

BRITTNEY CINI, MBA, CPC

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Accomplished and detail-oriented healthcare executive with a track record of achieving operational excellence, strategic planning, and proficiency in revenue cycle management. Demonstrated success in implementing strategic business plans to drive growth and enhance operational efficiency. A keen eye for identifying opportunities and implementing practical business strategies, coupled with a commitment to staying informed about the latest trends, technologies, and best practices in the healthcare industry. Known for collaborative leadership and dedication to building and leading talented, motivated teams. Proven ability to navigate complex healthcare landscapes while consistently delivering results.

AREAS OF EXPERTISE

**Strategic Planning & Analysis | Business Growth | Change Management | Operational Excellence
Revenue Optimization | Streamlining & Process Improvement | Performance & KPI Management
Profit & Loss Management | Product Innovation | Contract Negotiation
Program Implementation | Value-Based Care | Integrated Behavioral Health**

CAREER HIGHLIGHTS

- ❖ Reducing expenses by \$4M for a \$1B P&L
 - ❖ Slashing Claim denial rate from 25% to 3% in under 60 days
 - ❖ Boosting Provider utilization from 23% to 90% in just 5 months
 - ❖ Implemented cost-effective measures to reduce the per consult cost from \$375 to \$50 within a 6-month period
 - ❖ Enhanced patient experience from 2.8% to 4.7% in 12 months
 - ❖ Promoted 4 times within 2.5 Years
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PROFESSIONAL EXPERIENCE

PSYCHPLUS / PSYCHIATRY OF TEXAS | REMOTE

Psychiatry of Texas was established in 2020 in Houston, Texas. The practice provides Behavioral Health services across Texas in multiple capacities: outpatient, inpatient, telemedicine, and procedural.

Chief Revenue Officer – September 2023 – January 2024 – due to reduction in force

Revenue Cycle Consultant – April 2023 – August 2023

- Spearheaded the development of coding API logic within the Electronic Health Record system, ensuring compliance with CPT, ICD-10 requirements, and payer-specific rules.
- Led renegotiations of all payer contracts which resulted in a 25% fee schedule increase
- Achieved a 15% increase in revenue within the first 45 days through strategic initiatives.
- Implemented automation to redesign operational processes, reducing overhead costs by 5%
- Developed departmental initiatives to improve turnaround times and timely cash flow by 25%
- Partner with senior leadership to execute corporate strategic plan, and develop and execute the strategic plans for assigned teams to ensure the company exceeds its revenue and profitability goals

BABYLON HEALTH | AUSTIN, TX

Babylon Health is a Global company that provides Value-Based Care, Urgent Care, and Behavioral Health services via telemedicine. The company started in the United Kingdom over 9 years ago and transitioned to the United States in 2019.

Departmental Direct Responsibility for: Informatics, Revenue Cycle, Enrollment, Credentialing, Licensing, Clinician Oversight, HIM, Workforce Management, Product Operations, Strategic Initiatives, Project Management, and Day-to-Day Practice Operations.

US Vice President of Practice Operations March 2023 – September 2023

- Assisted in the transition of care during Chapter 7 filings, ensuring uninterrupted patient care.
- Implemented strategic initiatives, including transitioning the workforce to a third-party vendor.
- Contributed to strategic planning and development of operations transformation roadmap as a key member of the executive team
- Aided in transitioning from US and UK specific departments to global MSO models
- Executed KIP's to increase Nurse Practitioner skills mix, reducing MD/DO monthly spend by \$85,000
- Operational Owner for collaborating with the Product and Engineer Team on the development of the Roadmap along with calculating the return on investments for the requested FRB's
- Operations budget and P&L owner for all of the US Fee-for-Service to include: Urgent Care and Behavioral Health services
 - Identified opportunities to decrease annual spend by \$4M, contributing to a 45% increase in volumes.

National Practice Operations Senior Director August 2022 – February 2023

- Influenced and launched a Population Health strategy, overseeing day-to-day operations serving 300,000+ patients
- Executed a plan to reduce Provider spend by \$1M, achieving margin neutrality by the end of 2022
- Drove optimization of clinician performance and developed a Zero-Based Budgeting strategy for 2023

US Practice Operations Director June 2021- July 2022

- Developed organizational structure and operations budget of \$4.6M
- Performed a SWAT analysis on the General Medicine and Behavioral Health telemedicine operations to evaluate performance and determine areas of cost reduction by 45% and program improvement
- Led the implementation of 15 new launches in multiple states simultaneously, covering over 8.5M lives via the fee-for-service (urgent care), behavioral health, and value-based-care contracts
- Collaborated on the 2022 roadmap for patient and provider experience improvements
- Strategic planning for Q1 2022 initiatives: 51 state provider and clinical staff network, product management, and deployment of 24/7 Registered Nurse Triage Team

US Support & Patient Operations Interim Director October 2021- March 2022

- Collaborated with the analytics team to develop productivity dashboards and metrics to determine staffing ratios
- Restructured the department, reducing patient wait times to less than 30 seconds
- Executed strategies to improve Behavioral Health referral SLA by 8% within 45 days.
- Developed and executed the strategic plan to improve the patient access SLA by 15% within 30 days
- Implemented operational strategies for managing over 8k behavioral health patient orders monthly.
- Implemented the Project Management Organization structure to support all of Clinical Operations functions
- Assisted the Product team in the development of the provider scheduling templates within the App along with establishing a plan for implementation taken into consideration all of the risk

US Practice Operations Manager/Interim HIM Manager January 2021- May 2021

- Developed a 60-day implementation plan for Value-Based Care contracts
- Operationalized solutions to improve patient experience by 30% and KPI's by 15% for all service lines
- Built and executed the operations roadmap and strategy for scaling in rural communities
- Utilized forecasting information to identify Provider staffing needs to serve our Medicaid, Medicare, Direct to Consumer, and Commercial populations across 50 states along with proposed partnerships within the communities

CONFIRMED CONSENT | AUSTIN, TX

Chief Executive Officer/ Executive Advisor PRN: April 2020 – December 2021

Confirmed Consent is a start-up company that allows patients to virtually consent for procedures. We have developed an additional service along with modifying the cost structure and SaaS model since April 2020.

- Identified and executed strategic partnerships within the Health/Tech industry
- Designed an AI-driven Anesthesia product, improving surgical outcomes by 45%
- Increased revenue by 35% and reduced expenses by 10%
- Partnered with the AAPC to support the addition of a specific CPT to capture utilization of our services
- Led the raise initiative for Angel Network, Venture Capital, and Family & Friends funding

PRIME PRACTICE SOLUTIONS | REMOTE

Account Manager/Professional Coder PRN: December 2020 – December 2021

Prime Practice Solutions partners with healthcare organizations to offer revenue cycle management services. We have served the Austin community for over 10 years for both inpatient and outpatient services in a variety of specialties.

- Provided abstract inpatient and outpatient coding for various specialties
- Enrolled new providers into payer networks and local hospital credentialing
- Identified opportunities to increase upfront cash collections and negotiated payer contract reimbursement
- Customer support for patients with billing concerns

RELODE | REMOTE

Talent Advisor PRN: July 2019 – December 2022

Relode is a recruiting agency that assists with the sourcing of candidates for roles within multiple industries across the United States.

- Identified candidates for hard-to-fill, critical roles within 15 days of the position being posted
- Managed candidates through the interview and hiring process
- Worked directly with Account Executives to enhance brand awareness for attracting top talent

HCA PHYSICIAN SERVICES GROUP, ST. DAVID'S HEALTHCARE | AUSTIN, TX

Market Manager: July 2018 – April 2020

HCA Healthcare is comprised of 185 hospitals and 2,000+ sites of care in 20 states and the United Kingdom. In addition to hospital, sites of care include surgery centers, freestanding Emergency Rooms, urgent care centers, diagnostic and imaging centers, walk-in clinics and physician clinics

- Senior Executive Leader for 42 providers and support staff consisting of various specialties which included Primary Care, Kidney Transplant, Geriatrics, Women's Services, 20 outpatient clinic locations, hospital-based practice and 140 employees, supporting five hospital C-Suite partners across the Austin Market.
- Reduced excess expenses by 45% and improved patient satisfaction from 63% to 92%
- Strategically assessed the market, executed acquisitions, and increased employee engagement
- Improved overall Revenue Cycle management for the division for insurance denials from 14,000 to 2,800 within 90 days

Area Practice Manager: September 2016 – July 2018

- Served as the Operations Administrator for 28 providers, 3 Hospital– Based Practices, 19 Outpatient Clinics and 135 employees in partnership with 4 hospitals across Central Texas. Primary lead for provider onboarding to include interviewing, negotiating contract terms and preparing practice for arrival of the provider.

- Portfolio consisted of Pediatric Hospitalist, Pediatric Intensivist, Maternal Fetal Medicine, OB Hospitalist and Kidney Transplant
- Managed the transition of the hospital-based providers and services to a 3rd party company
- Spearheaded Division Process Improvement initiatives by serving as the subject matter expert, ensuring we worked as effectively and efficiently as possible to provide our patients with the best experience
- Collaborated with executives on market needs and identified practices for acquisitions and provider employment

Practice Manager II: June 2016 – September 2016

- Served as the local operations leader responsible for the implementation of accessing and executing an action plan to improve patient experiences across practices while increasing patient volumes YOY
- Operation Management oversight included the Pediatric Hospitalist, Pediatric Intensivist, OB Hospitalist and Maternal Fetal Medicine locations.
- Developed an expense management program and process which reduced expenses by \$5k per month
- Increased Medical GPS patient satisfaction blended top box score by 11% in 45 days
- Standardized incoming referrals, scheduling process and centralized call center for 7 locations with an average of 900 incoming referrals a month

HCA PHYSICIAN SERVICES GROUP DBA KIDS SPECIALTY CENTER | LAFAYETTE, LA

Practice Manager II: June 2014 – May 2016

Kids Specialty Center provided Pediatric Sub-Specialty care for patients within a 60-mile radius from the Lafayette area. Not only did we have outreach clinics to ensure that the rural community children also received the necessary services, but we partnered with different Non-Profit organizations within the community to help provide financial support to the families.

- Served as the Executive Manager responsible for development of Pediatric Sub-Specialty Program with primary focus to grow market-share and increase rural community access points by 25% in 6 months
- Business leader with a history of restructuring practices and teams, overhauling processes and retraining teams to improve inefficiencies and substantially improve logistics
- Responsible for the development and maintenance of Profit & Loss statements along with budget for 17 Pediatric Sub-Specialty physicians, 5 mid-Levels and 38 employees
- Improved patient satisfaction from 2.8% to 4.7% in 12 months through dedicated process improvement
- Led clinic to a positive EBITDA of \$17,838 based on a \$3-million-dollar budget for the first time in four years

OB Hospitalist Program Director: May 2011 – May 2016

- Motivated leader determined to impact positive change within the OB Hospitalist Program
- Development and execution of a strategic plan for the OB Hospitalist Program which allows for expansion of the program and services to the community
- Provided oversight of daily functions for 12 physicians, 3 Nurse Practitioners and 2 employees
- Optimized billing practices, increased growth and reduction of Locums coverage allowed the program to beat EBITDA by \$19,402 based on a \$1-million-dollar budget
- Analyzed operational and process improvement opportunities to allow program growth and community expansion

HCA HEALTHCARE- WOMEN & CHILDREN'S HOSPITAL | LAFAYETTE, LA

Medical Staff Coordinator: February 2008 – June 2014

- Served as the Liaison between the Medical Staff and Hospital Administration as it relates to credentialing issues, Medical Staff meetings and the Governance Board
- Primary leader for the organization, coordination and management of the Hospital Bylaws and Medical Staff Meetings on a weekly basis

- Development of Graduate Medical Education policies and procedures for Primary Care medical students and residents
 - Responsible for all Graduate Medical Education duties and accreditation requirements
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EDUCATION AND TRAINING

Master of Business Administration | Southern New Hampshire University | 2015
Bachelor of Science, Health Service Administration | Our Lady of The Lake | 2007
Associate of Science, Arts and Science | Our Lady of The Lake College | 2007

Executive Leadership Training | Dominican University | March 2022
Certified Professional Coder | October 2019 – Present
COVID-19 Contact Tracing | July 2020

ACCOMPLISHMENTS

Awards Achieved under my Leadership at Kids Specialty Center:

- 2014 “Turn Up the Volume” Patient Satisfaction scores
 - Kids Specialty Center named 2014 Healthcare Leader in Patient Satisfaction
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ORGANIZATIONS

Embracing Memories Foundation | Treasurer | June 2020 – Present

BOARD MEMBERSHIPS

Secretary/Treasurer of the 501A Board | January 2019 – Present
Member of the Quality & Peer Review Committee | February 2008 – June 2014
Member of the Pharmacy & Therapeutics Committee | February 2008 – June 2014
Member of the Board of Trustees | February 2008 – June 2014
Co-Chair of the Credentials Committee | February 2008 – June 2014
Co-Chair of the Medical Executive Committee | February 2008 – June 2014