

Jacqueline Schaffer, MHA

Columbus, OH | 614.561.0922 | [Email Jackie](#) | [Linked In](#) | [Resume Portfolio](#)

Empathy • Excellence • Integrity • Trust in Healthcare Leadership

Healthcare Operation Executive | Innovation | Information Technology Program Specialist | EHR Implementation and Optimization | Embedded Interim Leader, Consultant, and Project Manager | Financial Performance | Budgeting & Targeted Growth | Multi-Site Medical Practice Leadership | Operational Transformation | Physician Network Operations | Process Improvement | Revenue Cycle Management

Executive Summary

Enterprise healthcare executive with 30 years of Healthcare Leadership experience spanning physician medical groups, hospitals, behavioral health, and physician networks. Known for building scalable operational systems that integrate clinical care, technology, and financial performance across complex, multi-site environments.

Recognized for transforming under-performing organizations into efficient, patient-focused systems through data-driven leadership, revenue cycle optimization, and end-to-end process redesign. A collaborative, mission-driven leader who brings both the strategic foresight of a healthcare executive and the hands-on agility of a consultant—aligning innovation, compliance, and care quality. Collaborator with over 600 physician & advance care providers, hundreds of behavioral specialists, and over a 800 direct and indirect reports both clinical and non-clinical.

Skilled in Telehealth deployment, EHR and RCM implementation, payer contracting, startup scaling, and operational turnaround. Passionate about advancing accessible, stigma-free, evidence-based care through modern technology and empathetic leadership. Financial continuum that includes budgeting, forecasting, dual budgeting for profit and nonprofit organizations. credentialing, on-boarding, provider enrollment, contracting, negotiations, claim processing, adjudication, claim rejections, denial management, collections, prior authorization & eligibility.

Executive Experience

Executive Director, Revenue Cycle Management | The Buckeye Ranch | Whitehall, OH |

April 2025-September 2025

Full-time Employee of a team of 4 billers/hiring 3 additional | Reported to CFO

Short-term full-time employed director of revenue cycle operations for a behavioral health organization serving children and families across Ohio.

- Engaged to evaluate and restructure revenue capture processes across front-end, mid-cycle, and back-end workflows.
- Collaborated with CFO and Executive Leadership Team to standardize billing, credentialing, and payer contracting processes.
- Provided roadmap for aligning SmartCare and EHR billing workflows with compliance requirements and payer expectations.

Executive Director & Consultant | Medical Office Management Solutions (MOMS) | Columbus, OH

July 1, 2016-March 2025

1099- Interim Executive Director & Consultant- the next 5 positions are embeded consulting contracts associated with this role.

Private healthcare management consultant let work with multiple consulting firms providing interim executive and operational leadership solutions for hospitals, physician networks, and specialty practices. Advised the executive leadership team on system modernization, workflow optimization, and patient access initiatives for an employed physician network. Below is an outline of clients that I served as a embedded private contractor. Consulted with all specters of healthcare from Hospital Based Medical Groups, Rural Health Care Centers, Hospital Department Clinics, 340B, HRSA, FQHC. Patient volumes ranged from 14,000 visits per month- 51,000 dependent on size of group. All projects consisted of Leadership and team culture and engagement, revenue cycle transformation, information technology innovation, consulting with C-Suite and management of large departments.

System Director of Primary Care | Rural Hospital System | MOMS

Full-time Embedded Contract for 9 months

Managed a staff size included 43 providers, 120 indirect employees, 6 direct reports, 6 locations | Report to the Vice President of Physician Network

- Improved provider efficiency and access, achieving a 10% patient access surge with a 25% productivity improvement.
- Increased patient satisfaction by 17% through portal expansion and improved medication renewal processes.
- Collaborated with the VP of Physician Services to redesign provider compensation, resulting in a 33% uptick in Medicare wellness engagement. Averted \$2M in unbilled charges through forensic claim review.

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Director Primary Care & Project Implementation | Rural Hospital System | MOMS

Full-time Embedded Contract for 24 months

Managed a staff size which included 102 providers, 8 direct reports, 28 coders and billers, 12 locations | Reported to Chief Physician Relations Office.

- Generated \$1.5M YoY revenue increase by optimizing provider-based billing models.
- Improving billing integration and payer reimbursement. The goal was to increase revenue by 12% of revenue each year due to change in clinic status.
- Averted \$2M in unbilled charges through forensic claim review.
- Launched documentation and coding compliance program that increased provider billings by 8%.

Interim Director Cancer Center | Rural Hospital System | MOMS

Full-time Embedded Contract for 21 months

Managed a staff size included 5 oncologists, 1 Radiation Oncologist providers, 2 middle-level providers 38 Clinical and Non-Clinical Staff | 1 location | Reported to Chief Executive Officer

- Led the operational turnaround of a critical access cancer center serving rural communities.
- Saved \$3.6M through formulary redesign and improved pharmacy management.
- Upgraded Cerner to include over 200 medical oncology regimens
- Eliminated \$1M in potential rebuild expenses by conducting a LEAN contamination analysis on negative pressure pharmacy mixing unit that kept failing due to mold and dust particle contamination.
- Increased patient satisfaction from 68% to 84% through empathy-centered training and workflow redesign.
- Achieved full recertification by the Commission on Cancer with no deficiencies

Interim Director of Medical Group | Rural Hospital System | MOMS

Full-time Embedded Contract for 9 months

Managed a staff size included 80 providers, 120 indirect employees, 6 direct reports/ 12 locations | CEO

- Increased revenue by 14% by redesigning Annual Wellness program through all primary care offices
- Open Access to primary care by 12% by redesigning provider schedules to increase patient appointments and by removing annual wellness appointments.
- Created policies and procedures manual for Medical Group
- Fixed Critical Tax id situation for billing principals of the medical group.
- Create a Medical Group Billing Department by removing all billing mechanics from the hospital billing department. Increasing revenue by 16% due to incorrect billing process, denied claims and write-offs, average patient volume 30,000 encounters a month.

Interim Director of Gastroenterology and Hepatitis Clinic | Rural Hospital System | MOMS

Full-time Embedded Contract for 9 months

Staff Size 6 providers, 24 clinical and non-clinical staff | Reported to the VP of Central Market

Developed Centralized Business Center to manage the GI Operations of 3 multi-location GI practice.

- Added \$100,000 in annual revenue through new endoscopy capsule study.
- Converted 8,000 paper charts to EHR-practice patient population of 24,000 patients.
- Improved endoscopy procedure adherence by 25% through new patient education systems.
- Decreased denials for endoscopy procedures by 22%.

System Director, Hospital Medicine | Lee Health | Fort Myers, FL

January 2014–June 2016

Full-time Employee | Executive to 50 FTE Physicians and 8 Apps including 55 indirect Physicians | 6 RN | 4 Office Staff | 5 Locations | Reported to CAO

Directed operations and revenue of \$64M+ hospital medicine program across five hospitals.

- Recruited 25 physicians and 8 APPs, reducing locum overhead by \$12M annually.
- Achieved consistent 92% Quality Performance bonus through KPI alignment.
- Unified communication across 1,400 beds with centralized credentialing and admissions tracking.
- Created 24-hour call center for the admissions of all ED patients across the

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Early Executive Leadership

National Healing at the Christ Hospital | Program Director | Cincinnati, OH

January 2009 - May 2011

Full-time | Reported to the Regional Director of Operations. Led a group of 6 physicians and 12 clinical staff. Responsible for driving the turn-around of a failing wound center. Increased revenue by 27% in year one by increasing volumes of patient encounters, and Hyperbaric treatment. At the beginning of year three of the clinic was under-performing and was measuring at year 1 of 4 strategic proforma.

The Family Medical Group | Executive Director of a Family Physician Group | Cincinnati, OH

September 2005-December 2009

Full-time | Reported Chairman of Board. Direct and indirect reports included 22 physicians and mid-level providers, 136 clinical and non-clinical providers | 5 Locations | Responsible for all executive functions of the medical practice including reporting all operational components to the Board of Directors and Physician Partners | responsible for systematically moving all operations away from a third party management company to a fully functional in-house operations, from contract negotiation, interior rebuilding, financial management, employee retention and engagement, patient satisfaction, on-boarding, physician recruitment, monthly reporting to owners of Profit and Loss, and Revenue Cycle Analysis.

OB/GYN Specialists of the Palm Beaches | Chief Operating Officer | West Palm Beach, FL

December 2003-December 2005

Full-time- Reported to the CEO. Led a group of 28 physicians and a dozen mid-level providers, 230 direct and indirect employees serving 11 locations across Palm Beach County, FL | Responsibilities included maintaining the Information Technology Infrastructure the entire organization, revenue cycle management, front-end operations, triage, call center, registration, medical records, provider credentialing, privileges, and enrollment, recruiting and on-boarding. Management of all operational staff.

Medical Manager | National Director of Implementation and Customer Success | Alachua, FL

June 2001- December 2003

Full-time- Reported to the COO. Managed a team of three implementation specialists. Responsible for the training and contract execution of the Independent License Wholesaler foundational expertise of Omnidoc EMR, Medical Manager and Integrity, which included deescalating over thirty customers contracts from litigation due to the inexperience of the field teams training of software systems. Addressed and reassessed the needs of their clients' to completed implementation and incorporate into customers medical practices.

Datamed Worldwide | VP Regional Training and Customer Success | Deerfield Beach, FL

January 2000 - June 2001

Full-time- Reported to Chief Implementation Manager Led a team of 5 Implementation Specialists, trained large implementation of clients using Dr Notes EMR. Wrote product manuals, Statement of Work, and Implementation Plans. Co-designed the Psychiatric and Mental Health Model of Dr. Notes. Named employee of the year in 2000.

Boca Raton Psychiatric Group | Practice Administrator | Boca Raton, FL

August 1994- January 2000

Full-time- Reported to Managing Partner. The group consists of 12 psychiatrists, 22 psychotherapists with a support staff of 3 Front Office Staff, 2 Billers. Responsible for the complete management of the practice, including billing, accountants' receivables, payables, denial management, prior authorization, benefit and eligibility, software reports, month end processes, and monthly reporting to owners of Profit and Loss, and Revenue Cycle Analysis.

Education & Professional Affiliations

Master in Healthcare Administration- Pacific Cambria University- **August 2011-June 2013**

Bachelors in Business Administration- California Creek University- **January 2006- June 2010**

Member and Associations | HFMA | ACHE | MGMA

Technology & Systems | Epic | Athena | Cerner | Meditech | SmartCare | NextGen | Intergy | Greenway | Medical Manager |

Microsoft 365 Suite | ADP | PAYCOM | Hiring Manager | Procurement Software | Various Budgeting and P/L Systems.

Employment Gaps

May 2011-January 2013- Both my father-in-law and father began declining required me to stay home. Completed my Master Degree at this time.