

MARKITA J. BILLUPS

Executive Summary

Healthcare executive with 15+ years of leadership across VC-backed, private equity-funded, and high-growth healthcare organizations. Proven expertise in scaling clinical programs, optimizing operations, and driving multi-million dollar revenue growth through data-driven decision-making and technology integration. A trusted advisor to founders, investors, and executive teams, specializing in workforce optimization, financial sustainability, and market expansion for digital health and behavioral healthcare.

Demonstrated Achievements

- ✓ **Strategic Leadership:** Identified opportunities for expansion of impact, ingenuity, and operational efficiency resulting in ability to quickly scale products and increase profit margins.
- ✓ **Operations Management:** Demonstrated ability to balance clinical, business, and personnel needs to effectively prepare operations to scale and achieve desired key performance metrics.
- ✓ **Program Development:** Employed evidence-based interventions to design and scale behavioral change models, leveraging technology via digital platforms.
- ✓ **Client Services:** Proactive leadership with keen attention to delivering program outcomes and meeting deadlines resulting in contract extensions and new market expansions.

Professional Experience

BLACKBIRD STRATEGIC SOLUTIONS, LLC, **FOUNDER & PRINCIPAL** 1/2024- PRESENT

- Provide strategic advisory, fractional leadership, and operational consulting to private equity-backed and high-growth healthcare organizations, optimizing clinical operations and financial performance.
- Specialize in workforce optimization, process improvement, provider productivity & recruitment, and operational scalability for digital health and behavioral health companies.
- Led operational restructuring, system and 3rd party tool enhancements, workforce optimization, and financial turnaround across virtual psychiatry business unit.
- Right-sized clinical workforce, increasing gross margin from by 41%.
- Improved provider productivity by 51% to 137 sessions per provider, driving an estimated \$110K/month in additional revenue.
- Conducted a high-level analysis of service offerings, identifying revenue streams, demand trends, and operational bottlenecks to enhance service delivery.
- Developed a revenue roadmap tracker, allowing for data-driven financial planning and revenue projection modeling to support growth.

OSHI HEALTH, SVP OPERATIONS (REPORT TO CEO)

1/2022- 5/2024

VP OF CLINICAL OPERATIONS (REPORT TO CEO)

10/2020-01/2022

Executive Operations leader from seed stage through series B, virtual healthcare startup organization

- Engineered and executed a strategic expansion from 0 to 50+ states, positioning the company for nationwide coverage by September 2024.
- Drove significant revenue growth, achieving multi-million dollar ARR while sustaining gross margins exceeding 60%
- Directed the build-out of over 10 core operational domains amidst a period 17x active member increase, incorporating critical areas such as Recruitment, Licensing/Credentialing, and Enrollment.
- Orchestrated product roadmap initiatives as a key business partner, enhancing operational efficiencies across provider operations, member experience, and administrative burden reduction.
- Implemented a cross-licensure strategy, optimizing care delivery while managing a hybrid staffing model of full-time employees and contractors
- Oversaw partner implementations for 32 organizations, crafting SOPs, training modules, and maintaining a 98% CSAT score and an NPS of +89
- Spearheaded comprehensive People Operations, including recruitment, hiring, and performance management, coupled with leading DEI initiatives and securing 4 "Best Place to Work" awards in 2023 and 2024 via BuiltIn & Modern Healthcare
- Provided executive coaching and professional development to the Executive Leadership Team, fostering an environment of continuous improvement and strategic leadership.

VITAL DECISIONS, VP OF OPERATIONS/HEAD OF INNOVATIVE PRODUCTS

01/2020-

09/2020

*Progressive leadership in a startup telehealth organization with demonstrated ability to design, launch, and scale programs across distributed/remote teams.***REGIONAL DIRECTOR OF OPERATIONS**

01/2019-01/2020

DIRECTOR OF OPERATIONS

03/2017- 01/2020

CLINICAL SUPERVISOR

01/2016-03/2017

- Head of innovative product design, implementation, and expansion including technical CRM design for workflow efficiency resulting in growth of organization's product portfolio with the implementation of 2 additional lines of business in 2020 with employees spanning 13 states.
- Collaborated with supporting departments including sales, client services, and informatics to provide training, coaching, and value-based reporting to maintain and grow current client relationships as well as to secure new client relationships.
- Led regional teams of clinicians and supervisors employing evidence-based behavioral change intervention (motivational interviewing) including leadership of digital care planning platform.
- Leadership of the recruitment, hiring, onboarding, and training of new staff, collaborating with other strategic leaders for successful retention- including the design of annual incentive programs.
- Utilized data analysis and quality coding metrics to monitor program effectiveness, process improvement opportunities, and demonstrated value-based reporting.

HIGHMARK HEALTH PLAN, CARE COORDINATION MANAGER

1/2015-1/2016

Tele-health leader providing program and clinical leadership of care management team.

- Spearheaded and developed innovative recovery focused program and provided clinical leadership, oversight, and coaching for team of 12 master level clinicians with 1500+ member enrollment.
- Effectively led process improvements to enhance member understanding of illness, positively impacted member adherence to care, achieved desired health outcomes, and effectively decreased utilization.
- Initiated community-based wellness workshop series across State of Delaware.
- Cultivated essential relationships with key stakeholders including State Officials, Community Treatment Teams, Physicians, and Health Plan Members.

GREEN TREE SCHOOL & SERVICES, CLINICAL DIRECTOR

9/2014– 01/2015

Recruited as transitional leader of program site for community based behavioral health service provider that was preparing for acquisition – led through program closure.

- Recruited to manage clinical team and program through pre-acquisition phase of change
- Leadership during crisis management and mobilization
- Partnered with managed care leaders, school officials, executive and behavioral health leaders to transition care for students with acute emotional and behavioral difficulties in urban school setting.
- Provided clinical and administrative supervision and training to team of 20 masters-level clinicians in school-based therapeutic site.

Board Leadership

Temple University College of Public Health Alumni Association, Advisory Board Member	01/2018-
Present	
Hospice & Palliative Nurses Foundation, Board Member	11/2018-11/2020

Relevant Training & Presentation Experience

Billups, M.J. (March 2025). She Evolved Women's Conference, Moderator & Panelist

Billups, M.J. , Fennessy, T. September 2023). Pittsburgh Business Group on Health, 2023 Healthcare and Benefits Symposium- Suffering in Silence: How to See Beyond Stigma & Guide Employees to Better Health

Billups, M.J. (September 2018). Lewis Katz School of Medicine: Guest Lecturer- Bioethics & Community Engagement for Medical Professionals; Philadelphia, PA.

Billups, M. J. (August 2017). Advanced Care Planning and Care Coordination; Cherry Hill, NJ

Billups, M. J. (March, April, May, June 2016). Motivational Interviewing Skill Development - Clinical Group Series; Cherry Hill, New Jersey.

Education

PROFESSIONAL LICENSURES— Licensed Clinical Social Worker (PA License# CW018297) (DE License #Q1-0001286)

MASTERS OF SOCIAL WORK – Temple University – Philadelphia, PA -2010-2011

BACHELORS OF SOCIAL WORK – Temple University – Philadelphia, PA -2006-2010