

LINDSAY GOZZI-THEOBALD

35 Wethersfield Road | Rochester, NY 14624 | 585-880-0316 | linziegtheobald@yahoo.com

EXECUTIVE LEADERSHIP

OPERATIONAL EXCELLENCE • STRATEGIC PLANNING & INITIATIVES • BUSINESS ETHICS, QUALITY & COMPLIANCE

Strategy-minded, top-performing leader with 15-year portfolio of building inter-departmental partnerships with proven success in driving cross-functional strategic initiatives throughout for-profit and non-profit organizations. Established track record in leveraging opportunities to enhance cross organizational excellence. Proven success in leading transformation and quality improvement initiatives while enhancing service. Trusted executive advisor regarding corporate policies and business practices. Skilled in understanding the “big picture” while successfully executing at a tactical level. Flexible when encountering challenges that require out-of-the-box thinking and a unique business approach. Finely honed leadership, strategic & critical thinking, relationship building, negotiation, communication, analytical, and problem-solving skills. Core competencies include:

- Complex Data Analysis & Interpretation
- Change Management
- Human Resources & Human Capital Management
- Business Ethics & Compliance
- Risk Analysis, Management & Mitigation
- Corporate Culture & Employee Engagement
- Diversity, Equity, Inclusion & Belonging
- Internal Audit & Investigation
- Lean Six Sigma & Quality Improvement
- Strategic Planning & Business Development
- Training, Development & Mentoring
- Board Governance & Committee Leadership
- Technology Upgrades & Implementations
- Bias for Action
- Mergers & Acquisitions

QUALIFICATION HIGHLIGHTS

- ✓ **Fast-track, award-winning leader** with history of rapid promotions into progressively larger-scoped leadership roles.
- ✓ **Big-picture strategist**, with exemplary hands-on tactical execution skills.
- ✓ **2021 awarded Certificate in Equity & Inclusion in the Workplace.**
- ✓ **Member of the Coordinated Care Services Inc. (CCSI) Board of Directors, Executive, Compliance & Racial Equity Justice & Inclusion (REJI) Committees.**
- ✓ **2019 awarded Lean Six Sigma Green Belt.**
- ✓ **2019 Top “10” finalist in the L3Harris Quality Cup.**
- ✓ **2016 Rochester Business Journal “40 Under 40” Award Recipient.**
- ✓ **Proven ability to communicate, collaborate & negotiate** effectively with professionals at all levels of a corporation.
- ✓ **Adept at prioritizing, multi-tasking & managing key projects** in fast-paced, deadline-driven work environments.
- ✓ **Skilled in hiring, building, mentoring, training & motivating** high-performance teams.

PROFESSIONAL EXPERIENCE

EAST HOUSE CORPORATION, Rochester, NY

2023-Present

President & Chief Executive Officer • 1/2023-Present

- Lead a premier nonprofit organization specializing in comprehensive mental health and substance use disorder services, with a focus on providing a continuum of supportive housing options for individuals in recovery.
- Spearheaded the strategic development and execution of a \$65M affordable housing project, Canal Commons, converting a historic building into 123 apartments for vulnerable populations.
- Championed a culture of Diversity, Equity, Inclusion, and Justice (DEIJ) across all organizational processes, ensuring East House remains an employer and provider of choice.
- Positioned East House as a preferred partner/provider, re-engaging FLIPA to establish CBO status and early participation in the Social Care Network for the 1115 Waiver.
- Led a strategic plan refresh with the Board, enhancing infrastructure and securing future growth opportunities.
- Collaborated with Board Committee Chairs to drive engagement, establish robust work plans, and strengthen Board succession planning.
- Spearheaded data-driven improvements, creating dashboards to track KPIs and establishing metrics for client satisfaction and employee engagement.
- Secured OASAS grant funding to advance electronic health record systems, addressing data needs and system limitations.
- Achieved 95%+ program occupancy, introduced KPI dashboards, and prioritized facility improvements, including the successful launch of Canal Commons at 100% occupancy.

- Enhanced financial controls, including benefits benchmarking, new investment accounts, and effective surplus management.
- Transitioned HR to "Talent & Culture," focusing on employee experience with structured compensation updates, wage adjustments, and enhanced benefits through ROBEX consortium membership.
- Raised \$245K+ through events, major gifts, and grants, and hosted a successful community luncheon netting \$95K.

VILLA OF HOPE, Rochester, NY

2020-2023

Chief Program Officer • 6/2020-2023

Executive Leadership team member responsible for the design and execution of the strategic plan, KPI's and service delivery systems. Oversee the portfolio of programs (i.e., behavioral health, residential, social determinants, education & related services); continuous evaluation of program effectiveness to ensure superior results.

- Establish and adhere to annual operating budgets, develop goals and objectives and monitor KPI's to track outcomes in preparation for value-based payments. Implement quality improvement plans that address deficiencies and incorporate protocols to ensure accountability for results.
- Create and support a high performing culture that is aligned with the agency mission, core values and ensures staff retention.
- Lead implementation of cross-organizational improvement projects (i.e., electronic health record, COVID-19 safeguards & vaccine management, design of organizational structures, career ladders & employee retention efforts, including incentives, etc.).
- Support mission advancement efforts through the promotion of outcomes, new business ideas and collaboration with the President/CEO to steward funding/partnership relationships.
- Responsible for oversight and development of grant writers, marketing and communications team and partnership with donor development team.
- Identify and coordinate with training teams to create leadership and professional development opportunities to ensure strong succession planning and development within the programs.
- Liaison to key government agencies and funders (i.e., OASAS, OMH, OCFS, DOH, Monroe & Wayne Counties) and serve to establish Key Partnerships in the Community. Serve as member of Your Health Partners Behavioral Healthcare Collaborative. Member of the Monroe County Juvenile Justice Council and Finger Lakes Regional Planning Commission (RPC).

PRIME CARE COORDINATION, Rochester, NY

2019-2020

Chief Operating Officer • 9/2019-1/2020, Interim Chief Executive Officer until completion of merger • 1/2020-5/2020

Responsible for the oversight of the organization's operations to ensure organizational efficiency and high performance. Sets the direction and oversees strategic goals of the organization, including corporate strategy, operations and employee productivity.

- Established strong quality systems to ensure oversight for monitoring and improving performance management, including moving the organization from enhanced oversight status to a final survey score of 95.5% in first 4 months of employment.
- Translate strategy into actionable goals for performance and growth helping to implement organization-wide goal setting, performance management and annual operating planning.
- Develop, oversee and monitor annual budget to ensure that the corporation operates with strong internal controls and financial practices. Implemented program to reduce travel expenses by 29% and to reduce mobile phone expenses by \$150K.
- Ensure the organization has operational and program systems in place to uphold the highest quality of care coordination services, incorporating the consumer voice in service delivery.

L3HARRIS CORPORATION, Rochester, NY

2018-2019

Ethics and Compliance Manager • 9/2018-8/2019

Responsible for the execution and continuous improvement of the Ethics & Compliance program for the Communication Systems segment, its domestic and worldwide businesses and locations comprised of 3,500 employees and more than \$2B in annual revenue. Oversee and manage the day-to-day operations of the Ethics & Compliance program, including driving change, influencing decisions, and collaborating with multiple functions and stakeholders. Manage the Ethics & human resources investigation process and lead or oversee investigations as required to ensure thorough, timely and effective implementation of corrective actions.

- Responsible for leading global Business Excellence project for corporate concern resolution process.
- Train, lead and engage a team of 12 Ethics Advisors to further the reach of the global Ethics and Compliance program.
- Implement process improvements with regard to quarterly metrics, survey results, audits and industry best practices.

- Lead in-person and on-line training and communications to support the prevention and detection of ethical misconduct.
- Manage the corporate anti-corruption program, including conducting self-assessment, training and reviewing business courtesies.
- Coordinate worldwide Ethics Week campaign to promote awareness and best practices in business ethics.
- As a member of the corporate Policy Review Board, lead and facilitate efforts to ensure that policies and procedures are clear, accessible and communicated effectively to employees.
- Manage and address employee conflict of interest matters, whether self-reported or reported for investigation.

CATHOLIC CHARITIES OF THE DIOCESE OF ROCHESTER (CCDR), Rochester, NY

2010-2018

Chief Compliance & Quality Officer • 12/2016-9/2018

Promoted to Chief Compliance Officer for the ten organizations comprising CCDR, including the flagship Catholic Family Center, and provided oversight to regional Compliance Officers, diocese Privacy and Information Security Officers. Responsible for development and implementation of global compliance and risk management strategies. Implemented programs to drive and demonstrate a culture of compliance. Directly responsible for building, implementing and testing the corporate risk management strategies.

- Responsible for the strategic oversight, planning, implementation and monitoring of the enterprise compliance program and the corporate risk strategies.
- Successfully implemented numerous software systems to enhance operational effectiveness and to demonstrate compliance.
- Led the quality improvement program, including setting strategic direction, establishing lean six sigma organizationally, and administering the attainment of lean six sigma belt awards, using the Define, Measure, Analyze, Improve and Control framework.
- Developed the enterprise compliance program for inclusion in the strategic plan, featuring consideration of changes in the law, government regulations, or other compliance requirements of the organization.
- Responsible to ensure effective Board governance. As an Executive staff member, regularly attended meetings and reported out to the Board of Directors, Audit Committee and leadership regarding the effectiveness of the compliance and ethics program for quality improvement and efficiency of services. Train new Board members and provide annual compliance training.
- Conducted annual enterprise risk assessment and developed the internal audit plan, including reviews of implemented corrective actions relative to government investigations and queries.
- Investigated irregularities, reporting and audit delays and adherence to written policies and procedures and methodologies.

CATHOLIC CHARITIES OF THE DIOCESE OF ROCHESTER D/B/A CATHOLIC FAMILY CENTER

2010-2017

Vice President of Operational Excellence & Human Capital, Compliance Officer, Privacy Officer • 4/2015 – 12/2016

As a member of the Executive Leadership team, led the Human Resources and Compliance/Quality functions supervising the 7 members on each team. Also led the Mission Advancement team through a transitional period. Responsible for developing and implementing policies, procedures and standards of conduct, overseeing exclusionary checks, and advising Agency leadership and human resources regarding compliance and performance. Acted as Agency Privacy Officer and provided oversight of the Information Security Officer. Expertise in federal/state regulations and operating procedures, including OASAS, OMH and OCFS.

- Conducted crucial gap analysis of potentially fraudulent activities and operational risks related to new and ongoing programs.
- Skillfully reviewed and resolved regulator penalties and negotiated the reduction of fines, saving in excess of \$300K.
- In support of operational excellence, monitored and measured the effectiveness and efficiency of the Agency, with special focus on employee engagement strategies. Responsible for annual employee engagement survey and for driving related improvements.
- Served as advisor to CEO and Executive team—supporting the desired workplace culture, an engaged and productive workforce, and adherence to CFC's policies and practices.
- Led the response to emergencies, disasters, and other urgent matters, including employee relations, compensation & engagement.
- Reviewed, revised and reduced the number of position descriptions to support consistency and equity across the Agency.
- Provided oversight and leadership in successful implementation of an applicant tracking system and integrated benefit strategy.
- Developed and executed a multi-dimensional educational and training program that focused on the elements of the compliance program and other organizational requirements.

- Responded promptly to detected offenses, develop corrective action and report findings to the government.
- Partnered collaboratively with the executive staff to analyze and prioritize critical business challenges and deploy appropriate interventions.

Director of Compliance & Human Resources • 12/2013 – 4/2015

Assumed responsibility for the management and strategic direction of the 7-member Human Resources and Talent Acquisition departments. Launched an employee engagement strategy that included surveys, a 90-day onboarding process, auxiliary benefits, an employee activities discount program, EAP services, cell phone benefits and concierge service.

- Conducted full life-cycle project management for HR projects and initiatives.
- Developed and facilitated policy and process improvements.
- Selected a new benefits broker and revised the employee/employer premium contribution strategy.
- Managed the budget and financial practices of the HR department.
- Responsible for talent acquisition, employee relations & engagement, investigations, development, compensation and benefits.
- Monitored disciplinary actions to ensure consistency, analyze metrics, and capture learning points. With greater consistency, reduced state division complaints by 65%.
- Restructured the Human Resources department to ensure legal compliance and operational effectiveness.
- Implemented Facebook Workplace to enhance employee communications and linkage to Agency initiatives.
- Launched a webinar series featuring topics in employee engagement, safety, compliance, benefits, and harassment.

EDUCATION & TRAINING

Bachelor of Science	Criminal Justice, Rochester Institute of Technology, Rochester, NY	Lean Six Sigma Yellow Belt	Harris Corporation, Rochester, NY
Master of Science	Economic Crime Management, Utica College, Utica, NY	Lean Six Sigma Green Belt	University of Michigan, Ann Arbor, MI
Certified Fraud Examiner (CFE)	Association of Certified Fraud Examiners (ACFE)	Certified Healthcare Compliance (CHC)	Health Care Compliance Association (HCCA)
Certificate Diversity, Equity & Inclusion in the Workplace	University of South Florida Muma College of Business, Tampa, FL	Executive Leadership Institute (ELI) graduate	Loyola University Chicago, Quinlan School of Business in partnership with Social Current – 2022.
Certificate of Nonprofit Board Education	BoardSource – 2024.		

AWARDS & RECOGNITION

- 2016 Rochester Business Journal “40 Under 40” • Speaker, Catholic Charities USA 2018 National Conference
- Speaker, Managed Care Technical Assistance Center Academy (MCTAC) • 2019 Top “10” finalist in the L3Harris Quality Cup
 - 2024 Rochester Business Journal Power List for Healthcare

MEMBERSHIPS & VOLUNTEER

- Member Board of Directors, Coordinated Care Services, Inc. (CCSI)
- Member of CCSI Executive Committee, Compliance Committee and Racial Equity Justice & Inclusion (REJI) Committee
 - Member Board of Directors, Churchville Soccer Club • Appointed Member Town of Chili Ethics Committee
 - Association of Certified Fraud Examiners (ACFE), Advisory Council member
 - Health Care Compliance Association (HCCA) • Omnes Independent Provider Association, Board Member
 - Forward Leading Independent Provider Association (FLIPA), Finance Committee Member
 - New York State Council for Community Behavioral Healthcare, Board Member
 - Forward Leading Independent Provider Association (FLIPA), New York State Social Care Network, Board Member