

# Connie L. Zicarelli

connie@guidepostcontsultants.com

**A high-energy and dynamic leader in the healthcare industry experienced leading a network of outpatient Physical Therapy clinics at state, regional, and national levels. I managed all aspects of the Revenue Cycle and Executive Tasks. Enthusiastic about working with the payer community, leading staff, and growing successful healthcare businesses. I champion a strong focus on positive relationships with employees, other medical practices, and patients.**

## **Professional Experience:**

**REHAB MANGEMENT SOLUTIONS, LLC**, Sturtevant, WI

**Chief Operation Officer** (May 2000 – March 2021)

***Responsibilities:*** I co-founded a network of independent Physical Therapist owned-and-operated clinics, which provided an outstanding patient experience in 9 states. Designed, implemented, and continuously manage proven operations & systems of the Revenue Cycle in a central Practice Management model. Responsible for the daily tasks of a billing and collection team of 50+ team members. Managed and coordinated systems with Finance, Marketing, and IT teammates. Inspired and educated 100+ Physical and Occupational Therapists on efficient delivery of care models for maximum reimbursement and compliance. Lead a value-driven culture and community at the clinic and administrative level, which effectively delivered compassionate patient care, promoted cost containment, secured reimbursements, and achieved a high financial performance matrix.

## ***Notable Administrative Accomplishments:***

- Implemented proven operations systems of “the lifecycle of a claim”™, ensuring that all aspects of a Revenue Cycle ran smoothly, including managed care credentialing, authorization & verification of insurance benefits, billing for services, timely collections & denial management.
- Oversaw the operations of our multi-state front desk team members and other clinic admin tasks that would flow into the central billing team and finance team members
- Delegated daily, weekly and monthly work to collection team for efficient & timely payments from insurance and patient sources
- Corporate Compliance Director for a network of out-patient private practice clinics
- Developed corporate compliance manuals & educated all team members on rules and regulations. Updated annually with team education and accountability.
- Designed and implemented a contract audit program to manage payer contracts and maintain a relationship with payer representatives
- Negotiated 3<sup>rd</sup> party Managed Care contracts for a network of clinics, umbrella contracts, and stand-alone contracts.
- Consistently educated clinical staff on practice compliant documentation and capturing patient management skills for compliant billing
- Pioneered an ongoing “Private Practice Education Series” to advise therapy directors and administrators on current best practice models and the overall patient experience.

**SPORTS PHYSICAL THERAPY AND REHAB SPECIALISTS, LLC & OCCUCARE SYSTEMS AND SOLUTIONS,**  
Kenosha, WI

**Vice President and Chief Operation Officer** (May 1995 – August 2006)

**Responsibilities:** I managed a private practice with 25 out-patient clinics, predominately in South Eastern Wisconsin and Northern Illinois. Created, organized, and educated therapists on best practice models. By 2000, Sports Physical Therapy and Rehab Specialists was a primer local outpatient physical therapy practice launched Rehab Management Solutions at a national level. I remained with RMS until March 2021.

***Notable Administrative Accomplishments:***

- I championed multi-site management of day-to-day Revenue Cycle operations, including managed care & payer relationships, credentialing, authorization, and verification of insurance benefits, billing & collections.
- Negotiated 3<sup>rd</sup> party Managed Care contracts for a network of clinics
- Created the “life-cycle of a claim”™ model, a central practice management system that assured and protected reimbursements
- Sustained a collection rate of over 100% of net billable
- Built and maintained networking relationships with medical referring offices
- Extensive contributor to the development of premier work injury software sold nationally

**Professional Affiliations:**

American Physical Therapy Association Private Practice Section (1996-Present)

Administrator Council/Private Practice Section of the American Physical Therapy Association (1995-Present)

Positions Held:

1. Chairperson (October 2012- November 2020)
2. Liaison to the Annual Conference Work Group (2008-2011)
3. Liaison to the Payment Policy Committee (1997-1999)
4. Secretary (1996-1997)
5. Administrators' Certification Program Speaker (2017-Present)

Medical Group Management Association (2005-Present)

National Speaker and Author on Leadership and Practice Management Topics

Recipient of the *APTA Private Practice Sections 2019 Board of Directors Service Award*

**Education:**

Arizona State University (1984-1988)

Pre-Med Courses & Business Administration

University of Phoenix (1987-1988)

Certificate in Healthcare Administration

Phoenix College (1983-1984)

A.A. in Liberal Arts Studies