

Lalitha Mathew, DBA, MBA, RN

Vice President of Home Health and Hospice

Financial Stewardship | Regulatory Compliance | Quality Improvement

Executive leader with deep knowledge of the healthcare industry with expertise in leading and directing all facets of home healthcare and hospice operations including profit/loss margins, financial analysis, budget management, staffing, and compliance within high-profile healthcare corporations. Skilled at leading, directing, developing and driving quality improvement initiatives that meet strategic directives, improve patient care, enable organizational growth, spur innovation, and improve patient satisfaction. Demonstrated proficiency in managing regulatory compliance across all state and federal regulations, Centers for Medicare/Medicaid Services (CMS), and healthcare accreditation compliances. Effective communicator and presenter; continually exceed financial objectives by collaborating with all members of the organization to achieve business and financial objectives. Establish and forge quality relationships with physicians and executives.

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| ▪ Strategic Planning & Analysis | ▪ Medicare/Medicaid/Accrediting | ▪ Staffing & Human Resources |
| ▪ Budget & Cash Flow Management | organizational compliance | ▪ Policy & Procedures Development |
| ▪ P&L / Fiscal Management | ▪ Team Building & Performance | ▪ Trusting, collaborative, and effective |
| ▪ Value-based purchasing and star ratings | ▪ Staff Development & Training | relationship builder |
| ▪ Visionary strategic thinker | ▪ Growth & Expansion Development | ▪ Revenue Cycle Management |
| ▪ Hospice Administration | ▪ Mergers and Acquisitions | ▪ Managed care negotiations |
| ▪ Positive change agent | ▪ Home Health and Hospice Star Ratings | ▪ Reduction in re-hospitalizations |
| | ▪ Knowledgeable ACHC/Joint Commission regulatory requirements | ▪ Clinical educator |

KEY CAREER HIGHLIGHTS

- Orchestrated operations for three senior healthcare services organizations and grew market share from 8 patients to 800+, and built a diverse organization that lived up to its values and inspired teamwork through effective leadership
- Achieved minimum regulatory deficiencies for home health and hospice care surveys.
- Considered subject Matter Expert for Medicare, Medicaid and accrediting body compliances.
- A visionary strategic thinker and knowledgeable of trends in the home care and hospice industries
- A leader who is transparent, visible, highly engaged with the ability to inspire, challenge, and motivate others to achieve common goals
- Worked extensively independent and assisted living Executive Directors regarding mutual patients.
- Gained comprehensive understanding of role and regulatory requirements governing facilities.
- Collaborated with Executive Directors during their facilities' surveys.

PROFESSIONAL EXPERIENCE

CareCo Holdings, Inc.

(2025)

Executive Director for Home Health

- Urgently recruited by Management to help agency regain accreditation that it had lost
- Worked diligently over the past year to address conditional level deficiencies the agency had and to implement the Plan of Correction as quickly as possible.
- Simultaneously recruited, trained, and retained staff to ensure key areas of the agency had employees to prevent future problems
- Did a thorough review of finances, policies, and procedures and implanted the requirements of the Plan of Correction in short order to get the Agency back on its feet
- Increased the patient census going from a situation in which the viability of the agency was in doubt to putting it in a position of growth
- Provided clinical education to new hired staff and continuous in-services to clinical staff members
- Responsible for annual clinical staff competency testing and provided education based upon needs

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Carle Home Health, Hospice, and Palliative Care, CHAMPAIGN, IL

(2023-2025)

Executive Director for Home Health, Hospice, Palliative care.

- Hired as a change agent designed to bring a new skill set in to a well-established hospital system to reduce waste as well as increase productivity and revenue
- Responsible for business leadership, profit and loss, program development, project management, staff development programs,
- Strategic planning, reviews contract performance, and staff productivity
- Responsible for five hospital systems covering forty counties in central Illinois. Managed average daily census of 800-1000,
- Had home health census of 700-800 patients and average daily census of 250-300 hospice patients
- Responsible for 10 GIP beds/and maintained 7-10 daily average census
- In 13 months reduced debt from \$1 million to \$200,000 dollars by increasing clinicians' productivity and decreasing overtime.
- Discontinued unnecessary services and consolidating some positions while providing excellent and safe patient care
- Increased patient satisfaction and star rating for homecare and hospice services.
- Oversaw the intake/admission department and responsible for timely initiation of care for hospice and home health patients.
- Accomplished a successful ACHC survey in both hospice and home health with no deficiencies in hospice and minimal standard non-compliance in the home health survey.

Apple/Addus Home Health Care, Chicago, IL

(2022 – 2023)

Executive Director

Administrator of agency and is responsible for the administration of the day-to-day operations of the home care provider

- Was key person during merger process of Apple and Addus helping integrate staff, policies and procedures, and successfully united Apple into the new corporate structure within three months
- Coordinating and completing assigned projects to effectively support the immediate and long-range objectives of the company
- Implementing and maintaining administrative practices, agency philosophy, goals, and policies which assure compliance with applicable Federal and State regulations
- Acts as a liaison with Senior Corporate Management and other departments throughout the company including Clinical Managers, Auditors, and Quality Assurance
- Reviews weekly Operations Spreadsheet, weekly Metrics Report, and weekly Productivity Report to ensure the organization is on target with budget goals
- Oversees an effective QAPI program ensuring improvement plan execution and follow-up
- Worked with Senior Management team for KPI projects achieving the majority of the metrics in 90 days
- Increased Home Health star ratings from 2.5 to 3.5 within nine months

VNA Care Network and subsidiaries, Worcester, MA

(2021 – 2022)

Regional VP of Home Health Operations

Responsible for business leadership, profit and loss, program development, project management, staff development programs, strategic planning, reviews contract performance, and staff productivity

- Worked with the COO on Enterprise-wide process improvements to include creating benchmarks and measurements, designing processes to optimize efficient clinical and operation services ensuring standardization and consistency
- Collaborated with Executive leadership team on the yearly budget of \$100 million
- Assured the quality and cost-effectiveness of all operations services and programs
- Ensured that all Agency activities and operations are carried out in compliance with conditions of participation for home health, hospice, Joint Commission standards and any and all other regulations, standards, and laws which govern the range of services delivered of daily average census of 3,200 patients
- Responsible for the entire project lifecycle for operations projects

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- Collaborated with the Director of Education and others to provide the necessary education, tools, and resources to managers and their staff to ensure proper management of staff and an understanding of conflict resolution, finance, and operations.
- Had the ability to make decisions independently recognizing complex situations and is able to identify key or underlying issues for problem resolution
- Kept informed of trends and developments in healthcare delivery and uses this information for the development of innovative programs
- Promoted harmonious relations between departments, business units, and all staff throughout the Agency
- Analyzed data for decision making purposes and utilizes analytics to create necessary executable strategies
- Directly responsible for managing 12 clinical directors under whom there are 450 employees
- Participated in professional advancement opportunities to keep current with industry changes and regulatory updates such as Joint Commission and other accrediting body standards.
- Identified, initiated, and oversaw PI/QA activities and met organizational benchmarks and goals within the department
- Oversaw and met department and agency requirements for accreditation, CMS surveys, and audits (timely OASIS submission, PI/QA Program, etc.)
- Oversaw activities to maintain accreditation and Medicare certification as applicable to areas of oversight and communicated trends to Senior Management in a timely manner.

QUALITY HOME HEALTH CARE, LLC, Lombard, IL

(2018– 2021)

Director of Quality Improvement

Directed the agency's efforts to stay in compliance with regulatory requirements for State and Federal regulations, financial requirements, HIPAA compliance, and survey requirements.

- Reviewed coordination of patient plan of care between all disciplines involved in the client's care to ensure quality driven cost-effective care
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- Assisted management and administration with quality assurance and quality improvement efforts
- Implemented and monitored applicable policies and procedures to ensure effective operation of department and agency requirements

HOME HEALTH OF ILLINOIS | HOSPICE OF ILLINOIS | SENIOR CARE SERVICES, Chicago, IL

(1999-2017)

Vice President / Administrator

Directed multi-site operations in the delivery of full-service home health and hospice services, including overseeing all financial, personnel, and patient operations across 13 offices throughout Chicago and suburbs. Managed the execution of all documentation and clinical practices, staffing, budget oversight, and clinical performance measures in accordance with agency protocol and Medicare/Federal guidelines. Streamlined financial processes and introduced process improvements that enhanced productivity.

- Recognized for improving regulatory compliance and profitability across all three companies; Grew profit margin to 25% and revenue to \$10M from previous year.
- Led the organization by directing and coordinating daily patient care and business operations, resulting in expanding the number of patients from eight to over 400 for home health services and over 50 for hospice services.
- Analyzed all costs, home health services operational budgets and forecasts, achieving all P&L objectives and annual targets for the year; successfully minimized negative budget variances and deficits.
- Launched staff development and training programs for home health/hospice services staff that optimized standards of clinical excellence across all services; served as cultural architect by establishing common clinical purpose and culture of clinical excellence and quality.
- Monitored financial performance of across 13 home health/hospice offices throughout Chicago, monitoring and tracing budgetary performance goals and fiscal activities; prepared all monthly and quarterly reporting using sound business acumen.
- Identified and developed high-potential nursing leaders for their current positions and for advancement/succession planning.
- Streamlined operational excellence across all home health and hospice services, expanding access to high quality, patient centered care throughout Chicago.

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- Executed mid and long-range strategic initiatives to optimize operational performance while managing operational short-range planning and execution of home healthcare outcomes.
- Established clinical performance measures, passing all accreditation surveys by achieving minimum regulatory deficiencies for home health and hospice care surveys.
- Skillfully supported and mentored a team of up to 200 clinical and non-clinical staff members, achieving increased staff productivity and morale.
- Establish and build outstanding relationships with nursing home administrators, physicians and social workers, achieving in higher referral rates for home health/hospice services.
- Knowledgeable of new COP regulations regarding PDGM, HQR, HIS, and CAHPS
- Directed and led all clinical operations, including patient assessment, care and treatment planning, service level determination, patient visits, and complaint management for comprehensive home health service provider.
- Oversaw and monitored federal regulatory compliance applicable to home health and reimbursement procedures.
- Established and cultivated productive relationships with physicians, administrators, nurses, social workers, and community agencies, resulting in increased promotion and awareness of high-quality home healthcare services.
- Launched new evidence-based patient care processes, enhancing clinical outcomes and performance improvements.
- Spearheaded aggressive program growth and led the organization to achieving higher level of clinical excellence and patient experiences.
- Prepared fiscal budgets and allocation of resources to assigned nursing areas, achieving clinical improvements and productivity enhancements; tracked fiscal performance against forecasts and reported performance and labor analysis.
- Educated stakeholders and community leaders on the implications of the healthcare environment and community-based care, increases understanding and support of partnerships in home health and hospice services.
- Developed and managed departmental goals and objectives consistent with medical, administrative, legal and ethical requirements of the health care delivery system.

COMMUNITY HEALTH ACCREDITATION PARTNER (CHAP)

(1997-2001)

Surveyor / RN Site Visitor

- Completed all site visit and compliance documentation with accuracy and completeness using standard citation procedures; Submitted required site visit documentation within required time frames.
- Planned, organized, and conducted multiple site visits accordance to CHAP Standards of Excellence
- Collaborated with team members to meet daily objectives and consulted with healthcare leaders to provide clarification, verification, and quantification of site visit findings.

EDUCATION & CREDENTIALS

Doctor of Business Administration, Southern California University

Master of Business Administration, National Louis University

Bachelor of Science in Nursing, University of St. Francis

State of Illinois Registered Nurse License