

I have so many fond and happy memories of music at HJHS mainly due to my love and fascination with music and the magic it brought to my heart and soul. If I had my life to do over again, I would have continued learning new instruments and playing piano as my life ambition. But I guess life takes some odd turns. I would have to say those days were definitely among the best years in my life and Doc made them special with his love and appreciation of music. Thank you Doc for helping me grow and appreciate the beauty and importance of music in life.

## Wendy Lee, M.P.H.

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### SENIOR ADMINISTRATIVE LEADER

**Leadership • Business and Strategic Planning • Operations • Financial Management**

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**SUMMARY:** *Senior Leadership position that would allow me to use my expertise in operations and business and strategic planning to create and/or refine a vision; to develop an effective infrastructure to leverage resources and partnerships; and to oversee operations to ensure successful implementation of a new or evolving program.*

#### KEY AREAS OF EXPERTISE

- 10+ years of strategic business planning and execution of successful new programs and product lines
- 18 years of operations management and direct supervisory responsibility for over 100 professional, administrative, technical, support and billing staff in managed care, clinical and research settings
- Extensive financial / P&L management, capital budgeting, billing systems development and financial modeling experience
- Unit Costing and Product Line Cost Accounting for use in rate setting and cost-benefit analyses
- Strong project management skills
- Excellent negotiation skills in contract/vendor and outsourcing service arrangements
- Managed care experience in rate setting and development of clinical, research pricing strategies
- Development of education and training programs
- Effective communication skills and ability to work collaboratively and respectfully with clients and staff having diverse backgrounds and agendas

#### KEY LEADERSHIP ACHIEVEMENTS

- Facilitated Creation of 32 New Research/Clinical Core Facilities throughout Partners
- Responsibility and Oversight of \$49M of Research Operations Costs across 90 Partners Core Facilities
- Developed Partners Standards for Review and Approval of New Core Facilities' Business Plans
- Worked to establish inter- and intra-institutional Cores
- Designed PC-Based Billing and Invoicing System for Core Facilities and phasing the staging of a Partners centralized billing and invoicing system for Core Facilities
- Developed key standardized methodologies for the operations of cores that address institutional regulatory, compliance and audit standards
- Involved directly in 4 annual Hospital PwC A133 Compliance Audits resulting in no written findings
- Developed innovative Cross-Institutional Partners Core Facilities Website used as a model for Harvard Medical School and other academic institutions
- Served as a key liaison to Partners Office of General Counsel on contract negotiation and outsourcing
- Designed Employee Development, Incentive and Quality Improvement Programs
- Implemented Total Quality Management Program resulting in increased efficiency, benchmarking Standards and improved morale across staff levels
- Developed first PC-Based Billing and Invoicing System for MGH Center for Comparative Medicine

- Helped develop and market the HMO Blue PPO Product in Boston for Blue Cross and Blue Shield of MA  
Resulted in the highest number of signed contracts for the assigned Boston Teaching Hospitals
- Developed an Excel based computerized Budget Monitoring and Variance Model at Harvard Community Health Plan

### **PROFESSIONAL EXPERIENCE**

- 2004-Present **Director of Core Facility Operations and Business Planning**, Research Management, Partners Healthcare Systems
- 2001-2004 **Administrative Director** for the Center for Comparative Medicine, Massachusetts General Hospital and Direct Report to the Partners Vice-President of Research and Technology as Research Administrative Liaison to MGH Research Community for Partners Core Facility Development and for Special Projects
- 1992-2001 **Administrative Director**, Center for Comparative Medicine, Massachusetts General Hospital
- 1991-1992 **Assistant Director of Administrative Operations, Rehabilitation Medicine/Occupational Therapy /Chest Physical Therapy**, Massachusetts General Hospital
- 1991 **Consultant**, Network Planning and Development, Blue Cross/Blue Shield of MA
- 1988-1991 **Consultant**, Institute for Healthcare Quality Improvement, Boston, MA
- 1987-1990 **Senior Analyst/Coordinator**, Central Clinical Services, Harvard Community Health Plan (HCHP), Boston, MA
- 1986-1987 **Systems Analyst**, PRUCARE of Massachusetts, Boston, MA
- 1985 **Administrative Resident**, North Shore University/Cornell Medical Center, New York, NY
- 1985 **Yale Consulting Team**, Danbury Hospital, Danbury Connecticut
- 1984 **Intern**, Bronx Professional Review Organization (PSRO)
- 1982-1983 **Consultant/Supervisor**, Chinatown Health Clinic, New York, New York
- 1981 **Administrative Intern**, Bellevue Hospital, New York, New York

### **EDUCATION**

- 1984-1986 Yale University School of Medicine, M.P.H., Program in Hospital Administration
- 1980-1984 Oberlin College, B.A., Majors in Mathematics and Sociology

### **AWARDS AND HONORS**

- 2007 Bonus for Core Development, Finance, Partners Healthcare Systems
- 2003 Key Contribution Bonuses, Center for Comparative Medicine, Massachusetts General Hospital
- 2003 Employee Appreciation Award, Staff of Center for Comparative Medicine, Massachusetts General Hospital
- 2002 Employee Appreciation Award, Staff of Center for Comparative Medicine, Massachusetts General Hospital
- 2001 Employee Appreciation Award, Staff of Center for Comparative Medicine, Massachusetts General Hospital
- 1998 Partners in Excellence Award, Partners
- 1991 Sales and Marketing Bonus - Blue Cross/Blue Shield of MA
- 1989 Key Contribution Award for Budget Model Development- Harvard Community Health Plan
- 1985 Albert W. Dent Scholarship/American College of Healthcare Executives
- 1985 Foster G. McGaw Scholarship

### **RECENT COMMITTEE SERVICE**

- 2007-Present Member, External Advisory Committee for the Neuroscience Center Core Facilities Program, Massachusetts General Hospital, NCID
- 2007-Present Member, Harvard Clinical and Translational Science Center (CTSC) Finance Processes Committee, Harvard Medical School-Cores
- 2007-Present Member, Grievance Board Committee, Partners Healthcare Systems

2005-2006 Consultant, Harvard Stem Cell Institute and MGH Flow Cytometry Core  
2001-2002 Administrator, ECOR Subcommittee on ROI Animal Research, MGH  
2001-2002 Administrator, ECOR Subcommittee on ROI Research Cores, MGH  
1997-2000 Chairperson, Quality Improvement, Center for Comparative Medicine, MGH

### **RECENT PRESENTATIONS**

Feb 2009 MGH Research Administrators Discussion Group (RADG), Presenter  
Nov 2008 Partners Research Management Cohort Training, Partners Core Facilities, Instructor  
Oct 2008 Senior Research Administrators Meeting, Massachusetts General Hospital, Presenter  
Oct 2008 Partners Finance Presentation, Partners Core Facilities, Presenter  
Sep 2008 Partners Research Management Cohort Training, Partners Core Facilities, Instructor  
Aug 2008 Partners Research Management Cohort Training, Partners Core Facilities, Instructor  
Jun 2008 Research Leadership Seminar Series, Brigham and Woman's Hospital, Writing a Business Plan and Strategic Planning for Clinical Investigators, Presenter  
  
Sep 2007 Research Support Core Compliance Training Session, Massachusetts General Hospital, Presenter  
May 2007 Department of Medicine Administrators Group, Massachusetts General Hospital, Presenter  
Jan 2007 Research Administrators Discussion Group, Massachusetts General Hospital, Presenter  
Nov 2006 Sleep Medicine, Core Facilities, Brigham and Woman's Hospital, Presenter  
Oct 2006 Brigham Grants and Contracts, Brigham and Woman's Hospital, Presenter  
Jun 2006 Brigham Research Forum, Brigham and Women's Hospital, Speaker  
Jun 2006 Brigham Research Council, Brigham and Women's Hospital Speaker  
May 2006 MGH Cardiovascular Research Center, Massachusetts General Hospital, Presenter  
Apr 2006 MGH Committee on Research (COR), Massachusetts General Hospital, Presenter  
Mar 2006 MGH Executive Committee on Research (ECOR), Massachusetts General Hospital, Presenter  
Feb 2006 BRISC, Brigham and Women's Hospital, Speaker  
Dec 2005 MGH Department of Medicine, Massachusetts General Hospital, Presenter  
Sep 2005 MGH Executive Committee on Research (ECOR), Massachusetts General Hospital, Presenter  
Jun 2005 Partners Research Council, Partners Health Care System, Presenter  
Jun 2005 ROPE, Massachusetts General Hospital, Presenter  
Jun 2005 Ph.D. Steering Committee, Massachusetts General Hospital, Presenter  
Jun 2005 Research Management, Massachusetts General Hospital, Speaker  
Apr 2005 BRISC, Brigham and Women's Hospital, Speaker