

Paulette Di Angi, PhD, RN, CPHQ

PROFESSIONAL EXPERIENCE:

Outcomes Measurement and Improvement in Higher Education, Project Manager, Educator

Massachusetts General Hospital Institute of Health Professions, MA, 2014 - present

Director, Institutional Effectiveness and Associate Professor of Inter-professional Studies

- Institutional Effectiveness. Implementation of a continuous cycle of improvement through evaluation of measurement outcomes related to: the Strategic Plan; educational outcomes by program; student success on core competencies; with identification of areas for improvement and oversight of improvement project teams.
- Educator and Mentor. Focus on cross-professional learning and quality improvement in clinical practice across graduate professional programs.

Data Design, Product Design and Management, Quality Improvement, Educator, Consultant

Institute for Health Metrics, Burlington, MA, 2007-2013

To enable the Institute for Health Metrics, a non-profit organization, to accept outside venture capital investments a wholly owned for-profit corporation IHM Services was created.

Chief Clinical Information Officer and Product Manager

- Product Management and Design. Develop, beta and implement daily products that provide up-to-date clinical data for intervention and clinical follow up. Daily desktop data products: *Infection Alert (IA)* identifies patients that are vulnerable to nosocomial infections; *Quality Alert (QA)* identifies patients that match JCAHO, IHI, NQF, CMS, NDNQI, HEDIS, indicators to facilitate concurrent review; *Meaningful Use Solution (MUS) (2011)*.
- Consultation. With over 150 Meditech hospitals to ensure maximum gain from utilization reports and care management data, including but not limited to physician profiling, service utilization and monitoring results against best practice and benchmarks.
- National Education Program: Achieved ANCC Accreditation to provide Continuing Education Credits to nurses for 4 years. .

IHM Services Corporation, Burlington, MA, 2012-2013

Vice President, Product

- Data and Utilization Management. Assist hospital staff to ensure patient receives all the best practice of care prior to discharge. Identifies daily via the electronic record which patients received or did not receive best practice measures identified via *Meaningful Use*.

Affiliation with Standard Setting Organizations in Role of Evaluator

American Nurses Credentialing Center, Silver Spring, MD, 2012 – present

Appraiser, Commission on Accreditation

- Appointed as an appraiser/evaluator of applications for accreditation.
- Complete three application cycles a year

Partners in Performance

Mass Excellence Center for Industrial Competitiveness, Boston MA, 2005-2007

Examiner, Massachusetts Performance Excellence Award

- Serve as a Malcolm Baldrige Examiner for Mass Excellence.
- Measurement of best practices and high performing organizations once a year

Operations of Service Delivery Programs, Quality of Care Measurement, Risk and Informatics

Newton Wellesley Hospital, Newton, MA, 2002 – 2007

Director, Healthcare Quality, Patient Safety and Risk Management, 2004-2007

- ***Quality Measurement and Data Reporting.*** Responsible for all external quality reporting, third party payer withholdings and measurement standards as it relates to all quality of care measure. *Solucient* Top 100 Hospital 2003, 2004, 2006, 2007; and *Consumer Digest's* Top 50 Safest Hospitals 2005, American Heart Association Quality Award, 2004, 2005; Leapfrog Award, 2004
- ***Program Operations.*** Supervised over 50 clinical staff and 15 support staff covering the areas of Care Coordination, Social Services, Infection Control, Risk Management, Patient Advocacy and Complaint Management, Physician Peer Review and Reporting, and Program Improvement Project Management with oversight of Six Sigma Green Belt Team
- ***Risk Management.*** Implementation of physician malpractice insurance product. Implementation of web-based incident reporting system, training of 40 managers in crisis situational management and disclosure of medical error, doubled physician membership, decreased 'noise' claims (claims based solely on patient dissatisfaction) via implementation of physician practice evaluations and training.
- ***Physician Peer Review Program.*** Developed and implemented Peer Review Tracking database and physician comparison report for Department Chairs based on patient outcomes and utilization.
- ***Enterprise-wide quality improvement.*** Responsible for patient safety initiatives, Root Cause Analysis, Failure Mode Effect Critically Analysis, risk assessments and patient safety issues in non-punitive near-miss structure. Developed intranet patient safety site, implemented Executive Safety Walkrounds, designed and built a safety issue-tracking database.
- ***CPOE Project.*** Implementation of CPOE house-wide 2004-2005. Responsible for technical structure and placement of 180+ Physician Order Set/Guidelines. Creation of guidelines was facilitated using physician taskforces by specialty and topic area (e.g. admission, continued care, discharge, etc.).

Director, Healthcare Quality, 2003

Manager, Care Coordination and Social Services, 2002

Psychiatric-Mental Health and Substance Abuse Product Line Operations including Risk Management, Quality Compliance and Contract Administration

Cape Cod Healthcare, Inc., 1997 – 2001

Executive Director, Cape Psych Center, Cape Cod Hospital, Hyannis, MA

- ***Psychiatric inpatient and emergency services.*** Administration of psychiatric inpatient and partial hospitalization programs. Implemented Psychiatric NP program in emergency room to decrease repeat admissions and improved management of transfers.
- ***Unit Operations:*** Supervision and operational responsibility for nursing, psychology, occupational therapy, housekeeping, mental health care technicians and social work for both inpatient and outpatient programs.
- ***New Business:*** Captured new volume and maximized reimbursement by providing behavior health services to patients in medical specialty

CEO/President, Cape Cod Human Services, Inc., Cape Cod, MA

- ***Mental health Outpatient Services:*** Psychiatric, mental health and substance abuse day treatment, residential, outpatient, respite, and outreach programs with supervision of counselors, physicians and residential staff. Risk Manager and Compliance Lead.
- ***Contract Administration.*** Management of multiple private and public contracts, which supported cape-wide community services.
- ***Board of Directors:*** Worked with board of directors to increase efficiency and effectiveness of programs.

Service Delivery Operations, Managed Care Network Administration, Physician and Hospital Contracting, System-wide Project Management

CIGNA HealthCare Corporation, 1992-1997

Connecticut General Life Insurance Company created a managed care organization, CIGNA HealthCare Corporation, who obtained MCC Behavioral Care, as a fully owned subsidiary. CIGNA provides subscribers with Medical and Surgical Services, and MCC provided the Psychiatric, Mental Health and Substance Abuse Services.

CIGNA Managed Care Operations, Bloomfield, CT, 1996-1997

Assistant Vice President, Provider Services

- Operational efficiency. Established national standards for best practices in provider relation services covering 50 health plan offices and over 175,000 contracts.
- Provider satisfaction. Changed paradigm from 'provider as competitor' to 'provider as customer/partner', by implementing National Benchmark Study and National Provider Relations Training Program.

CIGNA New World Reengineering Project, Bloomfield, CT, 1994-1996

Assistant Vice President, Provider Project

- Efficiency. Eliminated cost of redundancy of multiple databases by re-engineering processes and technology to serve the data needs of 10 corporate divisions and 4 insurance products.
- Data management. Managed and monitored entire data set of providers (300K) across 50 states and 48 networks.
- Product design. Implemented a uniform desktop application for data collection; trained 300 field staff and distributed desktop tools to 50 field offices.

CIGNA-MCC Behavioral Care, Inc., Kansas City, KS, 1992-1994

Regional Vice President, Mid-West

- Program enhancement. Increased market share by implementing VIP service standards for large accounts.
- Operational efficiency. Increased productivity and maximized resources by creating teams, (corporate, regional and field) with shared responsibility for product outcomes, customer satisfaction and rewards.
- Utilization review program. Fiscal and operational management of outpatient clinics and utilization review units for over 500,000 members established critical paths for service providers and utilization review nurses.
- NCOA Implementation: Lead Implementation Team for full implementation of NCQA processes across 32 health plans.

Psychiatric Service-Line Operations and Nursing Administration

Valley Hospital, Ridgewood, NJ, 1990-1992

Associate Vice President

- Utilization improvement. Implemented a early discharge program that reduced wait time for ED admits by 3 hours and in 6 months reduced LOS by 0.3 day.
- Operational Responsibility: For 200 of 400 beds and all outpatient programs. Completed turn-around of psychiatric and mental health inpatient and outpatient programs resulting in improved utilization and cost effectiveness.

Hamot Institute for Behavioral Health, Hamot Hospital, Erie, PA, 1987-1990

Director

- Product Line Operational Improvements. Streamlined referrals across programs (acute, partial, outpatient) and decreased ED readmissions
- Operational and Clinical Responsibility. For 100 beds of 400 beds and all outpatient programs for psychiatric, mental health and substance abuse.

PROFESSIONAL EDUCATION:

PhD, Healthcare/Nursing Administration, Case Western Reserve University, Cleveland, OH

Dissertation: *Nursing Decentralization: A Contingency Model of Assessment*

The examination of the relationship of the organizational variables of environment, human resources, technology and the nature of the work within the first set of Magnet Hospitals identified during the nursing shortage of the late 70's and early 80's.

MA, Psychiatric-Mental Health Nursing, University of Iowa, Iowa City, IA

Thesis: *A Model for Providing Mental Health Services with Medical-Surgical Inpatient Services*

BS, Nursing, Villa Maria College, Gannon University, Erie, PA

PROFESSIONAL AWARDS:

Certified Professional in Healthcare Quality, CPHQ, 2006 - 2016

Harvard Risk Management Foundation Grant, Disclosure of Medical Error, 2006

Six Sigma Yellow Belt, General Electric Medical Services, 2005

Certificate in Management, Smith Management Program, Smith College, 1991

Nightingale Award for Nursing Excellence, Nightingale Awards of Pennsylvania, 1990

ANF Scholar Award, American Nurses Foundation, Inc., 1988

Alumni Research Award, Case Western Reserve University, 1987

National Endowment for the Humanities Grant, Hershey Medical Center, 1982