and diversity data.
- 3. Reappointment request.**
 - a. What appointment are they on? (2nd, 3rd)
 - i. This request is for Tracy Altman to be reappointed to a 2nd, 3-year term.
 - b. Term limits
 - i. Tracy Altman is eligible for appointment to a second (3-year) term. A maximum of two consecutive appointed terms, or a total of six consecutive years, is permitted per the Council for Aging & Adult Services bylaws.
 - c. Term dates
 - i. Seeking reappointment with a 3-year term. Term Dates: 9/1/2021 – 8/31/2024.
 - d. Attach resume/application
 - i. Tracy Altman's appointment application and updated resume are attached.



Board Member Nomination & Application

Board: Salt Lake County Council on Aging Date: 07/07/2022

Nominated By (if applicable): _____

Applicant Name Tracy Altman

Home Address: _____ City, State, Zip SLC, UT 84105

Work Address: _____

Would applicant prefer work or home phone/address used as mailing address? Either _____

Salt Lake County Council District #: _____

(To find the district you live in go to <http://vote.utah.gov/elected-officials/>, enter your address and zip code, then click on **Find**. The results will produce a map with a **red diamond** at your home location. Click on the diamond and wait for a text box to appear containing your elected officials. Scroll down until you see the **fourth** County Council representative (not "At-Large") and list that name above.)

I prefer that my personal contact information remain private and protected Yes No

Unique qualifications and/or perspectives you would bring to a Board or Commission:
 Medicare and Medicaid Subject Matter Expert. Currently Executive Director of Special Needs Medicare plan for institutional residents. Worked in the healthcare community for 30+ years

Board Member Nomination & Application

Applicant Name _Tracy Altman_____

Are you a current member of another county board? Yes No

If yes, board/commission _Salt Lake County E-MDT_____

Have you ever been a member of a board or commission in the county? Yes No

If yes, board/commission This Board Dates: 2019-2022

Are you or any member of your immediate family a county employee? Yes No

If yes, explain_____

Have you ever been convicted of a felony? Yes No

If yes, explain_____

Forward this application and nomination to the contact below with a resume:

Darcy Dockery

Board Coordinator

2001 S. State Street, #S1-600

Salt Lake City, Utah 84190

Phone: (385) 468-3191

Fax: (385) 468-3186

Email: ddockery@slco.org

TRACY ALTMAN, M.S.J., M.H.ED.



SENIOR HEALTHCARE EXECUTIVE

Respected for piloting multi-million-dollar programs—Fortune 500, non-profit—and penetrating some of the most competitive markets nationwide. Business acumen to navigate rapid regulatory shifts, turnaround underperforming units, and drive outcomes for payers, providers, and enrollees. Board Member of Utah Community Action, Council Member of Salt Lake County's Council on Aging, and SME in managed care space. Committed to meaningfully and sustainably meet emerging health needs of our team, clients, community, and world.

CORE EXPERTISE

- Strategic Program Leadership
- KPI Benchmarking and Realization
- Medicare and Medicaid Programs
- Multistate and National Operations
- Operational Quality Improvement
- Federal, State, Local, Government Relations
- New Program Launch and Excellence
- Talent Development and Training
- Strategic Partnerships & Alliances

CAREER NARRATIVE

UNIVERSITY OF UTAH HEALTH PLANS (UUHP), MURRAY, UT 2014 - Present
Recruited by University of Utah's \$250MM health insurance arm, which operates statewide and serves 200,000+.

Government Program Manager (Senior Medicaid Program Manager)

- **Medicaid Strategic Leadership, Statewide Expansion.** Co-piloted expansion of Medicaid program, from working with leadership to chart strategy, to securing 8000+ providers, across 29 counties, and establishing statewide network.
 - ✓ Provider Growth: 8700+ (50 Hospitals, 80+ Urgent Care Clinics) | Medicaid Coverage: 54,000 Lives.
 - ✓ Representative Counties: 29 (Box Elder, Cache, Rich, Weber, Morgan, Davis, Tooele, Summit, Wasatch, Utah).
 - ✓ Representative Providers: Uintah Basin, Blue Mountain, Lifepoint, Mountain Star, Iasis/Steward.
- **Medicaid and Behavioral Plan Operations Management.** Steered day-to-day operation of UUHP's Medicaid and Behavioral product arms, from hiring, leading, and developing team of 3 FTEs, to ensuring compliance with Medicaid agreements.
 - ✓ Delivered 500+ hours of training, to include quality improvement and access to care, as well as new regulations.
 - ✓ Worked with Finance Department to develop specific program budgets and coordinated financial analysis.
 - ✓ Organized and facilitated 10+ audits with, among others, HSAG, OIG, and Utah DOH.
- **Medicaid Behavioral Plan Start-Up and Excellence.** Secured bid for (unseated incumbent for past 25 years, Valley Behavioral Health), architected, and launched Medicaid Behavioral Health Plan for Summit County from ground up.
 - ✓ Representative New Programs: School-Based, Drug Court, Women's Treatment, Service to Incarcerated.
 - ✓ Satisfaction Score (Within 1 Year): 9.2 out of 10 (10 being perfect), Summit County Mental Wellness Alliance.
- **Operational Quality Improvement.** Developed and executed operational quality improvement strategy end-to-end, including implementing, monitoring, and calibrating KPIs to ensure performance objectives were realized every period.
- **Strategic Partnerships and Alliances.** Solidified relationships across healthcare ecosystem, including with matrixed internal teams, community business partners, and local, county, state government (Summit County, Legislators, UT DOH).
 - ✓ Served as plan-wide SME for matters related to Healthy U, H.O.M.E., Healthy Advantage, Healthy Advantage Plus.

MOLINA HEALTHCARE, INC., MIDVALE, UT 2012 - 2014
Joined Utah division of \$19.8B, Fortune 500, publicly traded (NYSE: MOH), managed care provider Molina Healthcare.

Provider Relations Manager | Network Contracting Manager

- **Network Strategic Leadership, Role Expansion.** Imagined, developed, and implemented profitable network strategy for ACA/Marketplace, when competitor ACA plans were in red. Within 1 month at Molina, elevated to lead provider relations.
- **Provider Relationship Building and Leadership.** Managed 5,000+ provider relationships across Utah, from Box Elder to Washington County, across cultural (tribal communities), social (refugee organizations), and generational strata.
- **Medicaid Contract Renegotiation and 10% Cost Reduction.** Renegotiated legacy agreements for Medicaid rates in rural areas, executed new agreements, and catalyzed a 10% cost reduction.

WINDSOR HEALTH GROUP (WHG) (now WELLCARE HEALTH PLANS), SALT LAKE CITY, UT 2010 - 2012
 Joined WHG, which served Medicare beneficiaries with MA, PDP, Supplement products. Acquired by \$17B WellCare (2013).

Network Development and Provider Relations Representative, Captive Agent

- **Selling Strategically and Medicare Beneficiaries.** Led sales lifecycle end-to-end from conducting client needs analyses and educating customers, to selling Medicare Advantage, Supplement, Life, and Critical Illness plans across Utah.
- **Rapid Promotion, Partnership Building, Network Expansion.** Promoted to Network Development and Provider Relations Representative, within 1 year. Played key role in designing penetration strategy, and spearheaded growth across 7 states.
 - ✓ Expansion Footprint: Montana, Idaho, Wyoming, Colorado, Nevada, Utah, Arizona.

VISTA STAFFING, SALT LAKE CITY, UT 2006 – 2010
 Led scheduling for one of largest healthcare staffing firms, serving hospitals, medical practices, government agencies.

Director, Scheduling | Recruiter

- **Strategic Leadership and Nationwide Placements.** Helmed recruitment, credentialing, contracting, scheduling, and placement of 5,000+ professionals for locus tenens roles, across patient care ecosystem, throughout Central and East US.
 - ✓ Representative Awards: President's Club (2007), Most Valuable Player (2009).
 - ✓ Representative Physician Specialties: Emergency Medicine, Internal Medicine, Anesthesiology.
 - ✓ Representative Locations: Florida, Maine, New Hampshire, North Carolina, Illinois, Texas.
- **B2B Business Development and Flagship Clients.** Prospected, negotiated, and executed agreements with some of the largest hospitals in the country. Recognized for perfect compliance record with federal and state regulations.
- **Culture-Driving and Team Turnaround.** Entrusted with turnaround of struggling Anesthesiology team. Met with every team member to discuss goals and boost morale, introduced new KPIs, and met targets in 1 month—first time in 7 months.

UNITED HEALTHCARE (UNH), SALT LAKE CITY, UT 2004 - 2005
 \$242B+, publicly traded (NYSE: UNH), managed health care company, which is the largest in the world by revenue.

Senior Hospital Contract Manager

- **Interest-Based Negotiation, Contract Management.** Stewarded and strengthened UNH's contracts with some of top health systems (Intermountain, HCA/Mountainstar, Lifepoint). Negotiated and executed 60+ agreements in 1 year at UNH.
- **Created First Managed Care Network in Wyoming.** Led expansion of UNH into Wyoming, from prospecting and contracting 50+ providers (hospitals, physician groups), through establishment of state's first managed care network.

SELECTED ADDITIONAL EXPERIENCE

IHC HEALTH PLANS (now SELECT HEALTH), SALT LAKE CITY, UT

Senior Provider Relations Representative

Cultivated and strengthened relationships with 200+ Intermountain Healthcare (IHC) facilities, community providers, and hospitals across the Greater Salt Lake City Area. Entrusted with brokering resolution of critical disputes at IHC facilities, including successfully mediating major conflict between trauma surgeons and LDS Hospital leadership.

HEALTH HORIZONS LC, HOLLADAY, UT

Owner

Launched and grew an ambitious start-up into a regionally-respected, certified, health education and specialty program provider for healthcare facilities. Delivered BLS, ACLS, PALS certification programs for healthcare providers. Delivered training to staff on HIPAA, federal, and state healthcare regulations.

DEVRY UNIVERSITY, Sandy, UT

Business Management and Marketing Instructor

Taught business management and marketing for 3 semesters to classes of approximately 20 undergraduate students at DeVry University's Sandy Campus.

SELECTED EDUCATION, CERTIFICATIONS, AND LICENSURE

SETON HALL UNIVERSITY LAW SCHOOL, Orange, NJ
Master of Science in Jurisprudence (M.S.J.) with Specialization in Health and Hospital Law

BRIGHAM YOUNG UNIVERSITY, Provo, UT
Master of Health Education (M.H.Ed.) with Emphasis in International Relations
Bachelor of Science (B.S.) with Major in Community Health and a Minor in Gerontology

UNIVERSITY OF UTAH HEALTH, Salt Lake City, UT
Advanced Leadership Program Graduate

UTAH INSURANCE DEPARTMENT, Salt Lake City, UT
Health and Life Insurance License, Resident Producer, No. 196745

SELECTED COMMUNITY INVOLVEMENT

Board Member, UTAH COMMUNITY ACTION, HEALTH ADVISORY COUNCIL, HEADSTART POLICY COUNCIL, Salt Lake City, UT
Board Member, SALT LAKE CITY, PACIFIC ISLAND BUSINESS ALLIANCE, Salt Lake City, UT
Council Member, SALT LAKE COUNTY, COUNCIL ON AGING, Salt Lake City, UT
Council Member, CHRYSALIS, HUMAN RIGHTS COUNCIL, Murray, UT
Member, UTAH FALLS PREVENTION ALLIANCE, Salt Lake City, UT
Member, UTAH NON-PROFITS ASSOCIATION, Salt Lake City, UT
Member, UTAH PUBLIC HEALTH ASSOCIATION, Salt Lake City, UT

SELECTED THOUGHT LEADERSHIP

Presenter, PERSONAL CARE SERVICES CONFERENCE, UTAH HOME CARE ASSOCIATION, Salt Lake City, UT, 2018
Facilitator, ANNUAL CONFERENCE, UTAH HOME CARE Association, Salt Lake City, UT 2018
Presenter, NATIONAL CONFERENCE, VISITING NURSES ASSOCIATION OF AMERICA (VNAA), Las Vegas, NV, 2014
Presenter, MIDWEST REGIONAL CONFERENCE, VISITING NURSES ASSOCIATION OF AMERICA (VNAA), Kansas City, MO, 2014