

EXECUTIVE PORTFOLIO

Patrice Chance

Healthcare Operations Executive | Service Strategy & Business Transformation



Who are we here to serve?

I build operations that connect service performance to the experience of the members, providers, clients, and employees who depend on them.

Medicaid & Medicare operations / Contact center leadership / Workforce development / Process improvement

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Portrait and scene images in this portfolio are AI-assisted illustrations.

EXECUTIVE PROFILE

Leadership with operational depth

Strategy grounded in frontline realities, financial accountability, and measurable results.

I bring more than 15 years of healthcare customer service and operations experience across member services, provider services, enrollment, and contact center transformation. My experience includes leading teams of up to 200 employees, managing a \$13M operating budget, launching two health plan contact centers, and supporting operations serving more than 500,000 members.

I connect performance data, customer feedback, and employee experience to the decisions that improve service. My work spans operating model design, workforce development, client relationships, regulatory readiness, knowledge management, and technology implementation.

2	Contact centers launched: Memorial Hermann from the ground up and the Dell Children's Health Plan build-out.
+30%	Provider satisfaction improvement, with 100th-percentile performance in key Press Ganey provider survey categories.
+10%	Increase in adult wellness visits through collaboration across operations, clinical, quality, and provider teams.
82% to ~94%	Overall service quality improvement at Scott & White: approximately 12 percentage points.
\$300K	Net gain from a Medicare Secondary Payer / Coordination of Benefits process at Memorial Hermann.

Selected leadership roles

Ascension ABS-TPA / Dell Children's Health Plan: Manager, Customer Service Operations | 2022-present

Scott & White Health Plan: Workforce Development Manager | 2018-2022

Memorial Hermann Health Plan: Manager, Customer Service Operations | 2014-2018

Universal American: Director, Customer Service Operations & Training | 2008-2014

WORKFORCE DEVELOPMENT

Building High-Performing Teams

Develop the capability behind the performance.



Build confidence from the start

I design onboarding around the work employees must perform: accurate answers, sound judgment, effective communication, and compliant service. At Scott & White, I redesigned training with real-world role-play and applied learning; new hires entered production above the required trainee quality standards.

Develop employees and leaders

I use quality trends, performance data, and employee feedback to identify coaching needs. Supervisors need the same clarity as their teams: clear expectations, support for decisions, and the ability to coach beyond a score.

Maintain readiness as the business changes

Refresher training, annual benefit updates, cross-training, and accessible knowledge help employees adapt to new requirements. I connect training priorities to operational risks and customer needs so learning addresses the work that matters most.

Make engagement operational

Employee engagement at Scott & White increased from 74% to 86% within my first year. Recognition, communication, career development, and consistent leadership are part of how I build teams that can sustain performance.

OPERATIONS LEADERSHIP CASE STUDY

Building a Contact Center from the Ground Up

Designing, staffing, and launching Memorial Hermann Health Plan's service operation.



The problem

Memorial Hermann Health Plan needed a contact center that could serve members, providers, and employer groups from day one, with no existing operation to build on. Every part of the service model had to be designed, staffed, and ready for regulatory review.

My role

I was the senior on-site leader, reporting to the Director of Operations, who oversaw Enrollment, Claims, the Call Center, and the Mailroom. I designed the physical center, from floor plan and workstation layout to employee spaces, and partnered with technology teams on telephony, IVR, and enrollment workflows.

Building the operation

I designed, wrote, and delivered launch training for the initial agent team, then trained and oversaw a backup BPO partner so service could continue if volume exceeded capacity. I built the QA program and trained six auditors on audit protocols. Until I hired a dedicated workforce analyst, I handled workforce planning myself, staffing to call patterns.

The outcome

The contact center launched with documented workflows, trained staff, quality controls, and backup capacity in place. It later completed the 2018 CMS onsite audit with zero contact center deficiencies, and supported a provider IVR that resolved about 25% of provider calls without an agent.

Leadership lesson: A launch succeeds when people, process, quality, and capacity are ready together. Building every layer myself showed me how each one depends on the others.

TRANSFORMATION CASE STUDY

Improving Provider Satisfaction

Addressing claims-resolution barriers at Dell Children's Health Plan.



The problem

Following a TPA transition and contact center rebuild, provider survey feedback showed persistent difficulty resolving claims and service issues. Improving the provider experience required understanding the reasons behind that frustration.

My leadership decision

I focused the response on root-cause resolution. We strengthened representatives' understanding of Medicaid reimbursement, the TMHP provider manual, and claim adjudication so they could recognize potential processing issues and route them for investigation with the right context.

How the operating model changed

Representatives moved beyond relaying claim status to identifying issues and coordinating with claims peers. More complete escalations helped the receiving teams investigate and resolve concerns rather than request information repeatedly.

The outcome

The operational improvements contributed to a reported 30% improvement in provider satisfaction and 100th-percentile performance in key Press Ganey provider survey categories, including stronger performance related to claims payment problem resolution.

Leadership lesson: Provider experience improves when frontline teams have the knowledge, judgment, and cross-functional support to help resolve the underlying issue.

SERVICE TECHNOLOGY IMPLEMENTATION

Nanorep: Leading a Knowledge Platform Transition

Requirements, procurement, adoption, and ongoing ownership.



The problem and the requirements

In 2013, the existing knowledge system lacked the customization the operation needed. Requirements included clearer member/provider navigation, visible updates at login, acknowledgement of changes, and reporting schedules tailored to leaders' needs.

My role

I led implementation, completed the RFP and BAA, and negotiated the contract. I designed the knowledge structure, wrote most materials alongside a content writer, and tested the system with cross-functional partners.

Implementation discipline

Training, quality, supervisors, managers, and CSR subject matter experts tested the platform. A broader two-week CSR pilot exposed it to a wider range of calls. Four-hour training combined instruction and hands-on practice; two knowledge analysts assumed ongoing maintenance.

The outcome

Agents adopted the platform quickly and reported easier navigation and search. Questions about information already in the system decreased, and the solution cost less than the prior platform.

Leadership lesson: The experience sharpened my vendor evaluation around customization, search, and service commitments.

Illustrative knowledge-center image; not an original Nanorep screenshot.

AI IMPLEMENTATION

PurposeKin: Building a Learning Platform with Generative AI

Turning frontline knowledge gaps into structured, engaging practice.



The problem

Representatives need to understand medical terminology, provider processes, and claims to resolve Medicaid calls well. Traditional training offered no consistent, engaging way to build and practice that knowledge.

What I built

I used generative AI to build PurposeKin.com, a learning portal for my team, with Medical Literacy, Understanding Providers, and Understanding Claims courses plus scenario practice, assessments, team challenges, and independent engagement games.

Privacy and design choices

Every lesson, screenshot, and scenario uses fictional data, so no member information enters the platform. Required progression moves learners through foundational content first.

The outcome

Twenty team members are enrolled and five have completed Medical Literacy. A team escape-room session engaged our remote team, and the platform now fills slower call periods with learning.

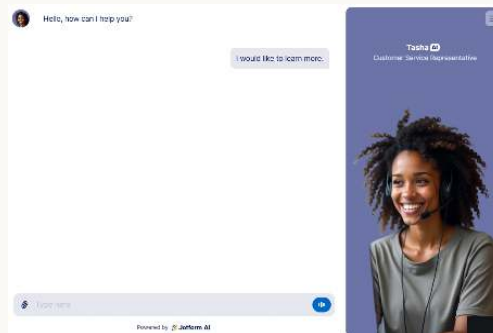
Tenured representatives said Medical Literacy would have made benefit calls make sense sooner in new-hire training, pointing to the next use: onboarding.

Leadership lesson: Generative AI let me move from a training idea to a working platform without waiting on development resources. Listening to how the team used it showed me where it creates the most value.

AI IMPLEMENTATION

Jotform: Practical Agent Assist

A focused FAQ solution designed around an operational problem.



The problem and my role

CSRs relied on OneDrive to find knowledge during calls. I designed and configured the Jotform assistant and wrote the FAQs to make routine answers easier to access. Two supervisors, one lead, and two CSRs tested the solution.

The workflow and ownership

Agents type a question and receive a FAQ answer. Unanswered questions trigger a notification to leadership so the correct response can be added for future use. Supervisors introduced the assistant in team meetings; the team lead maintains content.

The result and the implementation judgment

Team leaders estimate agent questions dropped about 20%, and remaining questions now focus on complex topics. The free version had limits and did not work well with process grids, so I kept the solution focused on FAQs.

Leadership lesson: A useful AI implementation needs a defined problem, a realistic scope, user testing, and an owner after launch.

Actual agent-assist interface. Historical content is shown for portfolio illustration.