**Lauren Tegnander**

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**Non-profit Leader / Residential & Mental Health Services**

Steady, diplomatic, future-focused and energized leader with success in introducing, developing, funding and implementing alternative community-based approaches to providing services. Listens carefully at all levels. Thinks creatively and strategically about services and landscape. Seizes on growth, visibility and sustainability opportunities.

* **Ably visions for the future.** Diversified and enhanced agency with new/alternative, services and business models.
* **Bridging force across inside and outside entities, groups and teams.** Experience working with Managed Care Organizations (MCOs) in clinical oversight, HCBS, and Care Management roles.
* **Understands new statewide initiatives.** Strategized program development. Led agency through changeover to Home Health Care Management under NYS DOH. Drove system changing projects such as HCBS, DSRIP & VBP**.**
* **Agile problem solver.** Made quick informed decisions aligned with long-term goals and financial limitations. Prepared for and led multiple agency OMH recertifications across 14 certified residential programs.
* **Trusted leader with deep respect for staff and their work and input.** Always on the hunt for ways to find, retain and grow strong employees who are engaged, motivated and equipped to deliver top quality of care. Expertise in:

Organization Planning & Transitions | Program Development | Fiscal/Budget Oversight | Community Partnerships

New Solutions | Data & Risk Management | Staff Development | Sustainable/Optimized Operations | Compliance

“***(Lauren) thinks globally how decisions fit into the broader picture…evident by the decisions she has made regarding HCBS services and ELT discussions regarding MCOs paying for services.” — Division VP, RSS***

**Leadership Experience**

**Rehabilitation Support Services (RSS), Inc.,** Albany, NY 9/2013–Present & 8/2006–9/2012

*One of the largest mental health agencies in NYS outside of NYC, with $60M annual revenue. Serving 17 counties, RSS is a not-for-profit whose mission is to enrich and empower the lives of its clients by providing to them residential and mental health services as well as opportunities for meaningful emotional, social, vocational and educational growth.*

**CHIEF OPERATING OFFICER – UPSTATE** (Beginning August 2023)

Reports to the Executive Director and drives day to day operations for the agency while collaborating with and coordinating amongst all departments including Finance, Human Resources, Compliance, Quality, and Informational Technology.

* Spearhead a team of 5 Managing Directors across 17 counties in New York to develop, implement, and operate effective programs.
* Provide day to day oversight to department leads at the administrative level.
* Operationalize and implement newly acquired programs including an innovative SOS/CTI Team across three counties and a team of 9 staff.
* Participate as part of the agency development team to identify potential real estate and housing opportunities in a variety of municipalities.
* Strategically plan for the future of the agency based on consumer and community need.

**MANAGING DIRECTOR - CAPITAL DISTRICT DIVISION** (Oct 2019–August 2023)

Lead and manage future planning and daily operations of division with operating budget of $20M, 150+ full time employees, and 120 client trainees. Oversee financial viability and program spending, working with Finance to ensure appropriate use of resources. Executive Leadership Team Member.

* Oversee 250 residential mental health beds providing support, from group living to independent apartments, across 3 counties, maximizing occupancy for increased billing revenue.
* Hold responsibility for multiple clinical programs including Capital District Clinic (250-person capacity), Capital District PROS (150-person capacity) and Crisis Diversion Services in four counties. Write/review clinic policies.
* Supervise Vocational Services supporting individuals in competitive employment positions, numerous NYSID contracts, and in four affirmative businesses employing individuals diagnosed with mental illness.
* Ensure compliance across multiple payers and oversight agencies including Medicaid, MCOs, DSRIP PPS, NYSID, Office of Mental Health (OMH), and Department of Health (DOH).

***Organizational Planning / Strategic Change / Growth***

* Contributed to strategic planning, programs and direction, new policy regulations and compliance, and staff training initiatives with ELT – led preparations to transition residential programs into Managed Care payment mode (new way of doing business), defining and quantifying the quality of services to ensure funding.
* Drove sustained growth and development of Health Home Care Management Services (HHCM) program from early stage to current census of 1400+ in five counties. Strategized referral sources, screening, admissions standards, and flow. Expanded QA and supervision structure, training and requirements enabling growth.
* Spearheaded agency’s effort to prepare for and coordinate multiple NYS OMH recertification visits across 14 certified residential programs on a systemic level (chart compliance, on-site readiness, policy and administrative review), met and toured with OMH reps at each site, and implemented recommendations.
* Initiated and developed new community relationships with outside agencies and county mental health communities, built trusted relationships with DSRIP and their PAC meetings and committee along with RPC and HCBS committee, field office, and MHLS.
* Oversight of HCBS program. Recently led and implemented a small scale value based contract with MCO.
* Represented the agency and division at all levels of OMH, Albany County, MCOs and internally, and established reliability of delivering on promised outcomes.
* Planned and led safe transition of staff to at home and telephonic service delivery for COVID-19. Ensured staff technology and training, implemented state-issued guidance across programs, and successfully changed work flow and service provision in every program though clear communication, leadership and planning.

***Program Development / Management***

* Led “The Living Room” program opening in Albany, an innovative and unique in-the-moment-care ER alternative (98% service diversion rate): proposals, funding, location, and set up. Supervise Schenectady site in partnership with Ellis Hospital (97% SD rate); part of MCO contract effort and liaison, currently improving workflow for billing. Supported development and implementation of 2020 Troy site opening, with the Mental Health Empowerment Project.
* Spearheaded and secured funding for highly collaborative project uniting RSS, Albany County, and CDPC to create a Crisis Diversion Services program at the Capital District Psychiatric Center to work in the crisis unit.
* Co-developed agency’ highly successful Community Residences Crisis Stabilization beds program from the ground up - redefined physical space, fostered crisis stabilization and residential staff team cohesion, gathered community buy-in, and now in discussions with an MCO to contract for this service.

***Operations / Sustainability, Optimization & Compliance***

* Monitored division program operations, cost management, and expense budgeting; planned accordingly, ensured billing and receivables, as well as compliance with regulations, policies and procedures.
* Strategically increased referrals in the Schoharie Care Management program by 30% in last 12 months by leveraging local community resources and bringing together internal programs to be more collaborative.
* Analyzed HHCM program data weekly with Regional Director, specifically on productivity, for number and type of contacts, and enrollment rate to forecast hiring and expected revenue.
* Optimized Case Manager caseload size to ensure financial sustainability, consistency and quality of care.
* Reviewed annual reports and on-going program, operational, and Medicaid data; verified services are working well.
* Initiated review of vocational services contract management to find labor and supply purchasing cost savings
* Restructured programs for optimized staff to beds ratio across counties.
* Involved in technology upgrades to manage/use data, improve data quality, reporting, and user-friendliness.

**Program Director, Capital District Division** (8/2015–10/2019)

Oversaw 11 residential programs, and 100 staff, serving individuals diagnosed with serious and persistent mental illness and substance abuse disorders in Albany and Schenectady Counties (200+ individuals). Coordinated a team of Program Directors and managers to facilitate change, and maintain quality, compliance and staff retention.

***Organizational Planning / Strategic Change / Growth***

* Strategized on the impact and opportunity for growth presented with new statewide initiatives including the transition to managed care, DSRIP, and Value Based Payments (VBP). Prepared team for transitions.
* Identified, contracted and rolled out agency’s participation in Schenectady City Mission’s Employer Resource Network (ERN) program. Achieved 85% retention rate for employees participating with a “Success Coach”.
* Led development and rollout of employee recognition program. Improved morale and reduced turnover by 5-10%.
* Ensured all new managers were properly trained, and developed system to monitor new manager progress.
* Prepared for and achieved successful agency recertifications.

***Program Development / Management***

* Created and supervised OMH Medicaid Redesign Team Pilot Project for crisis stabilization residential services.
* Supervised growing HHCM program serving 1000+ individuals and oversaw implementation of Health Home Plus and ongoing HARP Assessments for eligible individuals. Led intensive collaborations and facilitated roll-out of Health Home Plus providing services to AOT individuals for new client, Albany County.
* Initiated and coordinated ongoing implementation of HCBS services in a 7-county region. Partnered with MCOs and my team to increase referrals and submit proposals for Infrastructure Funding.
* Developed and launched a Delivery Services Reform Incentive Program (DSRIP) funded collaborative program between RSS and other Crisis Services providers in Albany County.

***Operations / Sustainability, Optimization & Compliance***

* Ensured compliance across multiple regulatory bodies; Office of the Medicaid Inspector General, OMH, DOH, MCOs.
* Monitored and maintained fiscal viability of programs in a variety of contract types.
* Member of Incident Review Committee, led investigations, and created/implemented corrective action plans.
* Facilitated collaboration amongst providers across service types.

**Program Director, Health Home Care Management Services (HHCM)** (9/2013–8/2015)

Implemented DOH guidance for HHCM Services in Albany and Schenectady Counties. Developed policies and procedures for the clinic and health home care management.

* Created agency partnerships, alliances and fostered collaborations (providers, community agencies, social supports).
* Facilitated growth of the program from 2.5 Care Managers to a team of over 20 staff.
* Participated on Operations Committee in two Health Homes to develop provider collaboration, as well as on DOH Jumpstart Health Home Portal Pilot Project Committee, and SPOA Committees in multiple counties.
* Wrote proposal for, implemented and supervised 10 MRT Supported Housing slots.
* Conducted Case Reviews to assess needs, referrals, and identify non-hospitalization courses of action.

**Program Director, Certified Apartment Program** (12/2008–9/2012)

Managed and oversaw daily operations of a 94-bed Certified Apartment Program providing rehabilitation services to individuals diagnosed with serious and persistent mental illness to live more independently in the community.

* Oversaw program budget and receivables, delivered program and agency staff training and development, and collaborated with mental health community, county agencies, and family members.
* Facilitated Case Review Committee to assess length of stay and alternate transitional options for individuals.
* Served as pilot program, helped implement and train the agency on a new computerized EMR chart system.

**Program Coordinator** (8/2007–12/2008) | **Service Plan Writer** (8/2006–8/2007)

***Clinical experience:* School Social Worker,** Greater Amsterdam School District, 9/2012–9/2013

**Community Leadership**

Chairperson, Capital Region Employer Resource Network Committee 2017–2020

Capital Region: Regional Planning Consortium Health Home and HCBS Work Group 2017–2020

Quality Support Committee Member, Liberty Enterprises, Amsterdam, NY 2019

Nominated for 40 under 40 in Albany Business Review

Active Member, Board of Directors, Mental Health Association Fulton and Montgomery Counties 2022-present

**Education & Licensure**

Master of Social Work, University at Albany, The State University of New York 2010

Bachelor of Arts in Psychology, University at Buffalo, The State University of New York 2006

Licensed Clinical Social Worker (LCSW) 2014