




APPLICATION FOR COUNTY OF EL DORADO BOARD OF SUPERVISORS BOARD, COMMISSION, OR COMMITTEE

Clerk of the Board of Supervisors
330 Fair Lane, Placerville, CA 95667
(530) 621-5390 | edc.cob@edcgov.us

Board or Commission Applying For Commission on Aging	Vacant Position or Title Vacant	
First Name Scott	Last Name Coffin	
	Residential City El Dorado	Residential ZIP Code 95623
Daytime Telephone	Mobile Telephone	
Occupation/Title Managed health care executive, semi-retired	Employer Serrano Advisors, LLC	
List all County boards, commissions or committees to which you are/were appointed. Please include dates of service. None		
Summary of qualifications HICAP counselor for older adults, completing certification in El Dorado County (currently completed in Alameda County, HICAP counselor) Executive health care leader with 27 years of experience in Medicaid and Medicare managed care, CalAIM & Medi-Cal, coordinated entry for housing, justice-involved coordinated re-entry, mental health & substance use, and provider reimbursement methodologies. Successful track record of managing operating budgets of nearly \$2 billion and achieving revenue and quality targets. Leverage relationships and collaboration with primary care providers to better manage high-utilizing patients and create system efficiency through linkages between the public and private hospitals, behavioral & public health agencies, health centers, and other providers. Formed co-sponsorships with county agency leaders for the whole-person care and health home pilots, a five-year Medicaid program funded that started in 2017 and transitioned into CalAIM Medi-Cal managed care in 2022. Coordination of \$170 million dollars funded by 1115 and HCBS waivers that transformed the Alameda County safety net to address high-utilizers with chronic conditions using community-based case management services; integration of county-based mental health, substance use, housing & homeless services, and justice-involved populations. Experienced in long-range planning and strategic execution of health programs and operations, and funding sources for sustainability. Delivered higher quality improvement scores over six consecutive years, incentivizing providers with value-based payouts.		
Affiliations with professional and/or community groups None.		
Why do you seek appointment? To support El Dorado County to support services for older adults.		
Additional Information None.		
If known, indicate the member of the Board of Supervisors who will receive a copy of this application n/a		
File Attachments Scott Coffin CV June 2023.pdf		
Signature of Applicant* 	Date 06/06/2023	

* You consent and agree that you are signing this document electronically. You further agree that your electronic signature is as valid as if you manually signed the document in writing.
06/06/2023 09:37:34, ID: 356, URL: <https://www.edcgov.us/Government/BOS/CommissionsAndCommittees/Pages/Application-Form.aspx>

Resume for Scott E. Coffin

Executive Profile:

Executive health care leader with 27 years of experience in Medicaid and Medicare managed care, CalAIM & Medi-Cal, coordinated entry for housing, justice-involved coordinated re-entry, and provider reimbursement methodologies. Successful track record of managing operating budgets of nearly \$2 billion and achieving revenue and quality targets. Leverage relationships and collaboration with primary care providers to better manage high-utilizing patients and create system efficiency through linkages between the public and private hospitals, behavioral & public health agencies, health centers, and other providers.

Formed co-sponsorships with county agency leaders for the whole-person care and health home pilots, a five-year Medicaid program funded that started in 2017 and transitioned into CalAIM Medi-Cal managed care in 2022. Coordination of \$170 million dollars funded by 1115 and HCBS waivers that transformed the Alameda County safety net to address high-utilizers with chronic conditions using community-based case management services; integration of county-based mental health, substance use, housing & homeless services, and justice-involved populations.

Experienced in long-range planning and strategic execution of health programs and operations, and funding sources for sustainability. Delivered 38% higher quality improvement scores over six consecutive years, incentivizing providers with value-based payouts exceeding \$90 million.

Areas of Expertise:

- Justice-involved populations, coordinated re-entry, and pre-/post-release services.
- Homeless & housing placement, street encampments, coordinated entry, and system navigation.
- Integration of Medicare and Medicaid benefits, mental health and substance use services.
- Delegated and capitated risk arrangements, actuarial modeling, and pricing.
- State and federal regulatory compliance, reporting, and delegation oversight.
- Alternate payment methodology for public hospitals and health centers.
- Early childhood screening, diagnosis, and treatment; school-based health services.
- Medicare D-SNP readiness, mergers & acquisitions, quality, and operations.
- CalAIM Enhanced Care Management & Community Supports.
- Providing Access and Transforming Health (PATH) implementation.

Managerial Achievements:

- Successful execution of a multi-year corporate turnaround, recovering from a state-mandated conservatorship, and growing the revenue from \$700 million to \$1.7 billion in eight years; restructured the long-term debt and returned to profitability through cost controls, technology automation, workflow redesign, oversight of regulatory compliance. Since the time of state conservatorship, the financial reserves grew from \$400,000 to over \$250 million dollars, over seven times the required reserve amount by state regulators. Enrollment growth of 200%, and consecutive growth in HEDIS quality scores, advancing the organization into the State of California's highest-performance category.
- Achieved and sustained a 38% improvement in HEDIS quality scores consistently over eight years, recognized as the fastest growing managed care health plan statewide, moving from the third-lowest ranking to seventh highest performer in the State of California. Operated a primary care incentive program for seven years and distributed more than \$90 million dollars to safety-net physicians.
- Successfully completed the transition for Alameda County from a two-plan Medicaid delivery model into a county-organized health system. Executive driver coordinating with Alameda County Agencies, Alameda County Board of Supervisors, and other safety-net leaders to innovate a single plan model for the administration of Medicaid covered benefits and optional services.
- Deployed care coordination and complex case management programs that achieved higher quality, reduction in length of stay by 10% and 7% reduction in readmission rates.
- Integrated hospital revenue cycle management & cost containment practices into the managed health plan operations model to improve hospital charge capture, reduce payment denials, increase cash flow, maximize throughput in the emergency rooms, reduction of leakage, and attaining better use of hospital-based & long-term care services (i.e., case management, step-down therapy programs, home health services, and crisis management).
- Achieved higher performance on execution of projects and programs through organization realignment of core services, and creation of integrated planning and data analytics divisions; formation of a self-service and enterprise shared service model using agile and lean methodologies. Implemented data analytics platforms for risk stratification and segmentation. Extensive dashboarding of key performance metrics at all levels in the company, interconnecting cost, utilization, and quality indicators to optimize workflows and customer service.

Experience:

Serrano Advisors LLC, President

2023 – Current

Executive coach to Chief Executive Officers and executives pursuing higher-level positions and responsibilities. Executive advisor to public health agencies, public & private hospitals, and health centers. Specializing in justice involved coordinate re-entry, mental health & substance use integration, and Medi-Cal/Medicare integration. Volunteer as local HICAP Counselor, supporting older adults enrolled in the Medicare Advantage program.

Alameda Alliance for Health, Chief Executive Officer

2015 – 2023

Appointed by the Alameda County Board of Supervisors as Chief Executive Officer for the Alameda Alliance for Health, a publicly managed care health plan posting \$1.7 billion annual revenues; the Alliance serves more than 370,000 Medi-Cal & Medicare adults and children in Alameda County. Retired May 31, 2023.

Anthem Blue Cross, Chief Executive Officer

2013 – 2015

Senior executive at Anthem Blue Cross, Northern Region Medicaid health plan, overseeing the operations for 500,000 Medi-Cal members 19 counties, managing \$1.5 billion annual revenues.

DeSante Group, Chief Executive Officer

2010 – 2013

Founder and Operator of a professional services firm supporting executive leaders at hospitals, medical groups, managed care health plans, and state health agencies. Clients included Kaiser Permanente, Delta Dental of California, and California Health & Human Services.

Health Plan of San Joaquin, Chief Operating Officer

2008 – 2010

Executive leader reporting to the CEO overseeing 75% of the operations, including claims, call center, regulatory compliance, technology, project office, and analytics. Active partnership with San Joaquin County Public Health.

Blue Shield of California, Senior Operations Director

2003 – 2008

Promoted into leadership positions with oversight in three locations across the State of California, managing more than 300 operations staff, supporting the call center, membership, claims, and membership operations.

Experience (cont'd)

Sutter Health Hospital, West Bay Program Director

2001 – 2003

Program Director for clinical standardization of diagnostic imaging (PACS) system into six hospitals & health centers and negotiated reimbursement contracts with commercial and Medicaid health insurers. Managed contract negotiations between Sutter California Pacific Medical Center and the commercial & Medicaid insurers.

Vision Service Plan, Program Director

1996 – 2001

Program Director for business line expansion into Eyefinity's practice management and optometric services.

Board Appointments:

Current Appointments:

- Board Member, Health Care Accountability & Information (HCAI) Loan Committee
Appointed by the State of California, Health & Human Services Agency in 2023
- Board Member, Tiburcio Vasquez Health Center, 2023 – Present
- El Dorado County Board of Supervisors, First 5 Committee, 2023 – Present

Previous Appointments:

- Board Member, DMHC Financial Solvency Standards Board, 2021 – 2023
Appointed by the State of California, Department of Managed Health Care
- Board Commissioner, First 5 Alameda County, 2016 – 2023
- Board Member, Integrated Health Care Association, 2016 – 2023
- Board Member & Treasurer, Local Health Plans of California, 2015 – 2023
- Board Member, Association for Community Affiliated Plans, 2015 – 2023

Education:

- Bachelor of Arts, California State University — San Bernardino, 1999
- Continuing executive education at Tuck School of Business at Dartmouth, 2006 – 2023
- Certified Executive Coach, International Coach Federation (ICF), 2022

Volunteer:

- California Department of Aging, Certified Counselor for HICAP, Health Insurance Counseling & Advocacy Program