

Karla Ramirez, MHA, MSW, LCSW

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Summary

A catalyst for transformation to excellence providing organizations seeking market leadership and clinical excellence in the delivery of behavioral healthcare with the tools to implement the vision and innovation necessary to disrupt and lead the market into the future. Over 10 years' executive management experience and accomplishments in the behavioral healthcare field with a track record of success in operations, leadership, and strategic planning and marketing. Well-developed communication, team-building skills and relationship and expectation management abilities. A reputation for creating a collaborative culture of patient-centric care and employee engagement. A high degree of character and integrity which has helped foster strong community relationships and business partnerships.

Education

Trinity University, San Antonio, TX
June 2016 **MS, Healthcare Administration**
Golden Key Honor Society

University of Texas, Austin, TX
May 2000 **MS, Social Work**

St. Mary's University, San Antonio, TX
May 1998 **BA, Psychology**

Experience

Self-Employed **San Antonio, TX**

Healthcare Consultant, Behavioral Health August 2017 – Present

- Strategic management involving advising on strategic plans, transactions, value-based care strategies and governance, among other initiatives.
- Behavioral health integration planning & development
- Strategic capacity planning & development for high utilizers of care.
- New facility/service line/program feasibility & current program enhancement planning & development

Tenet Health | Baptist Health System **San Antonio, TX**

Regional Director, Behavioral Health November 2016 – August 2017

- **Key Accomplishments:** Development of service line organizational and management structure to include recruitment of key leadership and physician/prescriber positions; Initiation and design of first psychiatric nurse practitioner internship program in collaboration with Incarnate Word University DNP program; Formulation of vision and

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strategic plan for Baptist Behavioral Health, and development and implementation of monthly behavioral health service line council.

- Plan, lead, organize, direct and evaluate the delivery of behavioral health services within Baptist Health System
- Responsible for the achievement of clinical excellence, profitable growth and regulatory compliance
- Develop all BH business development/ community relations initiatives, including strategic partnerships with local behavioral health organizations to facilitate coordination of services and the meeting of community needs.
- Overall resource to health system related to behavioral health opportunities and issues, including behavioral health - ED strategies.
- Ensure that programs are planned, evaluated, and modified as appropriate to meet the needs of patients consistent with organizational needs and the requirements of payors.

Universal Health Services | Laurel Ridge Treatment Center

San Antonio, TX

Laurel Ridge is a subsidiary of Universal Health Services, Inc. as a free-standing behavioral health hospital providing a comprehensive continuum of care to children, adolescents and adults. Services provided include: 250 inpatient beds comprised of 40 RTC beds, 60 acute child and adolescent beds, 40 acute adult, 40 SUD and 70 specialized beds for active duty service members, veterans and first responders needing specialized programs for PTSD, MST, SUD, Psychiatric Stabilization and other military-specific issues. Outpatient services include on-site ECT, PHP and IOP services for 80 adults and active duty service members, off-site PHP for 20 children, adolescents and their families and 1 of 4 free-standing TRICARE certified PHP's in the country in Killeen, Texas servicing Ft. Hood currently expanding to serve 100 from 30 active duty service members.

Chief Operating Officer February 2015 – September 2016

- **FY16 Key Performance indicators:** Inpatient ADC 87% capacity, Outpatient Services ADC 17% increase from 2015, Pt Satisfaction Scores 4.9 out of 5.
- **Key Accomplishments FY16:** Obtained additional TRICARE SUDRF certification for free-standing PHP to provide SUD treatment to active duty service members, Design and implementation of hospital-wide, innovative evidence-based active treatment programming (DBT, MI, WRAP, TREM), Pilot program partnership with 3rd party payer for high utilizers resulting in 20% decrease in rapid readmissions.
- Strategic plan development, implementation and integration with the clinical operations resulting in smooth and efficient hospital operations and improved patient experience.
- Develop new business strategies to enhance market share and improve overall performance by creating new and successful service lines and market presence.

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- Design programs that exceed regulatory, accreditation and contractual requirements; and reflect current, best-practice guidelines for the populations served.
- Communicate key information to stakeholders with respect to managed care, marketplace needs, the competitive environment, cost management, and customer-focused services.

Director, Outpatient Services January 2014 - February 2015

- ADC for outpatient services for FY14 increased by 30%, with \$4,311,763.56 revenue earned.
- Redesigned service line to reflect current, evidence-based programming and patient-centric approach
- Re-launched Mission Resiliency PHP in Killeen, TX as 4th free-standing, Tricare-certified program in the Country. Census goal was met within 45 days, leading to a 200% program expansion January 2015.
- Develop and monitor Performance Improvement activities.

The Center for Health Care Services | The Restoration Center San Antonio, TX

The Center for Health Care Services is the local mental health authority for Bexar County and is the safety net provider of behavioral healthcare services for the community. Under my leadership, the Restoration Services division was created to provide an integrated system of care to include psychiatric, substance use disorder and primary care in one location. The total operating budget for the division grew from \$35,000,000 to \$70,000,000 as a result of 3 1115 waiver projects and strategic partnerships with the Bexar County Health System designed to create innovative treatment solutions to improving access and quality of care while reducing healthcare costs associated with this population.

Vice President, Restoration Services June 2007 - January 2014

- Responsible for the development and oversight of a budget of \$70,000,000.00 and multidisciplinary team of 410 employees to include 13 directors, 25 physicians and physician extenders.
- Provide leadership to Addiction Treatment, Crisis, Prevention & Criminal Justice diversion services.
- Implemented the Medicaid benefit for substance use disorder for the organization resulting in \$2,000,000.00 in additional revenue (the highest billing substance abuse service provider in the State billing 95% of total billing).
- Create and implement integration of addiction treatment, mental health treatment and primary care within one setting in an effort to provide a holistic approach to healthcare.
- **University Health System Leadership Development Academy** graduate 2012.

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HOME 123 Mortgage Corporation | NCMC

San Antonio, TX

Loan Advisor August 2004-June 2007

- Demonstrated superior ability to master industry and technical product information, work independently while over-achieving production goals, and build relationships that promote significant revenue for the company
- Proven interpersonal skills as evidenced by my consistent national ranking as a top ten producer with over 50% of business generated being sourced by previous customers with whom I built long-lasting, trusting relationships

Medina Valley Independent School District | K-6 grade

Castroville, TX

School Social Worker December 2001-August 2004

- Provided advocacy, prevention and intervention services to at-risk students
- **Program Coordinator** for Middle-Way Parenting Program and behavior modification classroom.

Texas Health Partners | Texas Health Steps

San Antonio, TX

Clinical Team Lead May 2001-December 2001

Provider of Texas Health Steps Medical Case Management and Targeted Case Management for Pregnant Women and Infants.

Skills

- Strategic planning and implementation, with a focus on complexity for operational and financial success
- Data-driven in my approach to decision-making
- Vision, adaptable and flexible
- Fluently bilingual in Spanish and English
- Lean Six Sigma yellow belt