

JACOB O. VICTORY

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FACULTY APPOINTMENT

New York University, The Robert F. Wagner Graduate School of Public Service, New York, NY

Clinical Associate Professor of Public Service, Faculty Co-Director of Health Law and Strategy **2023 – Present**

- Serve as a member of the healthcare faculty for three graduate degree programs at NYU Wagner: Health-Masters of Public Administration (MPA), Masters of Health Administration (MHA), and Masters of Science in Health Law and Strategy (MSHLS).
- Teach graduate courses on health equity and disparity, healthcare policy, healthcare systems and management, and public policy, among others.
- Serve as Faculty Co-Director of the Masters of Science in Health Law and Strategy program, a newly launched degree jointly offered by NYU Law and NYU Wagner. Responsible for all academic, curriculum, faculty, and syllabi / coursework development of the program. Serve as the program's admissions officer for NYU Wagner. Jointly responsible for the program's development and marketing efforts at the business-to-business and business-to-consumer levels.

Associate Professor of Health Policy and Management, Adjunct Faculty

2007 – 2023

- Faculty of the Masters of Public Administration (MPA) and the online Masters of Health Administration (MHA) programs at NYU-Wagner. Teach health care policy and management core graduate classes.

HEALTH CARE EXPERIENCE

Recora Health, New York, NY

2021 -- Present

Recora Health, a technology company focused on home-based cardiac recovery, has proven improvements in cardiac hospital readmission rates, patient engagement, service utilization, and care plan compliance.

Advisor

- Advise Recora Health's Co-Founder and Chief Medical Officer, focusing on growth strategies, value-based clinical products, marketing tactics, and new health plan products focused on the dually eligible population.
- Co-lead with Recora Health's Head of Clinical Operations the development and implementation of a metric and outcomes focused operations scorecard that trends operational, quality, and financial performance.

BAYADA Home Health Care, Pennsauken, NJ

2021 -- 2022

BAYADA Home Health Care is the nation's largest not-for-profit home care organization. Operating in 22 states and employing 32,000 employees, BAYADA provides home health care, home care, behavioral health, nursing, habilitation, and hospice care to tens of thousands of patients daily.

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President, Assistive Care State Programs (Medicaid Long Term Care (LTC), Senior Care Group)

National Head of Home-Based Medicaid Long Term Care

- Led BAYADA's national, home-based Medicaid long term care division, responsible for \$200 million in annual revenues and 6,000 employees across nine states and 54 offices (VT, MA, RI, NJ, PA, DE, SC, NC, and FL).
- Oversaw provision of 7,000,000 annual nursing and personal care assistance service hours to 7,800 patients.
- Served as the national lead for all strategic, regulatory, compliance, analytics, and quality initiatives.

Value-Based and Performance Outcomes

- **Value-Based Products:** Oversaw value-based products in partnership with Medicaid managed care plans (i.e., Centene, Horizon Blue Cross Blue Shield) and health systems that: 1) Reduced hospitalization and ER utilization by 40% and 38%, respectively, for high-risk Medicaid, home-based, long term care patients; 2) improved readmission rates for Medicare home health care patients.
- **Recruitment Efficiencies:** Led Human Resources team to identify \$1 million in recruitment expense reduction via technology efficiencies and the regional centralization of recruitment functions to meet the need to hire 1,500 front-line employees quarterly. Targeted to streamlined 90% of recruitment efforts.
- **Technology:** Initiated implementation of a division-wide new electronic clinical, billing and scheduling system expected to decrease expenses by 27% and increase efficiencies by 25% in billing and scheduling.
- **Expense Reduction:** Targeted \$10 million in expense reduction nationally via restructuring office staffing, overhead spend, recruitment, and operational structure to fund front-line wage increases.

Acquisition and Integration

- Partnered with the Mergers and Acquisitions team to identify and purchase new Medicaid home care agencies in Massachusetts, North Carolina, and Rhode Island. Processed the integration of a \$16 million Medicaid home care agency serving Missouri and Kansas into BAYADA's legacy home care division.

Sunshine Health/WellCare (Staywell), Centene Corporation, Sunrise, FL

2019— 2021

Centene, a national health plan focused on governmental payers, has 26 million members and \$114 billion in annual revenues. Sunshine Health, Centene's Florida plan, integrated with WellCare in 2021 to create Florida's largest provider of Medicaid, Medicaid Long Term Care, Medicare, and Exchange-based products, among other specialty products. Centene Florida serves two million members with \$14 billion in annual revenues.

Senior Vice President, Medicaid Long Term Care (LTC)

Medicaid LTC Product Lead (Sunshine Health LTC and Staywell LTC Health Plans)

- Served as the financial and operational accountable product lead for two of Centene's Medicaid Long Term Care (LTC) plans with \$2.1 billion in annual revenues and 900 case management and administrative staff.
- Responsible for providing all LTC product benefits and person-centered care management to 48,000 Sunshine Health and Staywell LTC members residing in nursing homes and Home and Community Based Settings (HCBS), defined as assisted living facilities, group homes, and private residences state-wide.
- Served as the operational product lead for meeting and implementing all Agency for Health Care Administration (AHCA, Florida's Medicaid Administration) LTC plan contract requirements.
- Directed all LTC case management, financial, data analytics, compliance, quality, and product functions.
- Planned and implemented all planning efforts to mitigate the financial, staffing, operational, and contractual requirements impacted by the COVID-19 pandemic.

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Performance and Outcomes

- **Expense Reduction:**
 - Reduced total expenses by \$54 million during a 16-month cost-realignment focused initiative.
 - Lead \$25 million in medical expense reduction initiatives across the LTC product tied to policy changes, nursing home transitions, care plan and utilization re-alignment, and rate savings.
- **Performance:** Achieved 96% compliance on the State Medicaid LTC contractual requirements; 92% member-satisfaction rate; 89% staff retention; and 98% call center-specific member satisfaction rate.
- **Value-Based Program:** Implemented a care continuity focused Value-Based Payment (VBP) initiative for hundreds of Assisted Living Facilities.
- **NCQA LTSS Distinction:** Led the LTC case management and audit product team to achieve the National Committee on Quality Assurance (NCQA) LTSS Distinction designation through a 100% on-site survey score.

Integration

- Oversaw all of the functional and product integration planning activities to integrate Staywell LTC's 11,000 LTC members, 200 case management / operations teams, and \$500 million in revenues into Sunshine LTC.

The New Jewish Home, New York, NY

2016 – 2019

The New Jewish Home is a 173-year-old post-acute health system for older adults and one of the largest of its kind in New York State. The system (in 2016-2019) served 10,000 people annually with a daily census of 4,800 clients, through an annual budget of \$200 million and a portfolio of 11 subsidiary companies that provided post-acute rehabilitation, long term, custodial nursing home care, community-based home care, adult day health care, and care management, as well as independent and Medicaid assisted housing for seniors.

Chief Operating Officer (COO)

Revenue Growth

- Oversaw a \$200 million budget. Implemented strategies that yielded a 29% margin, 50% membership growth, and 41% revenue growth of the Care Management division that provided case management for 2,400 members of one of New York State's largest Medicaid Managed Long Term Care Plans.
- Oversaw the development and implementation of a market study and business plan to implement a private pay geriatric care management and personal care assistance product that had 21% revenue growth rates.
- Led plans to implement a short-term rehabilitation program for heart-failure patients that has enjoyed a 48% growth in daily census for a 63-bed cardiac unit in partnership with two academic medical centers.
- Led initiatives to co-brand a short-term stay rehabilitation program with a renowned rehabilitation hospital to grow rehabilitation census by 20%.

Quality and Performance Improvement

- Monitored plans that achieved a Centers of Medicare and Medicaid Services (CMS) 5 Star rating for the system's 514-bed nursing home. Led initiatives for two of the system's nursing homes to be awarded a coveted disease-specific Joint Commission accreditation in heart failure.
- Developed and implemented a strategy to rebuild the organization's Certified Home Healthcare Agency (CHHA) to yield: a 75% improvement in nursing productivity; a "4.5 Star" CMS ranking (from a "2 Star") out of a "5 Star" ranking; improved accounts receivable by 63%; and achieved the system's highest ranking employee Net Promoter Score (NPS).
- Built a clinical assessment unit serving 2,400 Medicaid Managed Long Term Care (MLTC) plan members that provided over 5,000 home-based assessments.

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- Accountable for the overall clinical outcomes yielding hospitalization rates and average length of days (ALOS) below national and state benchmarks for the system's nursing homes.
- Developed managed care authorization processes across six programs that reduced denial rates by 15%;

Operational Oversight

- Responsible for the system's fiscal health and regulatory and clinical compliance.
- Co-led the system-wide analytics, outcome reporting, and quality improvement efforts.
- Co-led the development and implementation of client experience plans for all divisions.
- Ensured optimal operational service levels for 2,300 employees and 10,000 clients.
- Implemented tactical goals related to vision, hospitality, quality, merchandising, price/value perceptions, customer satisfaction, sustainability, and employee training and development.
- Led the executive project management team of seven regulatory and construction projects culminating in a \$9 million capital project for a 46,000 square foot facility housing administrative and clinical programs.
- From October 2018 - July 2019, served as the system-wide lead for Finance, I.T., and Materials Management.

Health Republic Insurance of New York, New York, NY

2014 – November 2015

Health Republic Insurance of New York was a start-up health plan funded by the Affordable Care Act serving the Individual and Small Business markets in New York State. Plan was a Consumer Oriented and Operated Plan (COOP), and became the second largest plan on the New York State Marketplace, with 214,000 members and \$1.2 billion in annualized revenues.

Senior Vice President, Strategy, Product and Member

Product

- Implemented a product market strategy yielding 40% growth (60,000 members) from 2014 to 2015.
- Oversaw the development and implementation of 20 health plan products in the Individual, Small Group and Large Group segments, on and off the New York State of Health Marketplace.
- Co-led the development of a product that enrolled 14,000 members in its first four months of launch.

Marketing

- Developed strategies targeting 50,000 new members in the Chinese, Hispanic and Large Group communities.
- Oversaw the production of state-wide competitive marketplace analyses to target market growth.
- Co-led the 2015 annual strategic planning process to position the plan's products, conduct a comprehensive SWOT analysis, and analyze key competitive marketplace strategies.

Member Services

- Responsible for the management oversight of six call centers (with 250 staff) with 90,000 monthly member and provider calls, supporting billing, enrollment, claims, and network inquiries.
- Built a "Voice of the Member" strategy to synthesize and implement members' insights and suggestions.
- Implemented a survey for 22,000 members and obtained a 20% response rate.
- Staffed the Member Committee of the Board of Directors.

Operational Policy Implementation

- Launched a unit to resolve 13,000 annual member and provider regulatory-focused inquiries.
- Oversaw the documentation of 95 operations policies and procedures for the plan's member services, claims, enrollment, billing, broker services, and provider network functions.

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CenterLight Healthcare, Bronx, NY

2012 - 2014

CenterLight Healthcare had four health plans, including the nation's largest Program for the All-inclusive Care of the Elderly (PACE), and served 15,000 Medicare, Medicaid and Dually Eligible members.

Vice President, Medical Operations and Program Development

- Reported to the Chief Medical Officer and launched and led clinical programs in behavioral health, palliative, transitional, and pastoral care serving 4,200 Dually Eligible PACE members in 12 PACE diagnostic centers that increased revenue by \$3.2 million.
- Achieved a 4% reduction in the hospitalization rate via a transitional care program that reduced \$860,000 in PACE expenses annually.
- Served as the Administrator for the CenterLight PACE Diagnostic and Treatment Center, Inc. (DTC).
- Led a team that obtained CenterLight's Fully Integrated Duals Advantage (FIDA) designation.

Visiting Nurse Service of New York (VNSNY), New York, NY

2002 - 2012

VNSNY is one of the nation's largest not-for-profit home care agencies, serving 30,000 patients daily via home health care, home care, hospice, mental health programs, and several Medicare, Medicaid, Special Needs managed care plans.

Vice President, Performance Management Projects (2011 - 2012)

- Implemented a New York State designated Medicaid Health Home (LLC) with seven partner organizations.
- Integrated medical, substance abuse, and behavioral health care for 11,000 members.
- Successfully pursued CMS pilot designations in two Medicare bundled services initiatives.
- Led a corporate initiative to restructure expenditures and divisions to reduce \$15 million in expenditures.

Vice President, VNSNY Children and Family Services (2008 - 2011)

- Led the nation's largest pediatric home health care division, serving 10,000 patients via eight programs.
- Managed a \$25 million budget, and increased revenue by 10% and reduced expenditures by \$1.8 million.
- Further improved nurse daily visit productivity by 21% and improved billing turnover by 49%.
- Raised \$2.1 million via philanthropy to enhance services and launch new pediatric programs.
- Implemented managed care clinical products for pediatric asthma and for post-partum assessments.

Director of Operational Performance Management (2008)

- Improved pediatric nursing daily productivity by 12%; increased revenues by 5%; and reduced spend by 10%.

Director of Operations, Rehabilitation Services (2006 - 2008)

- Responsible for the operations of a \$100 million home-based rehabilitation therapy program serving 15,000 home health care patients daily. Oversaw 500 rehabilitation therapists delivering 560,000 visits annually.
- Led multiple strategies to yield an 18% annual admissions growth; produce a 35% contribution margin (from 15%); improve productivity by 10%; and cut staffing expenditures by 11%.

Project Manager to the President and CEO, Executive Office (2002-2006)

- Served as the CEO's chief liaison with 18 executive staff and the Board of Directors.
- Oversaw strategic initiatives to support \$1.5 billion in revenues.

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- Managed two multi-year strategic planning initiatives that produced \$50 million in profits in four years.
- Assisted CEO with 60 formal presentations on home care, long-term care policy, and innovation.

NewYork-Presbyterian Hospital, New York, NY

2000-2002

NewYork-Presbyterian Hospital is one of the world's largest and most prestigious academic medical systems.

Planner, Office of Planning and Program Development

- **Certificates of Need (CON):** Prepared 20 applications for NYS regulators to expand business lines.
- **Market Research:** Assessed the hospital system's market positioning in clinical service lines.

Cabrini Medical Center, New York, NY

Cabrini was a 236-bed hospital with two nursing homes, a network of outpatient centers, and a hospice.

Senior Planning Associate/ Acting Director, Department of Planning

1998 - 2000

Planning Associate, Department of Planning (1998)

Reported to the CEO. Obtained \$2.2 million in planning grants, and led corporate projects to expand hospice and developed a dementia business line for Cabrini's nursing homes, geriatric unit, and hospice.

BOARD AFFILIATIONS

- Harvard Medical School Faculty Advisory Board for Graduate Education, Member **2018 - 2020**
- Home Care Association of New York State, Board of Directors **2018 - 2020**
 - o Finance Committee of the Board of Directors, Member **2019 - 2020**
 - o Policy Council, Member **2017 - 2020**
- Home Care Association of New York State Education Foundation **2018 - 2020**
- AIRnyc, Advisory Board Member **2010 - Present**
- The Helene Fuld College of Nursing, Trustee, Board of Trustees **2008 - 2014**
- American Spanish Dance Theater / Danza Espana, Chairman, Board of Directors **2008 - 2009**

CASE STUDIES: PUBLICATIONS

Victory, J. (2009). "Controlling Performance," "Mid-Career Change," and "Integrating Rehabilitation Services Into the Visiting Nurse Service of America." In A. Kovner, A.S. McAlearney, and D. Neuhauser (Eds.), *Services Management Cases, Readings and Commentary* (Ninth Edition, pp. 76-78; pp. 207-210). Chicago, Illinois: Health Administration Press ACHE.

Victory, J. (2004). Practitioner Application to "Whose Side Are You On? Interdependence and its Consequences in Management of Healthcare Delivery," by Kent D. Fairfield, in *Journal of Healthcare Management*. ACHE. Volume 49, Number 1. January/February 2004.

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SPEAKING ENGAGEMENTS

Association for Health Insurance Plans (AHIP) and Quantified Ventures Webinar (panel). *“Building Capacity to Advance Social Determinants of Health Solutions Through Innovative Finance and Partnerships.”* October 2021.

Florida Assisted Living Association 2020 Annual Conference. Keynote Address. *“Value of Assisted Living Facilities and Long Term Care.”* September 2019.

Easterseals and Centene Webinar in Case Management for Vulnerable Populations. *“Case Management Quality Metrics”*. September 8, 2019.

Home Care Basics: LeadingAge Presentation to State Executives. *“Provider Viewpoint on Issues and Challenges of the Value, Funding, and Workforce of Certified Home Health Care Agencies.”* July 16, 2019.

Leading Age/CAST: Collaborative Care and Health IT Innovations Summit. Section: Technology Integrating PreAcute and LTPAC Services into Healthcare and Payment Ecosystems. *“Health Plan + Provider Partnership: Technology and Education Driven Quality Improvements,”* June 24, 2019. Baltimore, MD.

Patients over Paperwork Initiative, Centers for Medicare and Medicaid Services, Listening Session Panel Discussion. Participant. *“Home Health Care: Provider Burden.”* LeadingAge Annual Meeting October 30, 2018.

Long Term Care Forum: Visiting Nurse Service of New York. *“Redefining Long Term Care.”* March 2019.

15th Annual Kovner/Behrman Health Forum: *“Effective Leadership of Healthcare Organizations: Past, Present and Future.”* NYU-The Robert F. Wagner Graduate School of Public Service. April 2011.

EDUCATION

Fellow, CORO Leadership New York, at Coro Center for Leadership (2008-2009)

Master of Public Administration (M.P.A.), Health Finance, NYU-Wagner Graduate School (1998)

Management Residencies:

- Weill Cornell Medical College, Physician Practice Organization, NY, NY (1998)
- Clara Maass Medical Center, Belleville, NJ (1997-1998)

Bachelor of Arts (B.A.) in English Literature, with college honors. Minor: Finance, Rutgers University (1996)