



## **Annual Payment and Financial Conference**

December 14 | Hotel Richmond Hotel & Spa/Short Pump

### **Speaker Bios**

#### **Jessica Allen | Regional Director of Marketing and Admissions Innovative Healthcare Management | Lakewood, New Jersey**

Jessica Allen has been regional director of marketing and admissions for Innovative Healthcare Management since April 2021. Prior to her current position at Innovative Healthcare, she worked as a clinical liaison. Allen also worked as a nurse in gynecology/obstetrics, six years in mental health with the Department of Corrections, and four years in home health specializing in wound care.

#### **James T. Bailey | Partner Williams Mullen | Richmond, Virginia**

Jim Bailey is a transactional attorney at Williams Mullen. He has represented a variety of clients, including those in private equity, manufacturing, and retail; however, a majority of Bailey's practice is dedicated to senior housing transactions. In this space, he has represented clients of various sizes from individual owners and operators to large publicly traded companies. He regularly assists investors, owners, and operators with skilled nursing, assisted living, continuing care retirement community, and independent living transactions.

Bailey provides clients with an understanding of long term care regulatory issues such as licensure, reimbursement, and operations transfer. He also helps clients work through their financing and lending options with commercial banks and the Department of Housing and Urban Development (HUD).

Bailey has been named among Virginia's "Legal Elite" in the Young Lawyer (Under 40) category by Virginia Business (2018-present). He is also listed among the "Ones to Watch" by Best Lawyers® (2021). He remains active in both the Richmond and Hampton Roads communities. He is a board member for the American Heart Association's Greater Richmond Chapter; a member of the executive board for the Boy Scouts of America Heart of Virginia Council; and he is on the board of trustees and is pro bono counsel for Grace Inside, Virginia's Prison Chaplain Service.

#### **Sandy Bryant, RN, LPC, LMFT | Executive Director Mount Rogers Community Services | Wytheville, Virginia**

Sandy Bryant, chief executive officer for Mount Rogers Community Services, has 44 years of experience in Virginia's Behavioral Health System. A 1979 and 1981 graduate of the University of Virginia (UVA), she holds the following credentials: registered nurse, licensed marriage and family therapist, licensed professional counselor, and certified sex offender treatment professional.

Upon graduation from UVA, Bryant began her career as a psychiatric nurse at UVA and later became the head nurse on the psychiatric unit. She then worked as a pre-screener for Region 10 Community Services Board and developed programs as the clinical nurse specialist for Centra Behavioral Health Services.

Bryant returned to her native Lynchburg and spent a productive 30 years at Horizon Behavioral Health. In 2018, she became the chief executive officer for Mount Rogers Community Services. She has made a career of improving the quality of care for individuals with behavioral health needs in Virginia.

## **Matthew M. Cobb | Partner**

### **Williams Mullen | Richmond, Virginia**

Matt Cobb focuses his practice on health care, life sciences and technology issues. His clients include companies in the medical technology and equipment industry, both in helping start-ups building their company and representing his clients before the General Assembly, state agencies and various courts throughout the Commonwealth. He leverages his extensive knowledge of Virginia's legislative, budget, regulatory and procurement processes with his legal experience to help clients achieve their objectives.

Cobb is a former deputy secretary of Health and Human Resources (HHR) for Virginia, having been appointed by former Gov. Robert McDonnell to lead the day-to-day operations of the HHR Secretariat, including policy development, planning, legislative affairs, and intergovernmental relations. He also collaborated on the Virginia Health Reform Initiative, an effort to reform Virginia's Medicaid program and oversaw HHR initiatives requiring collaboration across multiple agencies to automate existing manual systems to increase efficiency and improve customer experiences.

Having worked closely with Virginia's health and human services agencies, Cobb understands their decision-making processes as well as the internal and external pressures they operate under. He also has experience in a wide array of health care matters, including Title 32.1 of the Virginia Code, the certificate of public need program, the Freedom of Information Act, the Administrative Process Act, the Health Insurance Portability and Accountability Act of 1996, and federal requirements for compliance with Medicare/Medicaid requirements for home health agencies and nursing facilities. Before working for HHR, he served as assistant attorney general, where he represented the Virginia Department of Health.

Cobb graduated from the Georgia State University College of Law in 2001, where he earned his doctor of law degree. He also earned a bachelor of art in leadership studies and history from the University of Richmond.

## **Joe Eaton | Chief Strategist**

### **Broad River Rehab | Asheville, North Carolina**

Joe Eaton is Broad River Rehab's (BRR) chief strategist. With a passion for problem-solving, he takes great satisfaction in simplifying the complex and creating tools to make complex issues easier to understand. He comes to BRR with 20 years of experience in engineering and business and has written numerous software systems and tools for the healthcare industry from nursing to therapy. Eaton specializes in the development of artificial intelligence tools that greatly simplify accuracy and compliance. He takes pride in providing clients with actionable data analytics and is always looking for a challenging new problem to solve.

## **Steve Ford | Senior Vice President for Policy and Reimbursement**

### **VHCA-VCAL | Richmond, Virginia**

Steve Ford has an extensive background in Medicaid policy and regulation, strong research, and analytical skills, as well as significant relationships with policy makers and other health care organizations. In his current role, he leads VHCA-VCAL's initiatives related to Medicare/Medicaid payment issues and the transition to managed care.

Prior to joining VHCA-VCAL staff, Ford served in a variety of capacities at the Virginia Department of Medical Assistance Services (DMAS). From 2003 through 2014, his roles at DMAS included deputy director for administration, director of the policy and research division, and healthcare reimbursement manager. From 2000 to 2003 he served as the director of financial policy for the Virginia Hospital and Healthcare Association. From 1994 to 2000 he served as principal legislative analyst for the Joint Legislative Audit and Review Commission.

Ford received his bachelor of arts in government and masters in public policy from the College of William and Mary.

**Renee Kinder, MS, CCC-SLP, RAC-CT | Executive Vice President of Clinical Services | Broad River Rehab | Asheville, North Carolina**

Renee Kinder, MS, CCC-SLP, RAC-CT, is executive vice president of clinical services for Broad River Rehab. Additionally, she authors *McKnight's Long-Term Care News* "Rehab Realities", serves as gerontology professional development manager for an American Speech Language Hearing Association's special interest group, is a member of the University of Kentucky College of Medicine community faculty, and is an alternate advisor to the American Medical Association's Relative Value Update Committee Health Care Professionals Advisory Committee.

**Jason Lindsey | Administrator  
Valley Health Care Center | Chilhowie, Virginia**

Jason Lindsey earned his undergraduate degree from the University of Virginia at Wise in 1992. He went on to become a licensed nursing home administrator in Virginia and North Carolina in 1993. In 2016 he became a licensed assisted living administrator.

He currently serves the residents and families as administrator at Valley Rehabilitation & Nursing Center in Chilhowie VA. His prior experiences in long term care include working as an administrator, regional director of operations, opening newly constructed facilities. His varied career has exposed him to operations at both for-profit and non-profit facilities, as well as union and international experience. He resides in Galax, VA.

**Frank Peck, NHA | President, Founder, & Principle  
Premier Consulting Services, Inc. | Roanoke, Virginia**

Frank Peck has been a licensed nursing home administrator in Virginia for over 45 years, with prior licensure in North Carolina, Maryland, and Washington DC. He has managed nursing homes ranging in size from 120 beds in Virginia to 385 beds in Washington, DC, and led organizations having over 1200 beds and 1000 employees.

Over a 12-year period, as an employee, Peck led the development efforts of a former Virginia nursing home company and grew the organization from 15 facilities to 41 facilities in Virginia and North Carolina during that period, all of which involved the COPN process and new construction.

Since forming Premier Consulting Services, Inc., Peck has led the successful COPN process for 52 new and/or expanded facilities, primarily in Virginia, and including six in North Carolina.

Peck has served on the VHCA-VCAL Health Planning Committee since 1984, Southwest Virginia Health Systems Agency Board of Directors, from 2001 – 2005, and the Virginia Tech Department of Gerontology Futures Board, Board of Directors since 2010. Also on his tenure, Peck served on the State Health Planning Board during Governor L. Douglas Wilder administration in 1993 and Governor Gerald L. Baliles's administration in 1989.

**KC Peterson | Principle  
PM Advisors LLC | Washington, DC**

Kristofor (KC) Peterson offers consulting and financial brokerage services for commercial real estate owner-operators seeking debt and equity. He is a seasoned real estate executive with more than seven years of real estate experience. He concentrates his attention in the senior housing, healthcare, and multifamily sectors. He maintains both LEAN 232 Healthcare and Multifamily Accelerated Processing

(MAP) underwriter certifications. Over his career he has closed more than \$350 million in transactions including market rate multifamily, affordable multifamily, assisted living facilities, memory care facilities, and skilled nursing facilities.

Prior to his current role, Peterson served as an origination and vice president at an agency lender in DC. Previous to this role, he served as an originator and underwriter for Pillar Capital Finance, LLC in Bethesda, MD. Before that he worked for a boutique FHA lender in New York. Earlier in his career he worked on the analytics team at ITG (NYSE: ITG). In addition, he was a liaison trader and client relationship associate at Tradeweb. Peterson initially entered the finance field as a private wealth adviser for a privately held wealth management firm.

**Sam S. Phillips, CPA, MBA, RAC-CT | Principal  
Walker-Phillips Healthcare Consulting | Roanoke, Virginia**

Sam Phillips focuses his practice on post-acute healthcare and senior living. His clients include operators that range in size from small rural providers to national multi-facility chains. Phillips has assisted many providers in obtaining both initial and refinancing of their facilities and has provided consultation services related to multiple sales and transfers of facilities. He has effectively represented a large number of Medicare and Medicaid long term care providers in cost reimbursement issues, both on the informal and formal appeal levels. Phillips is very knowledgeable in the preparation and review of Medicare and Medicaid cost reports.

**Heather Rupe | DAP Specialist  
DBHDS | Richmond, Virginia**

Heather Rupe is a behavioral health professional with nearly 20 years of experience in the public sector. She started her career at New River Valley Community Services Board working with individuals with developmental disabilities and co-occurring mental health diagnoses in a residential setting. She continued her career in case management, crisis services, and mental health skill building.

After finishing her master's in counseling Rupe moved into a supervision role. Additionally, she has much experience in quality assurance. She chaired the Virginia Community Services Board Quality Leadership Council for two years and was clinical lead on two different EHR implementation teams. Rupe accepted a role in Virginia's DBHDS three years ago as a community transition specialist focusing on census management at the state facilities. Her passion is finding person centered, least restrictive settings for individuals and she is energized by the ability to find creative out of the box solutions for individuals who need more than the system is currently offering.

Rupe is currently in an acting community integration manager role, along with managing the discharge assistance program and local inpatient purchase of service funding.

**Jill Sumner | Vice President Population Health Management  
American Health Care Association | Washington, DC**

Jill Sumner, Vice President Population Health Management with AHCA/NCAL has over 20 years of diverse healthcare experience in both the provider and payer settings within the long term care field. Her previous positions include VP of Health Policy and Integrated Services with LeadingAge national, VP of Strategic Planning and Business Development at Virginia Premier Health Plan and VP of Research and Program Development for a Virginia-based long term care organization.

She received her Bachelor's degree from the University of Connecticut. She also holds an MPH and MBA from the University of Illinois at Chicago.