

COURTNEY HENCHON, MBA, MSN, RN

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**Achieves efficient and effective operational models, developed through sound business strategy;
leads and inspires teams to exceptional performance**
Vision • Direction • Ownership • Teamwork • Performance • Culture

Clinical Executive with over 15 years of experience in value-based care, clinical model design and execution, performance management strategy, and clinical education for established, growth phase, turnaround, and start-up organizations. Accountable for operational optimization, quality improvement, and clinical education and training. Expertise in ensuring operational effectiveness and model success. Business development leadership related to product market fit, implementation strategy, and management to go live. Credited with building high performing teams, utilizing nontraditional talent when high performers emerge looking for professional development paths, and growing leader skill sets outside of the boundaries of role descriptions.

PROFESSIONAL EXPERIENCE

Courtney Henchon Consulting, Lafayette, IN
Principal and Founder

2020 – Current

Advisor to Executive Leadership Teams supporting operational redesign initiatives, new market infrastructure and go live and GTM strategy development. Helps organizations with clinical training design and project/program development and launches, business development pipeline growth and connections, and general operational effectiveness support. Very comfortable representing myself as a leader internally and to clients of the organization.

- GTM readiness on time for 3/3 clients
- Program redesign for client with existing model of care, resulting in 17% administrative cost savings
- Program redesign focused on implementing new interventions for client with existing model of care, improvement of 160% of enrollment numbers
- Developed performance management strategy by role with 8 key KPIs designed to make program delivery most effective, collaborated with analytics to develop role based interactive performance dashboards for real time performance monitoring
- Developed and deployed policies and procedures for new and existing operational models, over 100 policies and procedures developed for clients
- MVP developed for 4 clients, with roadmaps for program and product enhancements built with specific timelines and action plans built to ensure delivery on time
- ROI models developed for 12-15 various clinical programs with various staffing models

Purdue University, School of Nursing, West Lafayette, IN

2023 – Current

Purdue University School of Nursing is currently ranked in the top 8% of nursing programs nationally

Clinical Assistant Professor

Clinical Faculty in Nursing Fundamentals working with sophomore level students through weekly field-based experiences of care for patients and communication across care team. Educationally responsible for 80 students each semester via clinical experiences across the facility settings and lab.

- Helen R. Johnson Level I Excellence in Mentorship Awardee

Clinical Faculty in Public Health Nursing working with senior level students through weekly field-based experiences across multiple populations primarily in community-based care models. Fostering advanced

communication and critical thinking skills, developing and deploying interventions to improve health outcomes. Educationally responsible for 20 students across community-based experiences each semester.

- Senior students graduated with a 97% NCLEX pass rate on first attempt

Service-Learning Fellow

2024 - Current

Fellowship designed to foster development and institutionalization of service learning within curriculum-based course work, projects, and scholarly pursuits at Purdue, as well as strengthen collaborative efforts within community-based care models aimed at improving efforts and outcomes within communities. Grant dollars associated with service-learning contributions to a large-scale community initiative upon completion.

Intercultural Pedagogy Grant Awardee

Training program designed to foster intercultural competence and curriculum design training for faculty and staff embedding intercultural competence in courses and study abroad/away programs.

Wayspring, Nashville, TN

2021 – 2023

Senior Vice President Clinical Operations

Wayspring is a growing specialty company with a focus on providing support for the global pandemic of Substance Use operating business models supporting payers to provide holistic care to members with substance use disorders. Responsibilities as executive for start-up Clinical Operations team included launching new markets and SUD medical homes and existing market stabilization. Led clinical team, training and clinical leadership development, and implementation of a new performance management process. Also supported business development for new plans and payer partnerships. Credited with Clinical Operations team development and expansion from 10 FTEs to 96 FTEs in 18 months, including physicians, advanced practice nurse practitioners, nurses, social workers, peer recovery specialists, and other ancillary support. Clinical Operations direct reports of 8 and responsible for 96 total staff.

- Accountable and responsible leader of clinical implementation of the first two Wayspring SUD homes nationally.
- Led stabilization of the Recovery Solutions service line, by enhanced training and competency-based education modules for all field-based teams and clinicians in multiple states.
- Credited with development and implementation of performance management process and model, including 16 KPIs measured across all markets nationally, accountable to CEO and COO for performance results.
- Development of 6 role specific play books to outline day to day expectations to support standard care delivery and ensure model integrity across all markets.
- Development of 8 Leadership Competency Modules to develop existing and future Wayspring leaders and preceptor training manual to ensure standard training and onboarding of field-based staff.

Passport Health Plan by Molina, Louisville, KY

2019- 2020

Vice President Clinical Operations

Passport is a 300K lives, \$2B annual revenue Medicaid and DSNP duals health plan delivering services to the Commonwealth of Kentucky for over 20 years. Responsibilities included clinical operations, quality, accreditation, and training. Partner to Network and other departments for medical cost management and provider partnerships and value-based care models to drive member outcomes. Clinical Operations direct reports of 11 and responsible for 135 total staff.

- Responsible for turnaround level of clinical interventions to achieve year end performance and financial targets, including internal clinical staffing realignment and oversight of delegated CM performance through providers as part of value-based programs.

- Lead cross functional quality work plan development in 2020 for large scale turnaround effort to improve HEDIS and STARS scores, PIP Intervention outcomes, and NCQA “at risk” standards.
 - 11 out of 13 targeted HEDIS and STARS measures improved >10%
 - 2 out of 13 targeted HEDIS and STARS measures improved 2-6%
- Partnered with CMO to develop and deploy value-based care arrangements and CM delegation with high performing providers. *Health Plus* programs included HCP LAN 2-3 compensation models to support quality and MLR. Managed 20 PCP groups with payouts ranging from \$50-200K annually.
- Responsible leader for 2 submitted RFPs for both Medicaid and Kentucky Foster Children in both 2019 and again in 2020, due to a change in Governor and newly issued proposal.
- Responsible for and achieved NCQA Health Plan Accreditation renewal in 2019.
- Identification of \$28M in clinical savings for 2020 in clinical vendor contracts, clinical programming efforts, quality payments, and operational efficiencies. Supported org-wide \$95M in total savings in 2019-2020 as part of financial turnaround targets.

EVOLENT HEALTH, Arlington, VA
National Vice President Clinical Operations

2013 – 2020
 2018 – 2020

National accountability of clinical and quality operations performance against all market business targets. Key responsibility to evaluate and deploy appropriate programs and staffing resources for population specific needs in over 10 market and region product lines. Collaborated with market business leaders to ensure all programs and clinical interventions met local and state requirements, met member needs, and expectations of client partners. In addition to clinical program performance accountability, supported Practice Operations and Transformation goals in conjunction with physician dyad partners to ensure delivery of key performance indicators for every business unit. Lastly, business development support, implementation leadership, and operational strategy support provided to key leaders to ensure goals are met for all business units. Travel responsibilities included frequent travel to prospective, implementation, and clients achieving sustained success. Clinical Operations direct reports of 14 and responsible for 165 total staff.

- Development and implementation of performance management strategy for company and client partners nationally. Responsible for evaluating program interventions key performance indicators, leadership tools, and fostering internal and client focus on performance management with goal of exceptional medical and BH program ROI, achieved 6:1 ROI in some programs deployed.
- Improved productivity performance nationally by 240% for care management programs, based on engagement, as well as KPI score by 160% inclusive of program graduation rates, care plan completion rates, goal completion rates, assessment timeliness, and closed loop referral rates.
- Built standard staffing models by LOB and program to support pricing new partnerships and all state staffing requirements.
- Delivered Transitions of Care program interventions at a 6:1 return and Complex Care at a 4:1 return.
- Lead NCQA program accreditation for field based team performance, with a perfect score for Care Management (CM) and Population Health Program (PHP) desk top audits; Evolent Health named as the first program nationally to be accredited with PHP Accreditation.
- Credited with development of embedded CM model focused on home based CM support for members identified as complex or high risk post discharge with interventions developed to focus on reducing readmissions, preventing ACSC admissions, and reducing ED utilization. Formal reduction validated across all three measures in longitudinal study by third party evaluation.

EVOLENT FOUNDATIONAL EXPERIENCE
Regional Managing Director, Clinical Operations
Senior Director, Clinical Operations

2015 – 2018
 2013 – 2015

Indiana University Health, Indianapolis, IN
Corporate Health System & Health Plan Population Health Senior Director

2008 – 2014
 2013 – 2014

Responsibilities for developing new Population Health Service Organization (PHSO) across 3 hospital and provider groups in statewide health system, in partnership with Evolent Health, including Board strategic planning, operations governance, budget, population health programs development and implementation, and developing analytics across health plan, value-based, and accountable care managed patients.

- Executive relationship management across statewide IU Health System developing population health culture and population health management structure
- Launched population health clinical programs for complex care, transitions care, disease management across all hospitals and providers statewide, including defining and hiring new roles for health plan and system population health, including nurses, community health workers, dietitians, and population health managers.
- Implemented population health manager role to work with all key in-network and out-of-network provider groups on practice transformation from population health patient panel analytics.
- Grew MA lives from 5k to 12k over 2 years and added core Indiana University employees to commercial plan bringing 30k membership.

**Administrative Director Primary Care, OBGYN, Neurology, Urgent Care
Nursing Unit Manager NICU & Pediatrics**

2008 – 2013

Accountable and responsible for both hospital inpatient units and outpatient practices across 5 county radius. Only leader given responsibility of inpatient and outpatient management. Oversight for P&L of clinical staffing for 140 providers, 10 clinics, and 2 hospitals. Also partnered with CMOs and physician executives to launch system population health model developing population health capabilities, analytics, and direct to employer relationships. Clinical Operations inpatient and outpatient direct reports of 12 and responsible for 124 total staff.

- Spearheaded practice transformation of 100 providers to NCQA Patient-Centered Medical Home (PCMH) Level 2 recognition, as well as Diabetes Recognition Program
- Co-led internal design and implementation of new Population Health System of Care model to manage high-risk and hospital transitions patients
- Co-developed population health staffing model using ‘top of license’ model with community health workers and medical assistants supporting care management nurses as a team management model for high risk patient panel care
- Co-led transition to Epic outpatient and Cerner inpatient EMRs
- Opened new 190-bed IU Health Arnett Hospital. Accountability for Hospitalist, NICU, Pediatrics, and OB inpatient programs and unit operations

EDUCATION

Lean Healthcare Green Belt	2011
Anderson University, Master of Business Administration	2007
Anderson University, Master of Science in Nursing	2007
Purdue University, Bachelor of Science in Nursing	2002

LICENSURE & CERTIFICATIONS

Indiana – Active, Unrestricted, COMPACT STATE	Active since 2002
ATI Exam Proctor Certification	2024

PROFESSIONAL ORGANIZATIONS

National League for Nursing	2023
Sigma Theta Tau International Nursing Honor Society	2024

INSTITUTION COMMITTEE INVOLVEMENT

Faculty Affairs Appointment	2024 – 2026
Professional Development Committee Appointment	2024 – 2026

AWARDS

Service – Learning Fellow Awardee	2024
Intercultural Pedagogy Grant Awardee	2024
Purdue Nursing Student Council Level I Excellence in Mentorship Award	2024
Tippy Connect Young Professionals, Top 10 Under 40	2012

PRESENTATIONS

Annual Epic User Group Conference – <i>Home Sweet Medical Home</i>	2012
Annual Epic User Group Conference – <i>It's Oh So Sweet, NCQA Diabetes Recognition Program</i>	2011

CONFERENCE & TRAINING

Purdue Women's Network Conference	2024
University of Washington Simulation Training	
Helen R. Johnson Conference	
Wall Street Journal Instructor Conference	
AACN New Essentials of Competency Based Education Training	
ATI Data and Reporting Training	
ATI Talks: Industry Trends Webinar	
ATI Talks: EHR Tutor Webinar	
ATI Talks: Claire AI Webinar	
National League of Nursing: Cultural Diversity and Equity Webinar	
FAST: Advance Purdue, Professional Development and Engagement at Purdue Seminar	
FAST: Advance Purdue, Promotion and Tenure Processes and Importance Seminar	

COMMUNITY ENGAGEMENT

Legacy Sports Park Community Foundation	2022 - 2024
Board of Directors President	2024
Member at Large	2022 – 2024
North Central Health Services Grants Board	2017 – 2024
Member at Large	
Member of the Nominating Committee	
Pi Beta Phi House Corp Board	2018 – 2024
Assistant Treasurer	2020 - 2024
Member at Large	2018 – 2020