

SARA SMITH

CHIEF OPERATING OFFICER

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PROFILE

Accomplished operations executive with an impressive history of maximizing revenue, earnings, and the customer experience for U.S. and international organizations. P&L leader who is known for transforming business operations by building robust infrastructure, expertly managing the revenue cycle, and integrating systems, processes, and people. Relationship builder who collaborates cross-functionally, serves as a trusted advisor to the executive team, and works effectively at all organizational levels. Participative leader who hires great talent, builds diverse/inclusive cultures, and develops high-performing teams.

STRENGTHS

- Operations Leadership
- P&L Ownership
- Mergers & Acquisitions
- Business Transformation
- Revenue Cycle Management
- Asset Integration/Optimization
- Business Process Outsourcing
- Cross-Functional Collaboration
- Strategy Development
- Executive Leadership
- Talent Development
- Process Improvement

PROFESSIONAL EXPERIENCE

Chief Operations Officer

OPC Healthcare / Chicago, IL / 2015 - Present

Promoted to upgrade and lead a B2C operations function for a \$1.5B business and provide a consistent/dependable customer experience. Oversaw and integrated the efforts of customer service, medical billing, accounts receivable, distribution, and inside sales. Managed a P&L, 1.2K employees, and \$100M+ in cost centers. Collaborated with the executive team to set operational strategy, establish success roadmaps, and select appropriate performance metrics.

Selected Accomplishments:

- Boosted cash collections \$4MM annually and reduced claim denial rates.
- Held cost growth under 8%/year and contributed to the organization's average annual growth rate of 14% (\$76.5MM/year and 3X the market).
- Led a \$100MM transformational initiative that optimized business performance by aligning new systems, processes, and employee capabilities.
- Managed diligence and integration efforts for the acquisition of a \$32M urological supplies company, which grew revenue 20% and generated \$500K in annual synergies.
- Stood up a 300-person operation in Manila, which decreased processing costs 8%, increased capacity 20%, and added \$7M in annualized productivity.
- Acquired a diabetes supply business and onboarded 65K diabetic patients, added multiple payer contracts, and established new product lines that delivered \$75M+ in new revenue.

Senior Vice President, Medical Operations

JTI Medical / Chicago, IL / 2012 - 2015

Joined JTI Medical - a private equity-backed company that was later acquired by OPC Healthcare - to lead medical billing, order processing, and cash collections for their \$750M B2C business. Seamlessly integrated processes and technology to reduce errors, cost, and customer issues. Hired, developed, and motivated 300 employees who processed and billed 9K orders daily.

Selected Accomplishments:

- Achieved industry-low bad debt rates, collections at 99% of revenue, and a claim denial rate of 5.8% (16% decrease).
- Established an off-shore team that were an integral part in increasing sales from \$5MM to \$35MM (over 3 years) and achieving an 85%+ customer satisfaction rate.
- Acquired and integrated an ostomy business that added 6K patients and \$7.4M annually.

General Manager | National Account Manager | Corporate Account Manager

CPC Industrials / Chicago, IL / 1999 - 2011

Served in sales and pricing leadership roles before being promoted to Account Manager for Home Depot - a \$125M account and CPC's largest commercial/industrial customer. Promoted again to General Manager of CPC's \$120M Specialty LED segment to drive growth strategies in Europe, Latin America, Australia, and the Middle East.

Selected Accomplishments:

- Delivered 20% growth in signage, retail display lighting, and transportation segments.
- Negotiated a five-year contract (followed by a two-year extension) with Home Depot and grew sales at rates exceeding the lighting market.

EDUCATION

Master of Business Administration

University of North Carolina, Chapel Hill

B.S., Operations

New York University

COMMUNITY INVOLVEMENT

Fundraiser

Kiwanis International