

August 2023

SCOTT COFFIN

BOARD MEMBER, EXECUTIVE COACH & ADVISOR

EXECUTIVE PROFILE.

- Executive health care leader with 27 years of experience in Medicaid and Medicare managed care, in the administration and delivery of public health services.
- Specialize in business turnarounds, specialty mental health, carceral health care & coordinated re-entry, and street medicine.
- Direct experience in sponsoring revenue cycle management and financial recovery initiatives with commercial payors, Medicaid, and Medicare. Architected and implemented a variety of delegated arrangements, achieving regulatory compliance through delegation oversight practices that led to improving access to care.
- Collaborative approach to forming lasting partnerships, building trust by following through, and align interests. Leverage community-based models to sustain operations, linking together primary, specialty, acute, and caregivers to reach quality and access goals.

ACCOMPLISHMENTS.

- Execution of a multi-year corporate turnaround, recovering Alameda Alliance for Health from a state-mandated conservatorship, and growing the revenue from \$700 million to \$1.7 billion. Long-term debt restructured and paid-off, and returned to profitability through cost controls, technology automation, workflow redesign, oversight of regulatory compliance. Financial reserves grew from \$400,000 to over \$250 million dollars, while sustaining over 200% membership growth for eight years consecutively.

- Proven track record of meeting or exceeding goals for cost containment and revenue cycle initiatives. Reported net profits exceeding \$300 million over eight years.
- 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.
- Sponsored the transition for Alameda County into a county-organized health system, coordinating with Supervisors and agency executives, and safety-net leaders to innovate the delivery of Medicaid services to over 500,000 people.
- Leveraged data analytics and AI platforms to stratify risk and segment populations, creating dashboards in every part of the organization to monitor performance and achieve early detection of issues.

EXPERIENCE.

Serrano Advisors LLC

President

2023 – Current

Executive coach and advisor to senior executives pursuing higher-level positions and responsibilities. Advising to public health agency executives, public & private hospitals, and health centers. Specialize in justice involved coordinated re-entry, mental health & substance use integration, street medicine, and Medi-Cal/Medicare reimbursements. Volunteer as local HICAP Counselor, supporting older adults enrolled in the Medicare Advantage program, and serve on local county commissions and community health center boards.

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
Executive Director for Northern Region Health Plan

2013 – 2015

Senior executive at Anthem Blue Cross, Northern Region Medicaid health plan, overseeing the operations for 500,000 Medi-Cal members in 19 counties in Northern California, 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 the State of 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.

Sutter Health Hospitals
West Bay Program Director

2001 – 2003

Program Director for clinical standardization of diagnostic imaging system into East Bay hospitals & health centers; 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.

EDUCATION.

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

VOLUNTEER.

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

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
 - Commission for Youth & Families, 2023 – Present.
 - Commission for Older Adults, 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.