COPA HEALTH
924 N Country Club Dr Mesa, AZ 85201
Phone: 480-969-3800

B5: ADDITIONAL INFORMATION

4.2. ATTACHMENT - Provide a copy of the Offeror's Articles of Incorporation, Charter, Bylaws, or other legal documentation of the organization's legal structure and purpose. If the Offeror is a non-profit entity, please provide a copy of the current IRS 501(c)(3) determination letter.

Below are copies of the Copa Bylaws and IRS 501(c)(3) documents:

Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201

COPA HEALTH INC
924 NORTH COUNTRY CLUB DRIVE
MESA, AZ 85201-4108

Date:
01/04/2021
Employer ID number:
84-4608444
Person to contact:
Name: Suzanne Dragoo
ID number: 50750
Telephone: 877-829-5500
Accounting period ending:
September 30
Public charity status:
509(a)(3)
Form 990 / 990-EZ / 990-N required:
Yes
Effective date of exemption:
January 24, 2020
Contribution deductibility:
Yes
Addendum applies:
No
DLN:
26053566007400

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

Specifically, we determined you're a Type II supporting organization under IRC Section 509(a)(3). A Type II supporting organization is supervised or controlled in connection with one or more publicly supported charities.

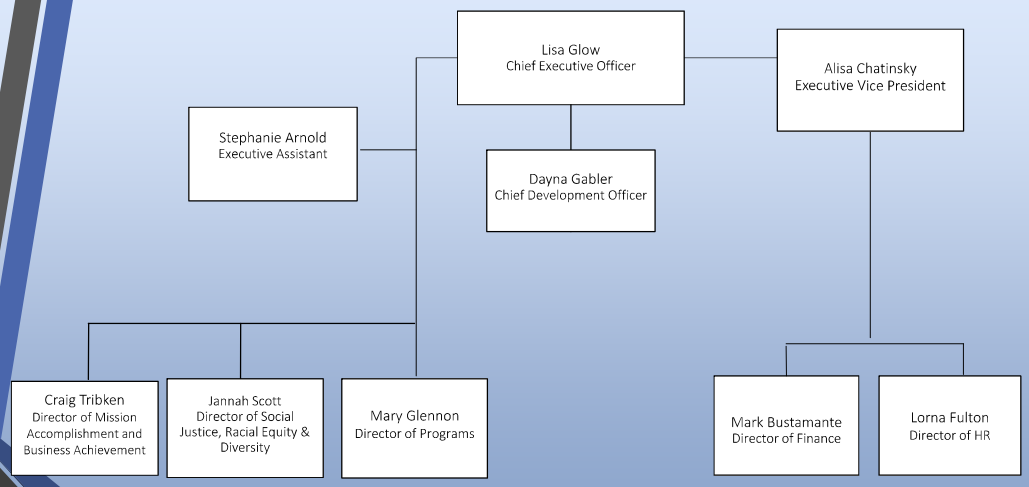
If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

Letter 947 (Rev. 2-2020)
Catalog Number 35152P

4.3 ATTACHMENT -Ownership or Governance: Please see below Senior Leadership organization charts for both Copa and CASS:

Central Arizona Shelter Services
Executive Team



12/27/2021

4.5. ATTACHMENT – Key Staff Resumes (See below key staff names and titles, also enclosed resumes of additional supporting key staff resumes from both Copa and CASS):

- Key leadership staff

  Copa – Dr. Shar Najafi-Piper, PhD Chief Executive Officer

  CASS- Lisa Glow, JD Chief Executive Officer

  Latrice Hickman, MPA Corporate Compliance & Risk Management

  Diana Medina, Ph.D. Chief of Clinical Education

- Key Staff responsible for financial oversight

  Copa – John Moore Chief Finanical Officer

  CASS- Mark Bustamante Chief Financial Officer

- Key Staff responsible for on-sight management of the Bridge Facility

  CASS – Mary Glennon, MSW Director of Programs

  Wendy Bunn, Psy.D. COPA VP Housing & Community Services

- Key Staff responsible for the management of the Clinical Facility

  Dr. Darwin Chern, MD, FAPA, FASAM Chief Medical Officer

  Michaela Statt, LMSW Vice President Integrated Health Solutions

  Dr. Michael Franczak Director of Population Health

  Jacqueline Webster, Ed.D., LAC, NCC, Assistant Director of Population Health

Shar Najafi-Piper, Ph.D. - Copa Health

EDUCATION

Capella University Harold Abel School of Social and Behavioral Sciences, Minneapolis, MN, Doctor of Philosophy in General Psychology, 2011

Capella University Harold Abel School of Social and Behavioral Sciences, Minneapolis, MN, Master of Science in Clinical Psychology, 2006

Arizona State University, Tempe, AZ, Bachelor's of Arts, Psychology, 2002

EXPERIENCE

Copa Health, Inc., Mesa, AZ
Chief Executive Officer, 2019-Present

- Collaborates with the Board to implement the strategic plan while ensuring that the budget, staff, and priorities are aligned with the core mission.
- Creates and sustains a culture of organizational performance, and operational and clinical excellence.
- Provides inspirational leadership and direction to the staff, individuals served and volunteers.
- Ensures the continued development and management of a professional and efficient organization; establishes effective decision-making processes that will enable the organization to achieve its long and short term goals and objectives.
- Cultivates a strong and transparent working relationship with the Board and ensures open communication about the measurement of financial, programmatic and outcomes performance against stated milestones and goals.
- Ensures adequate resource development that promotes the organizations to make continuous progress toward the achievement of its mission and that these funds are allocated properly to reflect present needs and future potential.
- Oversees comprehensive marketing, branding and development strategies that will ensure consistency throughout the organization and enhance revenue from major donors, foundations and corporations as well as non-traditional funding.
- Oversees strategic and tactical decisions that address a continued smooth integration of the two organizations' cultures.
- Be an external presence that communicates program results with an emphasis on the successes of the program as a model for regional and national replication.
- Ensures delivery of high quality services while managing for current and future growth.
- Facilitates cross-departmental collaboration and strengthen internal communications throughout the organization.
- Oversees the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff.
- Increases efficiencies and consistency throughout the organization by overseeing the implementation of standardized programs and services.

- Creates an environment marked by high client/patient satisfaction, employee morale, world-class quality and continuous quality improvement.
- Maintains positive and organizationally profitable relationships with outside partners, stakeholders and community leaders on a local, regional and/or national basis.
- Ensures all operations and policies are in accordance with all local, state and federal laws and regulations.

Equality Health, Phoenix, AZ
President of Equality Care Centers &Behavioral Services, 2017-2019

- Developed and executed on strategies for markets for Behavioral Health and Operations.
- Engaged staff and cultivated a positive clinic structure that prioritizes human kindness and patient-centric care.
- Accountable for operational, financial, and business development activities across multiple disciplines.
- Ensured that the behavioral health networks were performing according to the managed care contracts.
- Developed, analyzed, and implemented processes and systems to enhance behavioral health network.
- Worked with all shareholders within the company to accomplish the strategic plans laid out for the fiscal year.
- Responsible for budget and P&L for all behavioral health markets.
- Planned, coordinated and effectively led all project management for behavioral health.
- Ensured all State and Federal requirements were met for all lines of business.
- Assessed overall clinical needs, identified priorities, and initiated and/or contributed to the development of new programs within all aspects of Behavioral Health.
- Developed Behavioral Health Division goals and objectives, and established and implemented policies and procedures for department operation.
- Selected personnel for hire and promotion.
- Participated in the selection of competency indicators and ensured competencies were completed on assigned behavioral health staff.
- Took appropriate action to correct issues regarding non-compliance with policies, procedures and standards.
- Identified learning needs of staff, participated in staff education and ensured staff participation in educational programs.
- Made recommendations for operational and capital budgets; monitored budget performance and took appropriate action as needed.
- Participated in quality improvement activities, labor relations meetings, grievances and arbitrations.
- Ensured compliance with regulations of state oversight agencies and industry standards to foster quality improvement.
- Provided assistance, and developed resources with crisis management as needed.

Southwest Behavioral & Health Services, Arizona
Vice President of Outpatient Services, Maricopa County, 2015-2017

- Responsible for the planning of programs and strategies for achieving outpatient clinical service goals.

- Organized, directed and coordinated the program staff and program functions in achieving the above objectives.
- Held responsibility for the selection, promotion and termination of Outpatient Program Directors, although personnel actions related to promotion and termination for these reports was subject to review by the President/CEO.
- Developed and administered Outpatient Program budgets in coordination with the Chief Financial Officer except that budget expenditures and transfers of moneys between line items, categories of expense, or cost centers were subject to review and approval by the President. The Program Director may delegate his/her budget authority to each cost center/Program Director.
- Responsible for the development, maintenance and renewal of contract/grant mechanism founding programs.
- Responsible for implementation and evaluation of the following Agency wide quality assurance functions: Peer Review, Utilization Review and Clinical Protocols.
- Coordinated treatment activities among program units so as to ensure continuity of care for all outpatient mental health consumers.
- Participated in Executive Team for the purpose of assisting with agency management.
- Assisted with assessing and setting priorities for program areas and joint program efforts.
- Supervised Program Directors with staffing, budget and program planning functions.
- Met regularly with each Program Director to review and assist with administrative/supervisory issues.
- Directed planning, monitoring and evaluation of program clinical practice and investigated clinical practice problems in coordination with quality assurance program.
- Identified and pursued opportunities for expanding program founding through grant and proposal applications.
- Met with representatives of various health and welfare agencies for public relations and problem solving of issues pertaining to programs.
- Maintained contract compliance in service delivery of programs supervised.
- Encouraged and supervised the development of outpatient care systems for special target populations, including minorities, children, elderly, and adults.
- Facilitated communication among Outpatient Program units and carried out team building activities to promote morale and middle management effectiveness.

Southwest Behavioral & Health Services, Arizona
Program/Executive Director-Metro, Buckeye Outpatient Clinics, 2010-2014

- Planned, organized, developed and administered the activities of outpatient children's and adult clinical programs. These programs served referred clients in a specific clinical area and are requesting assistance with emotional /behavioral and substance related difficulties. Supervised a multidisciplinary team including counselors, nurses, MAs, psychiatrists, NPs, interns, post docs, and case managers.
- Staff training, achievement of program goals, meeting service delivery contract levels, and establishing effective relationships with community groups and residents.
- Contract development, review of contract development, public relations within the community and media, development and maintenance of program budgets and coordination of services provided between community service programs to ensure appropriate use of all resources.
- Planned, implemented and evaluated counseling and psychiatric service programs.
- Marketed new programs and assisted with fund development.

- Monitored and directed program procedures, personnel matters, and statistical procedures, training programs, service contract goals and fee collection.
- Represented clinics in providing Vice-President of Outpatient Programs with data and other assistance in overall Center planning and organizational activities.
- Conducted regularly scheduled administrative meeting with programs coordinators.
- Maintained liaison with outside agencies by providing consultation where requested and having them participate in staff meeting when appropriate.
- Represented the Center in various community agency meetings.
- Developed policy and procedures for program administration.
- Attended/serviced on Center committees when assigned.

Southwest Behavioral Health Services, Mesa, AZ
Pre-Doctoral Psychology Resident, Team Lead Clinician, 2006-2010

- Worked within the clinical team, intensive case management, and administrative staff to provide treatment to adults and/or children with behavioral health needs. Responsible for clinical assessments, therapeutic needs, case management, and discharge of all incoming clients. Formulated culturally driven, recovery based treatment plans and facilitated Child and Family Team meetings. Created many group therapy services geared towards at risk teenage girls with past physical, emotional, and/or sexual abuse history. Also provided individual and family/couple's counseling when indicated.
- Provided clinical assessment/supervision for staff.
- Developed recovery focused treatment plans for clients; coordinated with team members.
- Attended and participated in service training sessions and related training opportunities as made available, as well as attended all supervision and clinical meetings.
- Documents all client service provided according to the indicated SBH clinical standard rules, regulations, and procedures of the clinic.
- Educated other providers and stakeholders regarding the services made available.
- Coordinated care with other team members and staff members to ensure a unified effort towards treatment goals.
- Provided recovery based therapy modalities and/or clinical case management for families and/or their individual members.
- Provided community referrals and educated members on community agencies, schools, and neighborhood groups when requested.
- Served as a resource to clinical staff and attended clinical case staffing.
- Performed intakes and psychosocial assessments of families and their individual members.

Devereux Outpatient Clinic, Phoenix, AZ
Master's Practicum/Counselor2005- 2006

- Conducted individual, group, and family counseling services for the children population. Worked collaboratively within a multi-disciplinary team to assess, develop, and advocate for the best interest of clients. Also administered and scored psychological and behavioral health assessments.
- Worked to achieve goals, minimize risk, and insure the safety of self and others.
- Lead and influenced others by example. Took pride and demonstrated a positive "can do" attitude while attempting challenging tasks.
- Annual training/certification requirements completed.

- Team focused approach with the understanding that one's role on the team contributes to the success of the entire team.
- Readily shared information or knowledge needed by others and routinely promoted open communication by seeking and providing feedback for the betterment of individuals.
- Mission driven and dedicated to Devereux's mission and vision.
- Ethical in practice and conducted a professional manner that continued to establish internal and external guidelines, regulations and standards of conduct.
- Trained in ABA Behavior Modification Techniques.

Triple R Behavioral, Phoenix, AZ
Behavioral Health Technician (BHT), 2002- 2006

- Served as a Behavioral Health Technician (BHT) to the Severely Mentally Ill population. Aided with group therapy sessions and implementing goals for treatment plans. In addition, holding the clients responsible for household/hygienic duties and applying a positive/behavioristic approach to every day functioning as the main focus of the group sessions. The primary goal was to help individuals achieve their goals.
- Followed the principles of Triple R.
- Maintained a high standard of professional conduct.
- Knowledgeable of and acted in accordance with all laws and statutes in the communities in which Triple R operated.
- Proficient in professional practice by participating in ongoing training and education related to the psychiatric rehabilitation field.

TEACHING EXPERIENCE

Argosy University, Phoenix, AZ
Adjunct Faculty, Psychology of Trauma Course

- Course addresses the psychological impact of trauma on individuals and communities, as well as the treatment of evidenced based trauma-related disorders. Trauma is examined in a broad context, including terrorism, natural disasters, violence, sexual assault, etc. Attention is also given to vicarious traumatization and compassion fatigue.

Arizona State University, Tempe, AZ
Immersion Training Doctor of Nursing Program, Adjunct Faculty

- In the Spring/Fall Semester, 8 hour trainings provided to all Doctor of Nurse Practitioner students in the College of Nursing. Topics include family/group therapy; trauma; grief; and crisis intervention. This training provides an overview of various evidenced based therapeutic techniques to be applied by DNPs in a behavioral health setting.

Harold Abel School of Psychology, Minnesota
Colloquium Assistant

- Served in the process of creating an internet web-based forum where students can discuss new psychological treatment developments within their states. In addition, this discussion board allowed students the ability to provide ongoing feedback to their professors.
- Implemented the first discussion forum for all students during motivational interviewing and psychological assessment didactic trainings.

Teacher's Assistant
Arizona State University, Tempe, Arizona Sept 1998 Jan-1999

- Community psychology class for the fall term of 98-99 school year at ASU. This position required a student to have a 3.75 or higher and the ability to communicate and create new and innovative programs for the students. Duties included constructing an online forum for all students to communicate any concerns or difficulties they may have with the requirements of the class and also supervising their final projects. Coordinated the first group of students to volunteer at an elderly clinic in order to receive extra credit points. Also responsible for assisting in the grading process of all final projects.
- Contributed with assisting student success in the community psychology course.
- Given the opportunity to assist thirty students with becoming better acquainted with non-profit organizations within the community. Initiated a community outreach project in order to enhance collaboration and partnerships with public behavioral health systems.

PROFESSIONAL AFFILIATIONS

American Psychological Association

Arizona Psychological Association, Conventions Committee

Society of Behavioral Medicine

National Council for Behavioral Health

CARF Surveyor since 2014

CA Licensed Psychologist (#27045)

Lisa Glow - CASS

EDUCATION

University of Arizona James E. Rogers College of Law, Tucson, AZ, J.D., 1989

University of Arizona, Tucson, AZ: Bachelor of Science With Distinction in Psychology, 1984

EXPERIENCE

Central Arizona Shelter Services, Phoenix, AZ
Chief Executive Office, 2017-Present

- Responsible for strategic direction and executive oversight of Arizona's largest and longest serving homeless emergency shelter that serves both adults and families.
- Duties include ensuring alignment of programs and goals with community need; securing funding and staffing to meet operational goals; and building a strong and sustainable infrastructure that delivers impact to clients and the broader community.

Nonprofit Consulting, 2009-2017

- Resource development; strategic planning; program and leadership development; facilitation; and partnership building.
- Representative Client List:
    - AARP Arizona (facilitated staff retreat and strategic plan)
    - Alzheimer's Association (facilitated and drafted state plan)
    - Arizona Alliance of Non-Profits (statewide facilitation and training)
    - Arizona Autism Charter Schools (development)
    - Arizona Child & Family Advocacy Network (strategic planning and board training)
    - Arizona Coalition Against Domestic Violence (coaching and board training)
    - Arizona Foundation for Women (development)
    - Arizona Meth Project (development)
    - Children's Museum of Phoenix (development)
    - Family Promise (charitable tax credit campaign)
    - Florence Crittenton Services of Arizona (development)
    - Foundation for Blind Children (charitable tax credit campaign)
    - Healthy Mothers, Healthy Babies (board training and development)
    - Homeward Bound (development)
    - H.O.P.E. Group LLC (strategic planning for business expansion)
    - Keogh Health Initiatives (development)
    - Maricopa County Public Health Department (conference facilitation using World Café)
    - Mission of Mercy (development)
    - National Kidney Foundation of Arizona (strategic planning for the board)
    - Phoenix Philanthropy Group (strategic analysis of government funding for clients)
    - Quality Education and Jobs Campaign 2012 (statewide fundraising)
    - Raising Special Kids (charitable tax credit campaign and board training)
    - Restore Arizona's Future 2013 (statewide fundraising)
    - Southwest College of Naturopathic Medicine (charitable tax credit campaign)
    - Southwest HIV/AIDS Center (development)
    - Southwest Shakespeare Company (development and facilitation of board retreat)
    - St. Luke's Health Initiatives, TAP facilitator (facilitation and planning)
    - Theresa's Fund (development)
    - United Cerebral Palsy of Central Arizona (development)
    - VisionQuest 20/20 (development)
    - World Academy for the Future of Women (facilitation and planning of women's forums)
    - Yavapai Big Brothers Big Sisters (development)

Southwest Autism Research & Resource Center, Phoenix, AZ
CEO/President, 2006-2009

- Managed a $6 million-dollar budget with 85 employees: during tenure, more than doubled the incoming revenue and the operating reserves, increased the number of clients served, as well as completed and exceeded capital campaign to pay off mortgage on facility, and raised funds to open a new vocational facility. Responsibilities included strategic direction and oversight for operations, budget, fundraising, research, programs, infrastructure development, human resources, and government relations.
- Other accomplishments include: the creation and development of a $3 million dollar endowment and the infrastructure to manage those funds; diversification and establishment of new revenue sources (both private, government, planned giving and endowment); establishment of relationships and a satellite office in Tucson with office space donated by local partners; creation of a new K-12 education department to work with schools statewide, which generated significant new revenue for the agency; creation of a public policy agenda and development of government relations which allowed SARRC to be a force in a new arena; development of statewide partnerships and relationships with both local and national autism agencies, including creation and development of the Arizona Autism Coalition; creation of new programs for Latino families; and strategic partnerships to better serve and broaden the safety net for clients.

Arizona Governor's Office for Children, Youth and Families
Director and Senior Policy Adviser to the Governor, 2003-2006

- Managed 53 employees and a budget ranging from $20-30 million, with an operating budget of approximately $2.8 million.
- Oversight of federal and state grant distributions to nonprofits and government agencies for a broad range of funds with differing federal and state regulatory requirements.
- Government relations with broad range of community partners to work together to build our collective capacity for our communities and clients.
- Generated new private funds for the State to work in partnership with foundations on initiatives for seniors, children, youth and women.
- Oversight of 20 policy boards, commissions, and task forces, including making strategic decisions about appointments, extensive public speaking, and the drafting of state plans in a broad range of social policy areas, including the School Readiness Board five-year plan, the State Plan on Domestic and Sexual Violence and others.
- Development of numerous public/private partnerships including the Governor's Foundation Roundtable; the Arizona Early Education Fund (established at the Arizona Community Foundation); the Earned Income Tax Credit (EITC) Task Force; and the Benefits Checkup program, which today provides a statewide infrastructure to assist seniors and disabled persons in obtaining government benefits.

Arizona Attorney General's Office, Special Counsel
Chief Counsel, Office for Women, 2001-2003

- Responsible for establishing and operating the Attorney General's Office for Women to provide the Attorney General with legal and policy direction on issues impacting women and families, and to work closely with the women's advocacy community. Also responsible for oversight and community distribution of significant consumer fraud and antitrust settlements, ranging from

$75,000 to $5 Million. Created public private partnerships to benefit needy Arizona citizens, including seniors, families, women and children.

Arizona Attorney General's Office, Special Counsel
Special Counsel for Children and Families 1999-2001

- Provided legal advice and policy direction to the Attorney General on issues impacting children and families. Also served as Assistant Director for the Division of Child and Family Protection which involved overseeing budget and operations, working with the legislature, as well as supervision of two units of attorneys.

Finance Director, Janet Napolitano for Attorney General, 1998

- Took a leave of absence from law firm to raise campaign funds for Janet Napolitano's Attorney General election. Responsible for fundraising events, cold calls, and generating call lists for the candidate. Followed every lead and helped to successfully raise the funds necessary to run a major television and radio campaign.

Steptoe & Johnson, Senior Litigation Associate, 1995-1998

- Oversaw case management and litigation of cases for large corporate clients in lawsuits with the private sector, and the state and federal government. Responsible for diverse clients and providing timely and responsive client service. Established the firm's first community volunteer committee.

Arizona Attorney General's Office, Antitrust Division, 1992-1995

- Investigated and prosecuted state and multi-state cases for possible antitrust and procurement violations. Responsible for all phases of trial preparation and settlement negotiations.

Gibson, Dunn & Crutcher, Litigation Associate, Newport Beach, 1990-1992

- Litigated real estate, contract, wrongful termination, and antitrust cases with international law firm.

Arizona Supreme Court, Judicial Law Clerk, 1989-1990

- One-year judicial clerkship for the Honorable Justice James Duke Cameron. Responsible for researching and writing judicial opinions for the highest Arizona state court, which required strong critical thinking and writing skills.

PROFESSIONAL ASSOCIATIONS
Arizona Bar Association
California Bar Association
Charter 100 Club, Member

<u>John Moore, CPA – Copa Health</u>

EDUCATION

The Anderson School at UCLA, Los Angeles, CA, MBA in Finance, 1999

California Polytechnic State University, San Luis Obispo, CA, BA in Business Administration with an Accounting Concentration, 1984

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Chief Financial Officer, 2019-Present

- Manage the accounting, payroll, accounts payable, billing, facilities and transportation functions for this $75 million nonprofit combining the behavioral health and developmental disability programs of Marc Community Resources and Partners in Recovery.
- Create the financial analysis and modeling to support key decisions related to productivity improvement, incentive programs, state requests for proposal (RFPs), value-based purchasing contracts and new pilots with health plans.
- Combine the billing departments and consolidate software systems to complete the integration of Marc Community Resources and Partners in Recovery and realize efficiency opportunities.

Marc Community Resources, Inc., Mesa, AZ

CEO, 2015-2019

- Act as liaison between the board and management to provide timely information related to vision, performance and risk for this $60 million nonprofit agency.
- Set direction and vision in conjunction with developing the strategic plan.
- Analyze trends to identify threats, opportunities and performance improvement initiatives
- Lead the organization to achieve strategic plan initiatives and operational goals.
- Oversee the development of all management information systems including market-based planning, strategic planning, quality management, outcome evaluation, risk management and financial reporting.
- Adhere to all state and federal regulatory standards.
- Impact and influence key community, state and federal decision-makers.
- Develop and sustain collaborative initiatives and professional networks.
- Recommend and formulate policies and programs that further the objectives of the agency.
- Obtain funding to sustain agency operations, including grants and donations.
- Establish an efficient organizational structure that ensures administrative operations.

Marc Community Resources, Inc., Mesa, AZ

Chief Financial Officer, 2001-2015

- Managed 23 employees in the Accounting, Information Technology, Facilities and Transportation Departments.
- Responsible for budgeting, monthly financial reporting, accounts payable, payroll, billing and collections for the agency.

- Negotiated all service contracts resulting in revenues increasing from $12 million to $50 million from 2001 to 2015.
- Handled all treasury and banking relationships including the funding of a $12 million, low interest rate tax-exempt bond to finance capital projects.
- Participated as a board member of three subsidiaries.
- Played lead role on numerous industry committees, including those related to resetting service rates.
- Met directly with local, county, state and federal elected officials to advocate for key funding and policy changes that impact individuals with disabilities.
- Coordinated and oversaw all annual external financial audits and the agencies annual corporate insurance renewal activities.

Arthur Andersen, LLP, Phoenix, AZ

Director of Accounting Services, 2000-2001

- One of seven Directors hired to build a world class 400-person shared service center in Phoenix as the centerpiece for Arthur Andersen's Business Process Outsourcing Division.
- As part of the core leadership team, migrated the accounting functions of General Motors (over $200 billion in annual transactions) from Michigan to Phoenix in about nine months.
- Recommended, developed and implemented center-wide policies and procedures for this startup center.
- Hired and managed 40+ employees in four functional areas, including Cash Management, Lease Accounting, Travel Expense Reporting and Subsidiary Accounting.
- Negotiated the key operating commitments in the service level agreement with General Motors.

Wellpoint Health Networks, Woodland Hills, CA

Director of Administrative Accounting, 1998

- Managed the accounting functions for the $135 Million corporate shared services division of the Fortune 200 healthcare provider.
- Completed management reports, quarterly budgets, forecasts and special projects for presentation to the CEO.
- Consolidated all regional accounting functions, excluding premiums and claims, into the corporate office, increasing the division to $800 million.
- Provided financial analysis to outsource the company's $12 million telecommunications department.

Aames Financial Corporation, Los Angeles, CA

Controller, 1997-1998

- Managed a staff of 19 in the general ledger and accounts payable departments for this $330 million national mortgage banking company.

- Standardized monthly closing procedures to reduce closing cycle from 20 to 12 business days.
- Coordinated and oversaw the annual external audits and a highly visible special project to analyze the financial statements for potential loss exposure issues.
- Managed corporate insurance renewal activities and monitored the payment of all city, county, and state taxes for approximately 100 taxing jurisdictions nationwide.

Weyerhaeuser Mortgage Company, Woodland Hills, CA

Vice President, Audit Services, 1989-1997

- With a staff of 14, planned and completed a combination of financial, EDP, regulatory and other operational audit engagements for the Board of Directors of this national Mortgage banking firm.
- Led management team responsible for due diligence on major acquisitions.
- Prepared a benchmarking study to recommend the management structure and controls for a new division.
- Participated on a profit improvement team where recommendations resulted in $1 million of reduced costs.

Arthur Andersen, LLP, Los Angeles, CA

Experienced Audit Senior, 1984-1989

- Planned and managed teams of auditors to complete financial statement audits for private and publically traded corporations.
- Completed special consulting engagements including the evaluation and documentation of internal controls for organizations.

Darwyn Chern, MD, FAPA, FASAM – Copa Health

EDUCATION

St Luke's Roosevelt Hospital Center of Columbia University, New York, NY, Psychiatry Residency Program, 2001

Montefiore Medical University of Albert Einstein College of Medicine Yeshiva University, Bronx, NY, Internal Medicine Preliminary Program, 1998

University of the Philippines College of Medicine, Manila, Philippines, Doctor of Medicine (with clinical honors in Pediatrics, Ophthalmology, and Family Medicine), 1995

College of Arts and Sciences University of the Philippines, Manila, Philippines, Bachelor of Science in Biology, 1987

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Chief Medical Officer, 2014-Present

Responsible for recruiting and retaining competent behavioral and medical providers, implement projects that improve service delivery, supervision and sometimes direct care of patients, management of integration of primary care to existing behavioral health programs, management of court ordered treatment cases, liaisons with outside agencies, maintenance/ improvement of standards of care.

Direct Care Provider of Psychiatric Services

Special interest in providing care to disadvantaged populations. Served in rural Iowa from 2001 to 2006 and in New Hampshire from 2006 to 2008 before settling in Phoenix, Arizona. Has consistently worked for the public mental health system moving from the provision of direct care to current administrative position.

Peer Review Committee Member

For Magellan Health Services 2013 to 2014 and Molina Health 2020 till present.

Arizona State University Medical Advisory Board Member

Board Member for the State Opioid Response to the Epidemic. Participates in strategic planning of educational programs and clinical responses to the ongoing epidemic of death from opioid overdose and misuse.

Glendale Community College Professional Advisory Board Member

Systematically reviews program offerings of the college in the field of behavioral health and related programs.

PRESENTATIONS & PUBLICATIONS

Co-investigator**.** My Data Choices, Evaluation of Effective Consent Strategies for Patients with Behavioral Health Conditions. A National Institute of Mental Health-funded 5-year study in collaboration with the

Arizona State University Department of Bioinformatics and Jewish Family and Children Services of Arizona with multiple publications.

Wendy Bunn, Psy.D. – Copa Health

EDUCATION

Argosy University/American School of Professional Psychology, Phoenix, AZ, Doctor of Psychology, 2009

Argosy University/American School of Professional Psychology, Phoenix, AZ, Master of Arts in Clinical Psychology, 2004

Western Michigan University, Kalamazoo, Michigan, Bachelor of Science in Psychology, 1999

EXPERIENCE

Copa Health, Inc. Mesa, AZ

VP Housing and Community Support Services, 2021-Present

- Oversee contracts for DDD, AAoA, UHC, and Mercy Care services for housing and community-based services in the greater Phoenix metropolitan area and northern and southern regions of the state of Az
- Seek and expand service lines of business by partnering with community stakeholders and fostering working alliances to identify and fill gaps within the behavioral health system
- Provide clinical oversight and facilitate evidence-based practices to direct service line staff to meet quality of service standards
- Manage fiscally responsive budgets and drive service delivery and consumer engagement to improve the quality of lives
- Acts as the voice of consumer and member in the establishment, monitoring, and improvement of performance measures, metrics, and service level agreements across health plan administrative functions
- Collaborate with other members of executive leadership team on strategic planning for existing and expanding business, recommend changes in program content and technologies to meet need of current market

Southwest Behavioral Health, Phoenix, AZ

Clinical Director, 2015- 2021

- Recruit, train, and supervised doctoral practicum students, interns, and post docs. Provided consultation and training on clinical issues. Participated in organizational planning and development.
- Provided clinical support to residential and outpatient programs regarding clinical approaches and programming.
- Scheduled and facilitated the coordination of didactic trainings throughout the year to provide community members and Southwest Behavioral & Health employees with ongoing training and continuing education that meets the standards of the American Psychological Association and National Board for Certified Counselors, Inc. Coordinated record keeping conducting annual audit for APA and NBCC renewal applications to maintain continuing education sponsorship.

- Participated in weekly colloquium/didactic training covering various interventions, treatment modalities, and ethical issues in psychology.

Southwest Behavioral Health, Phoenix, AZ

Program Director, 2011-2015

- Oversaw and coordinated services for 11 residential programs across the valley. Supervised coordinators and team leads to meet departmental objectives. Delegated tasks to staff to address client needs, set goals for staff to meet, provide clinical oversight monthly to staff members. Participated in staffings, attended clinic appointments, and advocated for client needs.
- Completed Notice of Actions and reviewed audits monthly. Reviewed and signed staff assessments, service plans, and monthly summaries and monitored staff productivity.
- Participated in leadership meetings, work groups, and committees. Attended meetings with stake holders in the community and participate in improvement projects with Maricopa Association of Governments attending to needs of the homeless population.

Southwest Behavioral Health, Tempe, AZ

Post-Doctoral Psychology Resident/Coordinator, 2009-2010

- (Villages) Supervised staff members and coordinated services for a residential program that served 20 adults dealing with mental illness. Provided training to ensure services were clinically sound. Ran groups and met with clients for individual therapy, oversaw treatment and created a therapeutic community focused on resiliency and client strengths. Conducted audits and met financial goals. Tracked outcomes using PCOMS.
- Participated in staffings, attend clinic appointments, and advocated for client needs. Completed Notice of Actions and review audits monthly. Reviewed and signed staff documentation and monitor staff productivity.

Southwest Behavioral Health, Phoenix, AZ

Doctoral Psychology Intern, 2008- 2009

- (CRU) Provided crisis stabilization services for up to 32 adults. Participated in daily staffings and case conferences. Collaborated with staff to make treatment decisions. Led process groups. Administered and wrote psychological assessments for screening purposes. Completed intake and psychological consultation documentation regularly. Participated in weekly individual and group supervision.
- (IOP/Methadone) Provided individual substance abuse counseling and case management services to adults with opiate addictions. Facilitated group substance abuse groups. Participated in weekly staffings and staff meetings. Collaborated with staff to make treatment decisions. Maintained client records and updated necessary paperwork to meet licensure standards.
- Supervisor: Dr. Deborah Partington

- Pre-Doctoral Hours: 2000

Black Family Children's Services, Phoenix, AZ

Child & Family Counselor, 2007-2008

- Provided individual and family counseling to families in their homes or at the office. Utilized play therapy, cognitive-behavioral theory and techniques, and stages of change model. Facilitated CFT meetings and complete required paperwork for client files. Participated in audits and collaborated with clinical teams and the regional behavioral authority to improve service delivery to clients. Completed case management services and coordinate services with other agencies.

Arizona's Children Association, Phoenix, AZ

Clinician II/Family Facilitator, 2006-2007

- Provided individual and family counseling to families in their homes or at the office. Utilized play therapy, cognitive-behavioral theory and techniques, and stages of change model. Facilitated CFT meetings and completed required paperwork for client files. Participated in four audits and collaborated with clinical teams and the regional behavioral authority to improve service delivery to clients. Member and active participant of the Employee Advisory Committee. Planned a recognition and employee information event with committee members. Carried a high case load for a year. Obtained clinical liaison status from Value Options (203268). Conducted case management services and coordinated services with other agencies.

Friendly House, Phoenix, AZ

Family Counselor, 2004-2005

- Conducted assessments, developed treatment plans, counseled families, and completed reports weekly. Collaborated services with co-workers and child protective service case managers. Provided consultation to child family team members. Created a database of commonly used resources for company use. Participated in monthly staff meetings.

Southwest Behavioral Health, Phoenix, AZ

Practicum II Student, 2004- 2005

- (CRU)Provided individual crisis stabilization services for up to 32 adults. Led process and psychoeducational groups. Chart progress daily. Participated in case conferences. Administer and wrote psychological assessments for screening purposes. Conducted mini mental health and risk assessment screenings during staffings. Participated in weekly supervision.

Guthrie's Mainstream Services, LLC, Phoenix, AZ

Habilitation Therapist, 2004-2004

- Provided individual treatment for an adolescent male diagnosed with Asperger's Syndrome. Created behavioral management plans and monthly treatment plans. Taught independent living skills and basic academic skills utilizing reinforcement and redirection strategies. Tracked goals and progress.

Gililland Middle School, Tempe, AZ

Practicum I Student, 2003-2004

- Provided individual counseling and co-led two anger management groups to middle school aged boys and girls. Administer, score, and interpreted psychological evaluations. Attended and participate in multidisciplinary team meetings. Participated weekly in individual and group supervision.

Toby House, Inc., Phoenix, AZ

Independent Living Skills Specialist, 2002-2004

- Ran and developed group modules focused on teaching activities of daily living, stress management, and cooking. Wrote monthly progress reports and treatment plans. Trained new employees. Transported clients to and from appointments and supervised clients on community shopping trips. Monitored and dispensed medications for 15-20 clients. Ordered medications and reconciled medication errors with pharmaceutical representatives. Prepared meals for clients on weekends.

Promise House, Phoenix, AZ

Group Home Manager, 2000-2002

- Supervised and trained new employees. Updated client data sheets and individual service plans. Tracked and reconciled petty cash, computed employee time sheets, and delegated responsibilities.
- Managed doctor, dentist, and counseling appointments for eight clients. Attended parent teacher conferences, foster care review board meetings, case conferences, and management meetings. Conducted monthly staff meetings. Created menus, activity calendars, and chore charts.

Hope Group, LLC, Phoenix, AZ

Habilitation Provider, 2000-2002

- Worked independently with siblings diagnosed with autism. Responsibilities included reducing self-injurious behaviors, increasing language acquisition skills, and developing more appropriate social skills.

Western Michigan University, Kalamazoo, MI

Undergraduate Practicum Student, 1999

- Worked one-on-one with a four-year-old child diagnosed with autism at the child's school. Applied behavioral discrete trial training and reinforce the child's successes. Used creativity to keep the child engage in the exercises utilizing the child's interests.

PRESENTATIONS & PUBLICATIONS

"Imposter Syndrome", June 12th, 2018. Presented at Southwest Behavioral & Health Services.

"Working with SMI Population: Permanent Supportive Housing and Clinical Implications", Nov. 4th, 2016. Presented at Midwestern University.

"Introduction and Review Counseling Skills", August 17th, 2016. Presented at Sias International University, Xinzheng, China.

"CBT", August 18th, 2016. Presented at Sias International University, Xinzheng, China.

"REBT", August 19th, 2016. Presented at Sias International University, Xinzheng, China.

"Treating the Chronically Ill". April 21st, 2014 & May 13, 2015. Presented at Early Bird for Southwest Behavioral Health, Phoenix, Arizona.

"Working with consumers diagnosed with Borderline Personality Disorder", March 1st, 2005. Presented at a colloquium for Southwest Behavioral Health, Phoenix, Arizona.

Latrice Hickman, MPA – Copa Health

EDUCATION

Arizona State University, Tempe, AZ, Master of Public Administration, 2007

University of Phoenix, Phoenix, AZ, Bachelor of Science in Human Services, 2005

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Vice President of Corporate Compliance & Risk Management, 2021 – Present

Reporting to the Chief Executive Officer with substantial accountability to the board of directors, responsible for company-wide compliance programming; including, day-to-day operations of the corporation's comprehensive ethics, HIPAA, and Sarbanes Oxley programs. Develops and implements strategies for all aspects relating to standards of conduct; responsible for the agency's privacy programs; ensures business units comply with required regulations and expectations. Ensures any matter potentially requiring external reporting is promptly and appropriately investigated communicated to the appropriate oversight agency, including but not limited to: Department of Health Services, Office of Civil Rights, and Office of the Inspector General, etc.

Treatment Assessment Screening Center, Inc. (TASC)

Chief Program Officer, 2016 –2021

Reporting to the Chief Executive Officer, responsible for leading and managing TASC's Treatment and Service Programs; corporate compliance, HIPAA Privacy Officer, fiscal accountability, network sufficiency, contracting, client grievances and investigation activities, proposal creation/submission, developing new programs and services, program implementation compliance, expanded funding source opportunities, and department revenue cycle management.

Selected Achievements:

- Negotiated value based payment modality; increased program payments by 40%
- Revised programming to incorporate strength-based and trauma informed modalities
- Decreased the Clinical Department's negative P/L variance by seven-hundred thousand dollars ($700K)
- Transformed agency revenue model to include Medicaid and private insurance funding
- Secured multiple public and commercial provider network contracts
- Designed agency revenue cycle management plan; including KPI monitoring
- Mitigated potential adverse legal incidents resulting in two hundred and fifty-thousand dollars ($250K) savings
- Mitigated high level sentinel events
- Advised CEO and Board of Directors regarding government policy impacting agency operations, funding, and sustainability

Childhelp, Inc.

Chief Program Operations and Quality Improvement & Compliance Officer, 2011–2016

Reported to the Chief Executive Officer; developed, lead, and managed a comprehensive array of medical, social, behavioral, and treatment services. Direct responsibilities included revenue cycle management, employee management of key positions with oversight of five hundred plus (500+) employees; brick and mortar operations in six (6) states and a national hotline. Responsible for compliance with all federal, state, and contract funding regulations; certifications, accreditation, and licensing requirements.

Selected Achievements:

- Decreased program staff turnover rate by fifty-five percent (55%)
- Developed compensation scale and criteria for direct care workers
- Developed EEOC compliance and training program
- Identified and spearheaded collection of eight-hundred thousand dollars ($800K) in outstanding receivables
- Grew donor program support by eighty-five percent (85%)
- Developed a network of public and private payer relationships in a climate of downsizing
- Spearheaded cross functional leadership teams to successfully obtain COA initial accreditation for Michigan Foster Care and Adoption Programs, COA and NCA reaccreditation for Tennessee Advocacy Center and Foster Care and Adoption Programs, and Joint Commission reaccreditation for the agency's Virginia Psychiatric Residential Treatment Center
- Created and implemented robust compliance activities to ensure adherence to CMS and federal fraud, abuse and waste standards
- Increased employee efficiency by sixty-four percent (64%); annual savings of three-hundred and twenty-five thousand dollars ($325K)
- Successfully mitigated potential adverse legal incidents which resulted in savings of three-hundred thousand dollars ($300K)
- Successfully lobbied to support CHIP funding legislation

Triple R. Behavioral Health Inc.

Director of Quality Improvement and Compliance, 2007 - 2011

Reported to the Chief Executive Officer; assigned full ownership of all compliance and program billing activities; functioned as the organization's HIPAA Privacy Officer and Corporate Compliance Officer. Provided direct oversight of multiple departments; Medical Records, Quality Improvement, Training, Admissions, and Billing.

Selected Achievements:

- Created a CQI based data validation program which resulted in a sixty percent (60%) decrease in service codes errors
- In partnership with the Director of Information Systems, implemented processes which resulted in a sustained billing error rate of less than one percent (1%)
- Streamlined Admissions, Training, and Health Information Departments; annual savings of one-hundred and ten thousand dollars ($110K)
- Initiated and coordinated all sentinel incident reviews, grievance resolutions, and investigations of allegations of abuse, neglect; no legal actions during tenure
- Led multi-disciplinary executive team initiatives to ensure employee communications were timely, inclusive and transparent
- Advised CEO and Board of Directors regarding government policy impacting agency operations, funding, and sustainability

Devereux Arizona

Quality Improvement Coordinator, 2005-2007

Reported to the Director of Quality Improvement & Compliance; designed data collection systems, analyzed trends, and grievance investigation processes for all Devereux programs in the State of Arizona.

Selected Achievements:

- Developed and facilitated agency-wide compliance trainings
- Created treatment specific logic models for residential services
- Key role in securing Joint Commission reaccreditation
- Mitigated sentinel events resulting in decreased litigation

C/W Health Analytics

Director of Strategic Planning and Quality Assurance, 1997 - 2005

Reported to the Chief Executive Officer; responsible for all activities related to revenue development, compliance, service delivery, and human resources.

Selected Achievements:

- Established Quality Control Department
- Implemented performance measures and review
- Negotiated contracts, performed document and data control activities
- Continuous analysis of trends, applicable to organizational, state, and federal standards
- Established human resources department; benefits/compensation, evaluation criteria, policy

development, HRIS/HRMS protocols, training and supervision of personnel per federal and state proficiency guidelines

- Executed internal quality audits, implemented corrective/preventative actions as necessary

PROFESSIONAL AFFILIATIONS

National Association for Healthcare Quality

American Society for Public Administration

Association of Family and Conciliation Courts

Mary Glennon, MSW - CASS

EDUCATION

Arizona State University, Phoenix, AZ, Master of Social Work, 2012

Northern Arizona University, Flagstaff, AZ, Bachelor of Science, Psychology, 2010

Northern Arizona University, Flagstaff, AZ, Bachelor of Science, Sociology, 2010

EXPERIENCE

Central Arizona Shelter Services, Phoenix, AZ
Director of Programs, 2019 – Present

- Design and implement innovative programming as funding becomes available, leveraging existing partnerships and creating new ones to collaboratively end homelessness across Maricopa County
- Monitor program budgets to ensure funds are expended in an appropriate and timely manner
- Provide leadership and guidance to supervisors and direct-service staff of the Single Adult Shelter to create a team-based, client-driven model for ending homelessness

Central Arizona Shelter Services, Phoenix, AZ
Shelter Programs Manager, 2017-2019

- Ensure on-going training of staff in accordance with best practice recommendations, including Trauma- Informed Care, Harm Reduction, Motivational Interviewing, and Crisis Prevention Intervention

Arizona Housing, Inc., Phoenix, AZ
Housing Solutions Manager, 2016-2017

- Manage grant-funded permanent supportive housing project and rapid re-housing projects
- Establish innovative ways to solve problems and keep clients permanently housed
- Prepared and submitted monthly billing documents for funds reimbursement
- Provide direct supervision of 9 employees

Central Arizona Shelter Services, Phoenix, AZ
Rapid Re-Housing Program Manager, 2014-2016

- Monitored client housing budget of $437,000
- Provided direct supervision of 4 employees at 2 work sites
- Oversaw the administration of one state- and one city-funded grant, ensuring compliance with all contract guidelines
- Created policy and procedure handbook

Central Arizona Shelter Services, Phoenix, AZ
Rapid Re-Housing Case Coordinator Lead, 2013-2014

- Counseled team of 3 case coordinators regarding client and/or grant compliance issues
- Developed and monitored action plan goals and housing stability case plans with case load of 20-30 medium-acuity clients exiting homelessness into permanent housing
- Set program eligibility criteria, maintained waiting lists, completed intake paperwork and assigned clients to follow-up case coordinators

Central Arizona Shelter Services, Phoenix, AZ

Housing and Supportive Services Case Manager, 2012-2013

- Exceeded prescribed job expectations by managing a consistently high case load (50+) and assisting clients in obtaining housing at a rate above the monthly average
- Collaborated with social service partner agencies to assist clients in meeting needs

Teen Outreach Pregnancy Services, Peoria, AZ
Case Manager Intern, 2010 - 2011

- Interviewed clients to gather a social history; assisted pregnant and parenting teens in achieving short-and long-term goals; co-facilitated support group for pregnant and parenting teens

Catholic Charities, Flagstaff, AZ
Family Emergency Shelter Case Manager Intern, 2010

- Maintained client progress notes and assisted in developing goal-oriented service plans for families

Michaela Statt, LMSW – Coa Health

EDUCATION

Arizona State University, Phoenix, AZ, Master of Social Work, 2008

Arizona State University, Tempe, AZ, Bachelor of Arts in Psychology, 2005

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Vice President of Integrated Health Solutions (Outpatient Services)

Develops and executes strategies to ensure operations, services and environments meet the highest levels of quality and performance consistent with Copa Health policies, practices and within all regulatory governing bodies. Responsible for required deliverables/performance to payers, allied service organizations and regulatory agencies. Acts as a member of the Executive Leadership Team and works collaboratively to ensure the highest quality of clinical care and support in a recovery focused settings.

Copa Health, Mesa, AZ

Site Administrator, Clinical Director, Clinical Coordinator

Provided all administrative and clinical oversight of RBHA contracted PNO clinic serving approx. 1500 members who have been diagnosed with a Severe Mental Illness (SMI)

Arizona State Hospital

Forensic Psychiatric Social Worker

Provided direct care including assessment and treatment recommendations/interventions to psychiatric patients who were adjudicated as GEI (guilty except insane). ED to assist patients with psychosocial concerns in order to provide appropriate community resources.

Michael Franczak, Ph.D. – Copa Health

EDUCATION

St. Louis University, St. Louis, MO, Doctor of Philosophy in Psychology, 1976

New School for Social Research, New York, NY, 1974

Montclair University, Montclair, NJ, Master of Arts in Psychology, 1972

LaSalle University, Philadelphia, PA, Bachelor of Science in Psychology, 1971

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Director of Population Health

Ensures that professional services are consistent with the agency's mission statements, with an emphasis on maintaining current procedures and applicable standards and regulations. Ensure effective departmental leadership. Establish relationships and maintain rapport with other components of the Maricopa County Regional Behavioral Health Authority. Implement quality service delivery which promotes person-centered planning and clinically appropriate practices including the following principles for serving individuals with a mental illness.

AZ Dept. of Health Services

Division of Behavioral Health Services, Chief of Clinical Services

Responsible for the organization, development, and direction of statewide clinical infrastructure and operations for the Division of Behavioral Health Services which operated in a managed care environment for both Medicare and Medicaid. Responsibilities included: Adult/Children's Services, Substance Abuse Services, Training, Customer Services, and Network Management.

AZ Dept. of Health Services, Division of Behavioral Health Services,

Chief, Bureau for Persons with Serious Mental Illness

Monitored services for individuals throughout the state of AZ, responsible for development, implementation, and monitoring of a community system of care that included the transition/discharge process from the State, local Psychiatric, Jail, and Correctional facilities.

Improvement Concepts Inc.

Senior Research Associate

Developed and tested evaluation instruments, trained/supervised the independent evaluators used in the Thomas S. Case. The evaluation instruments were based on relevant HCGA regulations, ACDD Standards, and State and Federal Regulations.

PRESENTATIONS AND PUBLICATIONS

2000 **-** Principal Investigator – Project MATCH- Children's System of Care Initiative - Funded by Substance Abuse Mental Health Services Administration.

2001 **-** Co-Principal Investigator – System Expansion Initiative for Treatment for Individuals with Co-Occurring Disorders- Funded by Substance Abuse Mental Health Services Administration.

2005 – Principal Investigator. Substance Abuse Services for Adolescents and Adults. Funded by the Substance Abuse Mental Health Services Assoc.

2004 - Principal Investigator. State Infrastructure Grant for Children's Services. Funded by the Substance Abuse Mental Health Services Assoc.

2009 – Project Director. AZ project to assist individual's from homeless to independent housing with Behavioral Health Services. Funded by the Substance Abuse Mental Health Services Assoc.

2016 – Transition and Discharge Planning Enhancements to Reduce Remission. ASU Summer Institute. Sedona, AZ.

2016 – With Advanced Training, Peers Gain Credibility. With Lori Ashcraft and Kathy Bashor. Behavioral Health Care, March 15.

2016 – Enhancing Resilience : Sustaining Recovery. With Doug Barshter, John Reich, Martha Kent, and Alex Zautra. In N.N. Singh, J. Barber, and S. Van Sant (Eds.). Recovery Principals, Research and Practice in Inpatient Psychiatric Hospitals. New York, NY: Springer.

Jacqueline Webster, Ed.D., LAC, NCC – Copa Health

EDUCATION

Grand Canyon University, Phoenix, AZ, Doctor of Education in Organizational Leadership with an Emphasis in Behavioral Health, 2017

Arizona State University, Tempe, AZ, Master of Counseling, 2010

Arizona State University, Tempe, AZ, Bachelor of Arts in Psychology, 2008

Arizona State University, Tempe, AZ, Bachelor of Science in Family and Human Development, 2008

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Assistant Director of Population Health, 2021-Present

Responsibilities include assisting in identifying training and technical assistance needs to achieve fully integrated and collaborative care practices; collaborating to enhance member engagement related to gaps in care and utilization; participating in committees/meetings related to data governance and utilization of data for clinical initiatives; participating in the planning and monitoring of value based payment methods and contracts; supporting the training and clinical departments in developing staff training for issues identified in the population health data.

Grand Canyon University, Phoenix, AZ

Program Manager, 2018-2021

Responsible for the development, operations and evaluation of social and behavioral science programs at the university. Ensured that the undergraduate addiction counseling program continued to meet state board requirements for graduates to apply for licensure as a Licensed Substance Abuse Technician. Contributed to the process of obtaining CACREP accreditation for graduate counseling programs and CSWE accreditation for social work programs.

Terros Health, Phoenix, AZ

Clinician, 2010-2017

Provided evidence-based counseling services, such as cognitive behavioral therapy and motivational interviewing, for community members in group therapy sessions, individual counseling, and psychoeducation programs. Populations served included individuals with substance use disorders, mental health disorders, serious mental illness, and co-occurring disorders.

Arizona State University, Tempe, AZ

Success Coach Supervisor, 2008-1010

Assisted with the development, implementation and support of success coach programming at the university. Developed reports to monitor program success, assess student usage of services and make data-driven changes to the program to increase the success outcomes and number of students in the program. Developed training material and trained success coaches with initial and ongoing trainings.

PRESENTATIONS AND PUBLICATIONS

Presenter: Webster, J. & Krupp, D. (2019). How to Survive in the Counseling Field. Presented at the Southwestern School for Behavioral Health Studies, Tucson, AZ.

Doctoral Research Dissertation: The Correlation between Covert Racial Attitudes and Multicultural Competency among Behavioral Health Counselors (2017).

Co-Investigator: The impact of ethnically matched animated agents (avatars) in the cognitive restructuring of irrational career beliefs held by young women: Diverse findings from four randomized clinical trials (2015). *International Journal of Cyber Behavior, Psychology and Learning (IJCBPL) 5 (3)*

Masters Research Thesis: The Incremental Effects of Ethnically Matched Animated Agents in Restructuring the Irrational Career Beliefs of African American Young Women (2010).

Diana Medina, Ph.D. – Copa Health

EDUCATION

Arizona State University, Tempe, AZ, PhD Counseling Psychology, 2014

Purdue University, West Lafayette, IN, MsEd School Counseling, 2005

Purdue University, West Lafayette, IN, MS Industrial Engineering, 2001

Purdue University, West Lafayette, IN, BS Industrial Engineering, 1999

EXPERIENCE

Copa Health, Inc. Mesa, AZ

Chief of Clinical Education
Develop Psychology Training Program for the psychology and clinical training of practicum students, interns, and postdoctoral fellows. Primary supervisor for trainees in the program. Develop and coordinate didactic training for training program. Active member of the Executive Leadership Team providing support and collaboration in providing evidence-based care to our members. Developed and implemented Employee Support Group to address mental health topics with our staff.

Balanced Life Psychology, LLC
Licensed Psychologist
Provide therapy, consultation, and evaluation services. Services provided in English and Spanish.

Southwest Behavioral & Health Services
Program Director at Erickson Outpatient Clinic
Provide administrative and strengths-based clinical supervision to a diverse program staff through weekly individual supervision meetings and/or weekly group staff meetings. Provide clinical consultation on an as needed basis and during regularly scheduled supervision to prescribers, therapists, and clinical staff. Conduct performance reviews as needed and complete annual performance evaluations. Recruit, train, and supervise interns and volunteers for program(s). Perform routine and timely chart audits for each therapist and assure timely chart closures. Act as a liaison between program staff and funding/referrals sources. Perform networking and marketing functions to build program areas and/or program revenues. Monitor therapist/client/program financial and production data. Monitor staff and service delivery for barriers to treatment. Develop written administrative and clinical protocols for staff and programs as needed. Work with staff to develop program curricula.

Mark F. Bustamante, CPA – CASS

Education

Master's in business administration In Progress
Western International University

Bachelor of Science in Accounting and Management Dec. 88
Park University, graduated Magna Cum Laude with distinction

Experience

Central Arizona Shelter Services (CASS)
Accounting Manager *Aug. 17 – Current*
Mosaic451 LLC

- Oversee daily operations of the accounting department to include account reconciliations, variance analysis, accounts payable, accounts receivable, collections, payroll (ADP), month-end close, sales tax returns, and fixed assets. Make sure all accounting transactions are thoroughly documented and saved for compliance with annual audit.

- Manage general ledger and chart of accounts, prepare (GAAP) financials statements, prepare monthly internal management reports, annual budget, forecasts, and cash flow analysis.

Accounting Manager *Nov. 10 – Aug. 17*
CSA General Insurance Agency (Subsidiary of BlueCross, BlueShield of Arizona)

- Prepared and presented (Statutory) financial statements, budgets, forecasts, account analysis, and cash flow analysis to management team and Board of Directors.

- Researched, investigated, analyzed, reconciled, evaluated and maintained financial data. Improved the efficiency of sales revenue and commission expense reporting.

- Worked with both external and internal auditors on interim and annual audit process.

- Interacted with internal and external customers to discuss financial processes and issues.

- Supervised daily operations of the accounting department and investment account activities.

Accounting Manager *Apr. 07 – Nov. 10*
Salt River Pima-Maricopa Indian Community

- Prepared profitability analysis, participated in the development of long-term strategic planning, and cash flow analysis of the Community's enterprises. Developed internal rate of return, net present value and payback models to rate investment opportunities.

- Prepared (GAAP) financial statements, helped the Community to catch up on three years of past due financial statements, prepared internal management reports, variance and trend analysis.

- Assisted business managers with their annual business plans, budget preparation, forecasts, and projections.

- Supervised general ledger, rents receivable and payable staff. Created sub-ledger database systems and queries to expedite the month end close process.

Accounting Manage/Senior Accountant/Accountant IV *Jan. 95 – Apr. 07*
Maricopa County Human Services Department

- Member of the Executive Committee that addressed budgeting, contract management, benchmarking, strategic planning and compliance issues.

- Responsible for the management of all accounting and procurement functions of the department which consistently received clean audits from multiple funding source annual audits.

- Managed all financial reporting requirements, developed financial reporting models used to consolidate division reports used to present comprehensive annual reports to stakeholders, council members, and various city and town partnerships.

- Developed internal controls procedures to address audit compliance areas.

- Developed and implemented new accounting and management reporting procedures.

- Supervised accounts payable, payroll, and billing functions. Developed a new payroll exception report used to identify pre-paycheck errors which improved efficiencies and reduced after the fact payroll corrections.

Financial Analyst *Jan. 89 – Jan. 95*
Circle K Corporation

- Assisted in the prepared quarterly (10Q) and annual (10K) financial statements in compliance with the US Security and Exchange Commission laws.

- Analyzed and recommended capital investment opportunities to management.

- Prepared internal management reports, journal entries and variance analysis.

Professional Affiliation
Certified Public Accountant, license number 8078-E Dec. 92 – Current

Military Service
United States Air Force Feb. 85 – Jan. 89
Completed bachelor's degree while stationed at Luke AFB

STATE OF ARIZONA

Office of the
CORPORATION COMMISSION

CERTIFICATE OF GOOD STANDING

I, the undersigned Executive Director of the Arizona Corporation Commission, do hereby certify that:

COPA HEALTH, INC.

ACC file number: 23055920

was incorporated under the laws of the State of Arizona on 01/24/2020;

That all annual reports owed to date by said corporation have been filed or delivered for filing, and all annual filing fees owed to date have been paid; and

That, according to the records of the Arizona Corporation Commission, said corporation is in good standing in the State of Arizona as of the date this Certificate is issued.

This Certificate relates only to the legal existence of the above named entity as of the date this Certificate is issued, and is not an endorsement, recommendation, or approval of the entity's condition, business activities, affairs, or practices.

IN WITNESS WHEREOF, I have hereunto set my hand, affixed the official seal of the Arizona Corporation Commission, and issued this Certificate on this date: **08/24/2021**

Matthew Neubert, Executive Director

COPA HEALTH

CASS
Central Arizona Shelter Services

Memorandum of Understanding

This Memorandum of Understanding (the "Memorandum") is made on December 29, 2021 (the effective date), by and between Copa Health, Inc., of 924 N Country Club Dr., Mesa AZ 85201 (hereinafter referred to as "Copa") and Central Arizona Shelter Services at 230 S 12th Ave, Phoenix, AZ 85007 (hereinafter referred to as "CASS") for the purpose of achieving the various aims and objectives relating to Services, Communication and Collaboration related to the Bower Park Transitional Housing Project (hereinafter referred to as the Project).

WHEREAS, Copa and CASS (collectively, the Parties) desire to enter in an agreement in which Copa and CASS will work together to complete the Project and,

WHEREAS, Copa and CASS are desirous to enter a Memorandum of Understanding setting out the working arrangements that the Parties agree are necessary to complete the Project.

Support and funding for this collaboration is received by a grant through an AHCCCS RFP #YH22-0055 (the RFP).

Purpose

To support service delivery for individuals who receive services in the ASH Bridge Housing and Outpatient Treatment facility operated by CASS and Copa.

As outlined in the RFP, Copa and CASS are to achieve the following for this Project:

- Jointly add content to submit a complete and compelling RFP Response
- Clarify the roles of Copa and CASS to operate the Project and serve members
- Jointly create a budget for the Project
- If the RFP is won, jointly provide feedback on the design of the housing and clinic facility

Obligations of the Partners

The Parties acknowledge that at this point in time there is no contractual relationship between them by this Memorandum but agree to work together in the true spirit of partnership to ensure that there is a united, visible and responsive leadership of the Project and to demonstrate financial, administrative, and managerial commitment to the Project by means of the following individual services. A contractual relationship will be established if we are successful in obtaining the RFP award.

COPA HEALTH

CASS Central Arizona Shelter Services

Cooperation

The activities and services for the Project shall include, but not be limited to:

a. Copa Health will take the lead role in developing a proposed clinical model to provide bridge housing and appropriate supportive services necessary to connect persons who are living with SMI and experiencing homelessness to community based permanent housing and services.
b. CASS will take the lead role in proposing transitional shelter operations for up to 70 persons with an SMI designation or presumed to meet the criteria to receive an SMI designation who are experiencing homelessness and, if the RFP is won, take the lead role to provide input on the transitional shelter building design.

Communication Strategy

Marketing of the vision and any media or other public relations contact should always be consistent with the aims of the Project and only undertaken with the express agreement of both parties. Where it does not breach any confidentiality protocols, a spirit of open and transparent communication should be adhered to. Coordinated communications should be made with external organizations to elicit their support and further the aim of the Project.

Liability

No liability will arise or be assumed between the Parties as a result of this Memorandum.

Dispute Resolution

In the event of a dispute between the Partners in the negotiations of the final binding contract relating to this Project, a dispute resolution group will convene consisting of the Chief Executive Officers of each of the Parties together with one other person independent of the Partners appointed by the CEOs. The dispute resolution group may receive for consideration any information it thinks fit concerning the dispute. The Parties agree that a decision of the dispute resolution group will be final. In the event the dispute resolution group is unable to make a compromise and reach a final decision, it is understood that neither party is obligated to enter into any binding contract to complete the Project.

Term

The arrangements made by the Parties of this Memorandum shall remain in place from the effective date listed above until the Project is abandoned by one of the parties or a final contract is executed between the Parties. The term can be extended only by agreement of all the Partners.

Notice

Any notice or communication required or permitted under the Memorandum shall be sufficiently given if delivered in person or by certified mail, return receipt requested, to the

address set forth in the opening paragraph or to such other address as one party may have furnished to the other in writing.

Governing Law
This Memorandum shall be construed in accordance with the laws of the State of Arizona.

Assignment
Neither party may assign or transfer the responsibilities or agreements made herein without the prior written consent of the non-assigning party, which approval shall not be unreasonably withheld.

Amendment
All amendments must be in writing and signed by the Parties.

Severability
If any provision of the Memorandum is found to be invalid or unenforceable for any reason, the remaining provisions will continue to be valid and enforceable. If a court finds that any provision of this Memorandum is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision will be deemed to be written, construed, and enforced as so limited.

Prior Memorandum Superseded
This Memorandum constitutes the entire Memorandum between the parties relating to this subject matter and supersedes all prior or simultaneous representations, discussions, negotiations and Memorandums, whether written or oral.

Understanding
It is mutually agreement upon and understood by and among the Partners of this Memorandum that:

a. Each Party will work together in a coordinated fashion for the fulfillment of the Project.
b. In no way does this agreement restrict involved Parties from participating in similar agreements with other public or private agencies, organizations and individuals.
c. Each Party will participate in the development of the Project.
d. Nothing in this Memorandum shall obligate any Party to the transfer of funds. Any endeavor involving reimbursement or contribution of funds between the Parties of this Memorandum will be handled in accordance with applicable laws, regulations and procedures. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the Parties involved and shall be independently authorized by appropriate statutory authority. This Memorandum does not provide such authority.
e. This Memorandum is not intended to and does not create any right, benefit or trust responsibility.

f. This Memorandum will be effective upon the date of the last signature of the Parties below.

Signatures

This Memorandum of Understanding shall be effective as of the date first written above.

Copa Health, Inc.
By Shar Najafi-Piper, PhD
Its CEO
Date: 01.03.2022

CASS
By Lisa Glow
Its CEO & President
Date: 1/4/2022

Attachment B
REFERENCES
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