

CAROL A. MILLS

cam7787@psu.edu • Phone (574) 298-3716 • linkedin.com/in/carol-mills

EDUCATION

INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS Indianapolis, IN
Richard M. Fairbanks School of Public Health August 2022
Ph.D. Health Policy and Management Minor: Health Systems and Services Research
Dissertation: *The Effects of Healthcare Service Disruptions on the Community, Healthcare Services and Access to Care*
Committee Chair: Justin Blackburn, PhD

UNIVERSITY OF WISCONSIN-MILWAUKEE Milwaukee, WI
MS Management 1992
Thesis: *Factors Affecting Nurse Return to Work Following Childbirth*
Committee Chair: Stephen J. O'Connor, PhD, FACHE

UNIVERSITY OF WISCONSIN-MILWAUKEE Milwaukee, WI
BS Nursing 1982

INDUSTRY EXPERIENCE

Extensive experience creating operational effectiveness and efficiencies in multiple health care settings and management roles, in both provider and payor environments. Resourceful change agent, constantly striving to improve team performance, creatively solve problems and achieve objectives. Inspirational leader that brings enthusiasm to every project. Drive business development through effective relationship management and powerful communication skills, maximizing revenues, minimizing costs, and improving quality outcomes.

- Healthcare Operations & Management
- Strategic Planning
- Research-based Marketing Plans
- Data and Analytics
- Program Design & Development
- Change Management
- Team Leadership
- Process Improvement
- Training
- Project Management

Select Health Network, Mishawaka, IN 2003 - 2017
Chief Executive Officer (2011 to 2017, also Interim CEO 2006 - 2007)
Directed all aspects of mission-driven regional Physician Hospital Organization (PHO). Provided leadership and oversight to the development of the clinically integrated network. Led strategic planning, operations, contracting, professional credentialing, financial, marketing, quality, growth and clinical initiatives. Created innovative health insurance

products with payor partners, brokers and employers. Managed capitated arrangements for commercial and Medicaid insurance products. Leveraged insurance contracts with quality healthcare providers to ensure optimal financial and clinical outcomes.

- Achieved \$23.5 million in bonus payments and \$16.7 million in enhanced Medicaid payments to participating network providers over 10 years by implementing successful commercial, Hoosier Healthwise, Healthy Indiana Plan, and Marketplace products under capitation delivery system model.
- Initiated four new payor relationships, resulting in greater partner diversity in a volatile environment, increasing potential revenue, financial security and product options.
- Managed Administrative expenses of \$75 million company and consistently achieved results >3% favorable to budget.
- Created systems to collect and report individual quality outcomes by provider and product line, a necessary step in individual accountability and value-based reimbursement.
- Led strategic planning process with the Board, network members and staff.

Director of Medical Management 2003 – 2013, served dual role for two years
Directed utilization and care management department, leading to successful financial and quality outcomes in multiple capitated products. Managed program development, operations, marketing, integration and clinical outcomes for department. Led network Quality and Pay for Performance programs.

- Created, implemented and marketed innovative disease management program that decreased overall costs and improved patient outcomes.
- Achieved and maintained network utilization at the Milliman moderately managed levels, controlling employer claims expense while maintaining positive provider relationships.
- Reorganized department resulting in decreased administrative costs and streamlined operations.

Allied Physicians of Michiana, LLC, South Bend, IN 2001 - 2003
Manager, Central Billing Office

Led billing and accounts receivable functions for multi-specialty organization comprised of six medical specialty practices and 45 physicians. Directed managed care contracting and contract management, A/R management, information systems, compliance, staff development.

- Controlled accounts receivable and collections processes resulting in increased revenue for practices.
- Successfully worked with practice office staff to maintain high compliance with contract requirements to maximize reimbursement.

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OTHER RELEVANT EXPERIENCE

Memorial Hospital and Community Health Alliance, South Bend, Indiana
Director of Operations and Managed Care Services
Managed daily operations of regional PHO and hospital Utilization Management department. Directed medical and case management, claims administration, professional credentialing, customer service. Collaborated in network expansion activities, physician and facility contracting.

RehabCare Group, St. Louis, MO; Managed local contract, Michigan City, IN
Program Director
Directed and marketed CARF-accredited rehabilitation program.

Trinity Regional Health System, Rock Island, IL, Public Relations Director, Marketing Specialist, Business Development.

National Medical Enterprises, Los Angeles, CA; various sites, Program Director, Director of Nursing, Consultant. Developed, opened and managed freestanding rehabilitation and psychiatric facilities.

Sacred Heart Rehabilitation Hospital, Milwaukee, WI, Education and Research RN

Mount Sinai Medical Center, Milwaukee, WI, Cardiology RN

TEACHING INTERESTS

Healthcare operations, management, organizations and organization theory, leadership, strategic management, communication, healthcare quality

TEACHING EXPERIENCE

THE PENNSYLVANIA STATE UNIVERSITY State College, PA
Assistant Teaching Professor, College of Health and Human Development, Department of Health Policy and Administration

HPA 897 - Special Topics – Capstone 1
Course Instructor/Mentor (Fall 2023)
Online asynchronous format.

HPA 890 - Special Topics – Project Management
Course Instructor (Spring 2023)
Residential and online asynchronous formats.

HPA 896 – Individual Studies – Summer Residency
Course Instructor (Summer 2023)
Residential and online asynchronous formats.

HPA 855 - Information Systems in Health Services Administration
Course Instructor (Fall 2023, Spring 2023, Fall 2022)
Residential and online asynchronous formats.

HPA 524 – Management of Health Services Organizations
Course Instructor (Summer 2023)
Online asynchronous format.

HPA 520 - Introduction to Health Services Organizations and Delivery
Course Instructor (Fall 2023, Fall 2022)
Residential and online asynchronous formats.

HPA 503 - Health Services Organizational Behavior
Course Instructor (Fall 2023, Fall 2022)
Residential format.

INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS Indianapolis, IN
Richard M. Fairbanks School of Public Health, Department of Health Policy and Management

PBHL-H345: Operations Management and Quality Improvement in Healthcare
Course Instructor (Fall 2019, Spring 2020, Summer 2020, Fall 2020, Spring 2021,
Summer 2021, Fall 2021, Spring 2022, Summer 2022)
Plan course content, update syllabus and learning experiences every semester based on student performance and evaluations, create course activities based on case studies and application of content, updated course in new Canvas format, created virtual version of course including online content for both non-synchronous and hybrid formats. Required course for Health Services Management major; elective for other programs.

PBHL-H245: Professionalism in the Healthcare Workplace
Course Instructor (Fall 2020)
Online course. Created new course content, activities and performance assessments in Canvas. Required course for Health Services Management major; elective for other programs.

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PBHL-H320: Health Systems Administration

Teaching Assistant (Spring 2020)

Assisted professor with creating new assignments and content, graded student assignments.

Kelley School of Business, Executive MBA Program

C-580: Operations Management

Grader (Summer 2019)

Assisted professor with grading student assignments. Required course for Executive MBA.

UNIVERSITY OF NOTRE DAME

Notre Dame, IN

Mendoza College of Business, Department of Management

MGTO-20100: Principles Of Management

Course Instructor (Spring 2000, Fall 2000, Spring 2001)

Developed course syllabus, all course content and teaching materials, assignments and assessments. Required course for Management major; elective for other programs.

INDIANA TECH

South Bend, IN

BA-4800: Public Relations

Course Instructor (Fall 1999)

Developed all course content, assignments and assessments.

BA-4700: Training & Development

Course Instructor (Fall 1999)

Developed all course content, assignments and assessments.

BA-1400: Principles of Management

Course Instructor (Spring 2000)

Developed all course content, assignments and assessments. Delivered course at remote site.

PUBLICATIONS

Mills, C. A., Yeager, V. A., Unroe, K. T., Holmes, A., & Blackburn, J. (in press). The impact of rural general hospital closures on communities-A systematic review of the literature. *The Journal of Rural Health*.

McCord, E., Ballard, J. H., **Mills, C. A.**, Bandali, E., Bell, T., Mazurenko, O. (2023). The Patient Experience of Adolescents With Traumatic Injuries: Recommendations for Improvement. *Journal of Healthcare Management*, 68 (3):p 187-197. DOI: 10.1097/JHM-D-22-00172.

Mills, C. A., Tran, Y., Yeager, V. A., Unroe, K. T., Holmes, A., & Blackburn, J. (2023). Perceptions of Nurses Delivering Nursing Home Virtual Care Support: A Qualitative Pilot Study. *Gerontology and Geriatric Medicine*, 9, 23337214231163438.

Mazurenko, O., **Mills, C. A.**, Bandali, E., Ballard, J. H., & Bell, T. M. (2022). Using prescription opioids throughout a traumatic injury recovery: A qualitative exploratory study of adolescents in a Midwestern state. *Drug and alcohol dependence*, 236, 109480.

INVITED PRESENTATIONS

Mills, C. A., Yeager, V., Unroe, K., Holmes, A., Blackburn, J. *Effect of Rural Hospital Closures on Nursing Homes*. Podium Presentation at the National Rural Health Association Annual Rural Health Conference. San Diego, CA, United States (2023, May 16-19).

Mills, C. A., Tran, Y., Yeager, V., Unroe, K., Holmes, A., Blackburn, J. *Perceptions of Nurses Delivering Nursing Home Virtual Care Support: A Qualitative Pilot Study*. [Presentation by Justin Blackburn]. Poster Presentation at Gerontological Society of America Annual Scientific Meeting. Indianapolis, IN, United States (2022, November 2-6).

Mills, C. A., Tran, Y., Yeager, V., Unroe, K., Holmes, A., Blackburn, J. *Perceptions of Nurses Working in a Virtual Care Support Program*. Poster Presentation at AcademyHealth Annual Research Meeting. Washington, D.C., United States (2022, June 4-7).

Purkeypile, S., & **Mills, C. A.** *Case Study: Designing an Innovative Approach to Disease Management* [Conference session]. Oral Presentation at American Association of Integrated Healthcare Delivery Systems Tenth Annual Spring Managed Care Forum, New Orleans, LA, United States (2004, May 13-14).

Mills, C. A., & O'Connor, S. J. *Childbirth and the Return to Work Decision of Hospital-Based Registered Nurses* [Presentation by Stephen J. O'Connor]. Oral Presentation at Southern Management Association Annual Meeting, New Orleans, LA, United States (1994, November).

RESEARCH INTERESTS

Healthcare workforce, operations, healthcare delivery systems, geographic disparities, rural health delivery

RESEARCH EXPERIENCE

INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS Indianapolis, IN
Research Assistant January 2021 - present
A Prospective Survey of Opioid Use After Traumatic Injury in Adolescents
Principal Investigator: Olena Mazurenko MD, PhD, MS
Qualitative coding and analysis.

Clinical Research Consultant May 2021 – October 2021
Data Quality in Type 2 Diabetes Mellitus Study
Principal Investigator: Kevin Wiley, Jr., MPH, Doctoral Candidate
Robert Wood Johnson Foundation grant.

Graduate Assistant June 2019 – September 2021
Center for Population Health Analytics & Technology (CPHAT), an Industry University
Cooperative Research Centers (IUCRC)
Principal Investigator: Joshua Vest, PhD, MPH
Perform administrative functions, coordinate meetings and activities with three
collaborating university partners, draft proposal sections, awarded 1-year planning grant
by National Science Foundation.

Data Reviewer April 2019 - September 2020
Patient Demographic Data Matching Project
Principal Investigator: Shaun Grannis, MD, MS
Regenstrief Institute, Indiana University Richard M. Fairbanks School of Public Health at
IUPUI, IU School of Medicine and The Pew Charitable Trusts
Matched files from four health datasets over multiple rounds.

Research Assistant August 2018 – August 2019
Qualitative Investigation of the Impact of “Pill Mill” Closures on Patients with Chronic
Non-cancer Pain
Principal Investigator: Ross Silverman, JD, MPH
Assisted with project administration, coded and performed analysis on patient interviews,
drafted initial report, co-author of manuscript.

Graduate Assistant August 2018 - June 2019
Grand Alliance Mind Matters Challenge
Principal Investigator: Ross Silverman, JD, MPH
Assisted with grant administration, collecting information and output from grantees,
compiled scholarly insights, peer-reviewed research and evidence-informed products
generated by the eight-grantee team for the Education & Research Summit, June 2019.

PROFESSIONAL SERVICE

Peer-reviewed manuscript for Gerontology and Geriatric Medicine, September 2023
Peer-reviewed manuscript with Justin Blackburn, PhD, for American Journal of
Managed Care, March 2021
Session Moderator, Collaborating Across Borders Crossroads of Collaboration
Conference, October 2019

UNIVERSITY SERVICE

Committee Member, Penn State HPA Case Competition, 2023
Judge, Marshall Raffle Student Showcase, Pennsylvania State University,
Department of Health Policy and Administration, March 2023
Vice President, IUPUI Chapter AcademyHealth, 2019-2021
Team Education Advancing Collaboration in Healthcare (TEACH!) facilitator,
Interprofessional Practice and Education (IPE), Spring 2021
Student Representative, Richard M. Fairbanks School of Public Health Academic
Misconduct Board of Appeals, April 2021
Student Panelist for Council on Education for Public Health (CEPH) accreditation
survey, January 2020
Student Panelist for APHEA (Agency for Public Health Education Accreditation)
survey, November 2019

COMMUNITY SERVICE

American Heart Association Board, 2016 - 2017; Board Secretary 2016 - 2017

Go Red for Women Campaign, Campaign Chair 2015 and 2016; Executive Leadership Team 2014 - 2017

Habitat for Humanity Board, 2003 – 2012; Chair 2008 - 2012

Honoring Choices Northern Indiana Coalition, 2016 – 2018; Steering Committee 2017 – 2018

Indiana Rural Health Association, Member

St. Joseph County Health Improvement Alliance, Member

St. Joseph County Fetal Mortality Review Program, Member

AWARDS AND HONORS

Community Engagement Associate Scholar, IUPUI Institute for Engaged Learning, August 2020-May 2021

CERTIFICATIONS

Preparing Future Faculty and Professionals, September 2020

Completed 28 hours of workshops and programs with a focus on Teaching, Research, Service, Organizational and Professional Development

PROFESSIONAL AFFILIATIONS

AcademyHealth, 2018 – 2022 (Member)

Academy of Management, 2021 – 2023 (Member)

Indiana Rural Health Association, 2017 – 2022 (Member)

REFERENCES

Available upon request