

ANTHONY M. ZIPPLE, SC.D., MBA

PROFESSIONAL EXPERIENCE

ZB CONSULTS, Louisville, KY

2018 to Present

Principle Consultant

Provides consultation and executive coaching in areas related community mental health and non-profit management. The ZB Consults team has worked on engagements including service development projects in Singapore and Pakistan, providing expert testimony in housing discrimination, market intelligence research, coaching for key executives, accreditation survey preparation, and program evaluation.

EASTERN KENTUCKY UNIVERSITY, Richmond, KY

2016 to Present

Adjunct Professor

Co-developed and co-teaches online undergraduate psychology courses in psychiatric rehabilitation: Introduction to Psychiatric Rehabilitation and The Practice of Psychiatric Rehabilitation. These are the first courses in psychiatric rehabilitation ever offered in a Kentucky University.

CENTERSTONE OF KENTUCKY (formerly SEVEN COUNTIES SERVICES, INC.), Louisville, KY

2011 to 2018

President & Chief Executive Officer

Served as President and CEO for Centerstone of Kentucky (CKY), the regional behavioral health, prevention, and developmental services center for Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer, and Trimble counties of Kentucky. Responsible to the Board of Directors and Centerstone of America for all fiscal, strategic, and operational aspects of the organization. With a budget of \$125,000,000 and management responsibility for an additional \$70,000,000 of services, CKY employed more than 1,800 staff and serves more than 36,000 persons each year at 25 locations and more than 150 schools and other partnership sites throughout the region. CKY was the largest non-hospital, not-for-profit corporation in metropolitan Louisville and one of the region's 25 largest employers. Accomplishments include:

- Led merger with Uspiritus, a \$20mm provider of children's residential and foster care services. Led the Boards through planning, negotiations, and the development of a final merger agreement. By my departure, the merger had been functionally completed and Uspiritus was fully managed by CKY. Final signatures on merger documents were scheduled for December, 2018 pending final name changes on licenses and managed care contracts.
- Completed successful affiliation with Centerstone of America. This affiliation created the largest non-profit community behavioral health company in the United States and strengthened CKY's ability to manage the rapid changed occurring in healthcare.
- Planned and initiated with Board of Directors a successful Chapter 11 filing in Federal Court designed to provide relief from unsustainable state-imposed pension rate rising to 48% of wages by FY17. CKY's case raised unprecedented questions regarding public pensions and states' rights and required extraordinary legal, political, operational, and communications management. CKY was released from bankruptcy in 2015 and won an appeal by the state to federal District Court in 2016. CKY is still waiting for a final decision to a further appeal by the state to the 6th Circuit Court of Appeals.
- Led the development of CKY's first comprehensive strategic plan in more than a decade.
- Implemented open access and collaborative documentation across all locations. Reduced outpatient no-show rate from 44% to 11% in some locations. Decreased time from first call to first non-medical appointment from an average of more than 15 days to less than 5 days in some locations.
- Reduced Joint Commission findings in the 2018 survey by over 70% compared to the 2009 survey.
- Implemented new financial and related software including general ledger and HR information system. Selected new electronic health record software in April 2014 which went live for every CKY service in July 2015.
- Expanded integrated health care services by partnering with medical providers to implement physical health/primary care integration projects in multiple locations. Implemented lab services at all large location. Supported by a grant from SAMHSA, implemented one of the nation's first health homes for people with opioid addiction.
- Developed Kentucky's first forensic ACT team and Living Room based pre-arrest diversion service.
- Expanded the use of other evidence-based practices for people with severe mental illnesses including supported employment,

- supported housing, integrated dual diagnosis services, wellness management and recovery, and integrated primary care.
- Developed successful truancy reduction program Louisville public schools.
- Developed innovative services in response to the nation's opioid crisis including services for pregnant and parenting mothers, medication assisted treatment integrated with a comprehensive array of recovery services, employment and housing services, peer supports, and integrated primary care services.
- Developed exceptional services for children including wrap around services for foster care that allowed 90% of children with long histories of placement failure to succeed at that level of care and crisis services that diverted 96% of children from higher levels of care.
- Served Co-Chair of the Bounce Coalition, a citywide group implementing philanthropically supported resilience and trauma services in Louisville public schools.
- Partnered with the Board to strengthen Board effectiveness. Initiatives included recruiting new members, expanding Board size, organizing first Board retreats in several years, conducting first Board self-assessment, and streamlining Board committee structure, policies, and procedures.
- Managed CKY's implementation of Medicaid managed care. Negotiated contracts with five Medicaid managed care organizations.
- Initiated a concierge primary care practice as a new staff benefit. This novel benefit increased staff morale, improved health care quality and access, and reduced health insurance costs.

THRESHOLDS, Chicago, IL

2003 to 2011

Chief Executive Officer

Served as CEO for Thresholds, an internationally known provider of psychiatric rehabilitation services. Responsible to the Board of Directors for all fiscal, strategic, and operational aspects of the organization. Services provided by Thresholds included assertive community treatment, residential services, employment, educational, psychiatry, and other clinical and rehabilitation services for adults and adolescents with severe mental illnesses. Thresholds provided sophisticated services for special populations with co-occurring conditions including homelessness, substance abuse and dependence disorders, medical illnesses, and deafness. With a consolidated budget of \$48,000,000 and 800 staff, Thresholds was the largest provider of its kind in Illinois. Accomplishments include:

- Led Thresholds through Illinois' unprecedented FY 08-11 fiscal crisis. Rapid and decisive cost reduction efforts and efficiency improvements were made to protect essential services and preserve financial flexibility. In spite of state payment delays that sometimes exceeded 16 weeks, Thresholds was this crisis without delaying payrolls or using lines of credit.
- Provided extensive support and advice to plaintiffs and the state in a successful Illinois Olmstead lawsuit which will reduce the use of nursing homes for people with severe mental illnesses. The settlement was certified in November 2010 and by 2011 Thresholds had begun moving class members into the community.
- Led the conversion of Thresholds' grant-based processes to a Medicaid based fee-for-service system. This included establishing staff productivity standards and performance management structures, developing new management and reporting systems, and creating stronger compliance and quality systems.
- Developed exciting new services including a program for adolescents with serious mental illness transitioning towards adulthood, community re-entry from corrections services, Illinois' first peer directed program, services to assist people leaving long-term nursing home care, services for veterans with severe mental illnesses, and housing and employment services for individuals with criminal histories and severe mental illness.
- Developed and expanded the use of high fidelity, evidence-based practices including integrated dual disorders treatment, supported employment, wellness management and recovery, smoking cessation, and assertive community treatment.
- Partnered with a Federally Qualified Health Center (FQHC) to open innovative integrated care clinics in two Thresholds locations.
- Restructured the Research Department as The Thresholds Institute. Working closely with the Dartmouth Psychiatric Research Center, the Institute's active translational research portfolio included more than a dozen projects in areas including supported employment, integrated dual disorders treatment services, smoking cessation, stigma, and jail and prison re-entry. From 2006 to 2011, Thresholds staff were authors on more than 45 published articles and book chapters. The Institute organized the first national conference on recovery and evidence-based practice which attracted more than 450 attendees.
- Reorganized and strengthened fund development resulting in doubling philanthropic revenue between 2003 and 2011 despite the 2008 to 2011 recession.
- From 2005 to 2011, Thresholds programs or staff received more than 40 awards including the American Psychiatric Association's Silver Achievement Award (for mental health/substance abuse services), the American Psychiatric Association's Gold Achievement Award (for supported employment), The Hitachi Foundation/ Annapolis Coalition's Pacesetter Award (for staff development), and two Substance Abuse and Mental Health Services Administration's

Science to Service Awards (for evidence based practice implementation). Thresholds was also designated as one of *Chicago's 101 Best & Brightest Companies to Work For* by the National Association of Business Resources for six consecutive years.

- Strengthened information systems with the installation of a new electronic medical records system in 2005, replaced fund development software, improved IT disaster recovery planning, and deployed an organization-wide voice over internet phone system.
- Hosted visitors from many states as well as from Germany, Mexico, Tanzania, Canada, Singapore, England, New Zealand, Australia, Japan, India, Taiwan, Canada, the Netherlands, and Israel. Established consulting relationships with organizations in Singapore and Pakistan.

VINFEN, Cambridge, MA

1989 to 2003

Chief Operating Officer (1999 to 2003)

Promoted to COO for the largest, non-profit behavioral health provider in Massachusetts, with a budget of over \$70,000,000, 200 program sites, and 1,400 employees. Held executive responsibility for all of services and programs, new business development, contract management, project planning, quality improvement, risk management, and facilities. Accomplishments included:

- Increased revenues by \$9.5mm in first year as COO.
- Selection of Vinfen as the national model for behavioral health residential services by the National Mental Health Association.
- Development of Vinfen's first non-Massachusetts based programs. Increased revenues in this subsidiary by 66% in its first two years of operation.
- Development of Vinfen's first comprehensive risk management system, resulting in significant reductions in adverse incidents (e.g., a 50% reduction in worker days lost to injury and a 33% reduction in medication errors). Vinfen received the prestigious Negley Award for its work in this area.
- Development of several innovations, including: a nationally recognized peer education model for people with severe mental illness, a psychosocial rehabilitation oriented inpatient program, intensive crisis stabilization programs, and patented comprehensive, web-based client database.

Senior Vice-President, Mental Health Services (1989 to 1999)

Recruited to provide clinical, fiscal, and administrative leadership to Vinfen's largest service division spanning more than 80 program sites and 750 staff. Accomplishments included:

- Boosted Division revenues 400%, from \$8,500,000 in 1989 to more than \$34,000,000 in 1999.
- Development of several innovations, including the first residential rehabilitation programs in New England for people with AIDS, consumer run residential programs, and an integrated network of clubhouse and day rehabilitation services.
- Increased minority staffing to over 40% of all Division positions and minority professional staff to over 25% of Division positions. Hired more than 60 direct consumers with mental illnesses to work as program staff.

BOSTON UNIVERSITY, Boston, MA

1983 to 1989

Assistant Professor and Director of Graduate Studies: Rehabilitation Counseling Department (1987 to 1989)

Responsible for management of the master's and doctoral specialization programs in psychiatric rehabilitation. Responsible for graduate student recruitment and development of marketing strategy and promotional materials. Advised students on course selection, comprehensive examinations, and dissertation research. Taught courses including: *Topical Seminar in Psychiatric Rehabilitation*, *Rehabilitation Administration*, *Seminar in Rehabilitation Diagnosis*, *Clinical Practice*, and *Doctoral Seminar*.

Senior Research Associate/Project Director: Center for Psychiatric Rehabilitation (1983 to 1987)

Responsible for design and implementation of a variety of research, training, and consultation projects in areas including supporting families with members who have mental illnesses, psychiatric rehabilitation practice, organizational change, supported housing, and services for individuals who are homeless.

TRI-CITY MENTAL HEALTH AND RETARDATION CENTER, Malden, MA

1983 to 1984

Director of Residential Services

Managed all agency residential services including mental health group residence, supervised apartments, and respite care services for individuals with developmental and intellectual disabilities.

COASTAL COMMUNITY COUNSELING CENTER, Braintree, MA

1981 to 1983

Residential Program Manager

Managed residential and case management services for individuals with psychiatric disabilities and provided individual, marital, and family therapy to Vietnam-era veterans.

HAMILTON COUNTY MENTAL HEALTH BOARD, Cincinnati, OH

1979 to 1981

Residential Resources Specialist

Responsible for developing mental health residential services for a large urban county mental health system.

LONGVIEW STATE HOSPITAL, Cincinnati, OH

1978 to 1979

Case Manager/Program Specialist

Responsible for advocacy, treatment planning, service coordination, management of residential supports, and crisis services for individuals with severe mental illness who were being discharged from long state hospital stays.

ASSOCIATION FOR THE DISABLED OF ELKHART COUNTY, Bristol, IN

1977 to 1978

Head Residential Supervisor

Managed services for adults disabled by developmental disabilities living in two group residences and five supervised apartments.

EDUCATION

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|------------------------------------|--------------|---------------------------|--------|
| Boston University | Sc.D. | Rehabilitation Counseling | (1987) |
| University of New Hampshire | MBA | General Management | (1999) |
| University of Cincinnati | CAGS | Rehabilitation Counseling | (1981) |
| University of Notre Dame | MS | Environic Design | (1978) |
| University of Notre Dame | BA | Government & Philosophy | (1976) |

PROFESSIONAL LICENSES & CERTIFICATIONS

Licensed Psychologist/ Certified Health Service Provider, Massachusetts #4628.
Certified Psychiatric Rehabilitation Practitioner, Certification #100020.
Fellow, Psychiatric Rehabilitation Association (One of first 8 Fellows to be named)
Certificate of Completion, Boston Institute for Cognitive-Behavioral Therapy
Certificate in Professional Coaching, International Coaching Academy
Certificate in Positive Psychology, Kripalu Center for Yoga & Health
Certified Positive Psychology Coach, WholeBeing Institute
Licensed Facilitator, Inspire Your Ideal Self Workshop, WholeBeing Institute

AWARDS

Hall-Render Medistar Medical Leadership Award, 2015

Recognized by Medical News for healthcare leadership

Partner in Healthcare, 2013 - 2018

Recognized by Business First as a leading healthcare executive in Louisville

Person to Watch in Healthcare, 2012

Recognized by Business First as emerging healthcare leader in Louisville

Key to the City of Louisville, 2012

Awarded for work on the Mayor's West End Task Force

Irving Rutman Award, 2011

Awarded by the US Psychiatric Rehabilitation Association for exemplary leadership of a psychiatric rehabilitation organization.

Behavioral Healthcare Champion, 2009

Awarded by Behavioral Healthcare Magazine for exemplary executive leadership.

Heroes In The Fight: Individual Allied Health Professional, 2008

Awarded by the National Alliance on Mental Illness for exemplary work in support of people with severe mental illnesses.

Judge Gordon B. Nash Public Education Award, 2008

Awarded by the National Alliance for the Mentally Ill-Greater Chicago for efforts to educate the public about mental illness and recovery.

Special Recognition Award, 2005

Awarded by the Sargent College Alumni Association of Boston University for contributions that have the potential to affect humanity.

John Beard Award, 2004

Awarded by the International Association of Psychosocial Rehabilitation Services for outstanding contributions to the field of psychosocial rehabilitation.