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SENIOR HEALTHCARE OPERATIONS & CONSULTING EXECUTIVE

COO | EVP | SVP | VP ♦ INDUSTRY THOUGHT LEADER

Experience: Large-Scale P&L Accountability, Fortune 500 Client Management, 3,000+ Team Leadership
Expertise: Market Access; Health Policy; Value Propositions & Partnerships that Drive Healthcare Delivery
End Goal: Leading an Organization's Efforts in Developing and Launching Innovative Offerings to Address Payer, Clinician & Patient Access Issues

Accomplished healthcare executive, strategist, and business driver with 20+ years of executive leadership experience. Strong background in leading large and complex organizations, setting and executing the strategic direction, recruiting and molding top talent, and fostering sustainable client relationships. Proven record of generating positive financial outcomes, including sales, revenue, and margin targets within stable and downturn economies. Leverage a deep understanding of the healthcare ecosystem and its moving parts to develop robust, scalable strategies that benefit employer and client organizations.

Selected Core Competencies:

Big-Picture, Visionary Leadership & Direction | Strategic Planning & Execution | Change Management & Problem-Solving
New Product Innovation & Development | Partnerships & Alliances | M&A Integration | Risk Assessment & Mitigation
New Business Development & Growth | Building a Culture of Excellence | Long-Term Agreement Negotiations
Product & Service Line Launch | Servant Leadership | Staff Coaching | Performance Management
Payer, Clinician & Patient Access Solutions | Overcoming Coverage & Payment Barriers

Board Appointments:

Board Member, Public Health Foundation, UNC Chapel Hill Gillings School of Global Public Health
Alumni Board Member, Columbia University, Mailman School of Public Health

Selected Performance Highlights:

<u>Avalere Health:</u>	<u>Lash Group:</u>	<u>Castlight Health:</u>
Achieved \$60M revenue target and exceeded margin goal by 10%, then led an effective M&A integration.	Drove breakthrough growth from \$20M to \$1B and the firm's rise to a #1 ranking in its specialty area.	Captured new client contract with United Healthcare while resolving issues to retain Express Scripts.

PROFESSIONAL EXPERIENCE

Avalere Health – Washington, D.C. – 2015-2018

Industry-leading strategic advisory healthcare consulting firm that specializes in strategy, policy, and data analysis for health plans, providers, and life sciences organizations. Inovalon acquired Avalere Health in 2015.

EXECUTIVE VICE PRESIDENT

Recruited and hired due to the following: extensive healthcare consulting experience; background in overseeing an entire organization; and expertise in healthcare methodologies, best practices, and strategic issues facing clients. Directed all of the company's advisory services practices, with total annual revenues of ~\$60M. Led business development efforts in the U.S. while establishing the strategic direction for the international presence, including formation of a consultant network in Europe.

Trained, coached, and led a team of 16 direct reports (11 SVP Practice Leaders, VP of Sales, VP of Marketing, Senior Director of Operations and 2 Senior Advisors). Reporting to the President and CEO, set the strategic direction for the portfolio of projects and products. Additionally contributed as a member of due diligence teams for potential acquisitions.

Following Inovalon's acquisition of Avalere, worked with both the President and CEO of Inovalon to facilitate understanding of Avalere's business model, strategy, operations, team, and financial performance.

Management by Objectives

- Surpassed margin target by 10+% through developing core strategic goals and operational metrics (Revenue, Utilization, Sales, Retention). Specifically achieved staff retention goals by increasing communication and transparency of goals to the team.

Client Service Optimization

- Attained revenue target of **\$60M** and margin goal by creating a Sales organization founded on strategic client relationship management and timely insertion of consulting SMEs into engagements. Ensured fulfillment of clients’ top-priority needs as a result.
 - Enabled the company to sell larger-scale projects that promoted collaboration between its 10 diverse healthcare practices, with the deliverables enabling clients to gain a 360-degree view into strategic issues.
 - Created best practices to achieve consulting agility and effective communications with clients, including continual client engagement from Account Management and SMEs.

Acquisition Integration

- Designed and executed a multi-pronged strategy to address a significant cultural change and stave off employee attrition following Inovalon’s acquisition of Avalere Health.
 - Created monthly goals, metrics, and strategies that enabled the company to hit its revenue targets, over-achieve on margin, retain leaders, and produce staff bonuses.

Engagement Management

- Analyzed and approved all large engagements to ensure proper methodological rigor, appropriate and optimal staffing, senior-level collaborations, required budget, and risk mitigation.

Castlight Health – San Francisco, CA – 2014-2015

HealthTech company that provides a web-based platform (B2B subscription model) for employers, medical professionals, and health plans.

SENIOR DIRECTOR

Based on significant expertise, hired to help the company secure contracts with payers and Pharmacy Benefit Managers (PBMs) (*claims data from both stakeholders served as the basis for Castlight’s web-based tool*). Supervised Director and worked with senior leadership to facilitate understanding of progress in working w/ payers and PBMs. Assisted in leading negotiations to capture multi-year contracts with national health plans, PBMs, and benefit consultants.

Strategic Alliance Development

- Captured agreement with **United Healthcare** through extensive efforts in building relationships with United’s Head of National Sales and internal data stakeholders (*overcame initial resistance from United*). Opened up huge customer segment for Castlight Health as a result.

Partner Loyalty & Retention

- Achieved fair, equitable agreement with **Express Scripts** by persuading ES leaders to abandon their initial renegotiation plan (*favorable to ES but detrimental to CH*). Enabled Castlight to continue supporting customers served by Express Scripts.

Manatt Phelps & Phillips, LLP – San Francisco, CA – 2013-2014

Top-ranked nationwide law firm providing legal services to hospitals, health systems, providers, payers, philanthropic foundations, and others.

MANAGING DIRECTOR

Brought on board to create a line of consulting services that would support their Top 20 pharma, biotech, and medical device clients. Leveraged experience and expertise as a healthcare consultant and COO/SVP (Lash Group) to develop market and patient access strategies targeting new products and existing products with new indications. Worked with all Partners and Managing Directors as well as with clients on strategic initiatives. Planned and led engagements to aid manufacturers in understanding coverage expansion through healthcare marketplaces (exchanges) and state Medicaid programs.

New Product Introduction

- Spearheaded successful product introductions by creating customized market and patient access strategies for **Top 10** pharmaceutical manufacturers’ specialty drug products, including coding, coverage, and payment options for public and private insurers.

Industry Thought Leadership

- Recognized as an expert on specialty pharmaceutical issues, coverage, and distribution options.
- Wrote brief on specialty drugs that was published in “Health Affairs” (<https://www.healthaffairs.org/doi/10.1377/hpb20131125.510855/full/>)

Lash Group (AmerisourceBergen Corporation) – San Francisco, CA – 2002-2013

Sister company of a Fortune 20 corporation; industry leader in patient support services that assist millions of clients across numerous disease states.

CHIEF OPERATING OFFICER / SENIOR VICE PRESIDENT (2007-2013)

Promoted based on healthcare consulting experience, expertise in market/patient access programs, and success in creating long-term relationships with large pharmaceutical manufacturer clients. Led team of 3,000+ across 3 locations in CA, TX, and NC (15+ direct reports), with full P&L accountability for portfolio of patient management programs and consulting projects.

Provided strategic and tactical leadership for 100+ pharma, biotech, and medical device manufacturer-sponsored patient access programs – representing several hundred products and linked consulting engagements. Negotiated contracts with Top 20+ life sciences manufacturers, including their purchasing teams. Additionally created recommendations for the AmerisourceBergen executive leadership team on global commercialization and distribution opportunities as part of an interdisciplinary team.

Organic and M&A Business Expansion

- Played instrumental role in growing the business from **\$20M** to **\$1B** during tenure, including organic and acquisition-based growth. Served on due diligence teams for the acquisition of Premier Source and Theracom (*subsequently integrated into the Lash Group*).

Metrics-Based Organizational Leadership

- Catapulted Lash Group to become the **#1** provider of reimbursement and patient support services. Created a set of realistic and measurable goals that facilitated year-over-year achievement of revenue and margin goals, resulting in firm-wide bonus payouts.

Client Solutions Delivery

- Captured multi-year contracts with large customers (incl. several that generated over **\$20M** in annual revenues) by implementing program automation solution, Six Sigma quality measures, and CRM-based process – all of which passed savings along to customers and heightened Lash’ value.

Technology Program Consolidation

- Combatted rising IT costs by consolidating programs from 3 separate CRMs to a single system, along with enhancing the existing CRM’s update and upgrade capabilities. Produced significant cost savings and streamlined operations as a result.

Large-Scale Program Development & Execution

- Designed and executed annual programs that involved proactive communications to MDs and patients in order to verify patient benefits and schedule patient treatment at the beginning of the year (minimizing patient switching and drop-off from treatment).
 - Onboarded over 300 temporary staff members to assist in managing exponential influx of services that needed to be provided in January of each year.
 - Serviced **50K** patients in less than 30 days, leading to more patients utilizing drug and subsequent improvement in patient outcomes, as well as substantial revenue gains.

VICE PRESIDENT OF OPERATIONS (2005-2007)

SENIOR DIRECTOR, STRATEGIC CONSULTING (2003-2005)

DIRECTOR, STRATEGIC CONSULTING (2002-2003)

Progressed rapidly through increasingly responsible leadership positions. As VP of Operations, held full P&L accountability for the California site, leading a team of 225 and directing over 20 patient management programs. Created strategies for new business development opportunities, with a focus on diversifying product lines (*e.g. Co-Payment Assistance, Risk Evaluation Mitigation Strategies [REMS] Programs, and Patient Assistance lines among others*). As Senior Director, guided a team of consultants in creating commercialization launch plans for products of pharmaceutical, biotech, and medical device clients.

Strategic Partnerships

- Negotiated multi-year contracts with multiple Top 10 pharmaceutical clients, cultivating VP- and Director-level relationships along with senior purchasing team members.

Client Service Optimization

- Delivered customized portal and database solutions to clients in a joint effort with the IT organization, enabling them to generate sustainable revenue growth.

The Lewin Group – San Francisco, CA – 1998-2002

Nationally recognized healthcare consulting firm comprised of experts and consultants from industry, government, and academia.

VICE PRESIDENT OF REIMBURSEMENT (2000-2002)

SENIOR RESEARCH MANAGER (1998-2000)

Recruited and hired based on prior experience at innovator medical device companies. Promoted to lead the Reimbursement team and build the company's Reimbursement practice, including infrastructure development and client base growth. Directed both the Reimbursement strategic consulting practice and its support service lines, leading a team of over 60.

Interacted with high-profile executives and product managers at pharmaceutical, medical device, and biotech companies to create commercialization strategies and actionable solutions for their products. Managed deliverables that consisted of healthcare coverage/payment assessments and support programs to assist patients gain access to necessary medical treatments.

**Business
Development**

- Transformed the Reimbursement practice from a **\$250K** business unit to a **\$6M+** operation (while achieving a **30%** profit margin), growing the team from 1 to 60+ and expanding the capacity to serve higher-profile clients.

**Client Portfolio &
Service Growth**

- Expanded the client base significantly over a 4-year period, including Sanofi, Eli Lilly, Immunex, and Chiron; worked directly with the top 10 pharmaceutical clients to expand services.

EDUCATION & CREDENTIALS

Doctor of Public Health (DrPH) – University of North Carolina – Gillings School of Global Public Health – 2011

Master of Public Health (MPH) – Columbia University – Mailman School of Public Health – 2008

Juris Doctor (JD) – Hamline University – School of Law – 1995

Bachelor of Arts (BA) in English – University of California – Davis, CA – 1991

Affiliations – Member, California State Bar Association, 1991-Present; Subject Matter Expert, Market Access & Health Policy, Stanford University Byers Center for Biodesign, 2014-Present; Volunteer, Friends of the Urban Forest & 826 Valencia