

Nashika Jackson Ogilvie DHSc(c), MBA, NHA

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3/27/2025

To Whom It May Concern:

I am a health care operations executive with over twenty years of experience. My primary area of practice has been as a Licensed Nursing Home Administrator in long-term care. However, I have had experience in acute care hospitals, substance abuse, domestic violence, and charitable not-for-profit organizations. I am known for my ability to turn around facilities' operational, financial, and regulatory performance. I have extensive knowledge of Medicare, Medicaid, and health insurance, and I work with governments and regulatory agencies. I have a working knowledge of (a) health laws and regulations, (b) human resources, (c) social services, (d) financial operations, (e) business office, (f) public relations and marketing, (g) rehabilitation services, (h) plant operations management, (i) clinical services, (j) resident rights, (k) compliance, and (l) policy development. I have functioned as a project manager, risk manager, compliance officer, and quality assurance and performance improvement officer. I have spent several years doing sales and marketing, non-profit program development, grant writing and administration, Joint Commission JACHO accreditation, and American Health Care Association quality awards proposals. Develop and submit a plan of correction to the area agency on health care administration for CMS re-licensure.

I have been interested in health care disparities. As a practitioner, I have worked to reduce those disparities. I pursued a doctorate in health science with a concentration in global health to identify how research can formulate policies to improve population health. I also pursued independent research, utilizing the National Institute of Health's All of Us workbench to conduct regression analysis on social determinants of health affecting specific populations. Which I then developed into manuscripts for publication. I am experienced in secondary scientific data research, have a working knowledge of SPSS, and have knowledge of biostatistics in R, learning theories, and academic course development.

I am also active in my community. I am on the Board of Directors for Monarch Health Services and Village Veranda Assisted Living. I am a member of the Florida Health Care Association, where I serves on both the Legislative and Survey and Regulatory committees. As a member of survey and regulatory, I review proposed rules and statutes and provide recommendations. As legislative committee members, we work on issue briefs to present to our legislators to advocate for the long-term care industry and senior citizens. I am also on the Senior

Citizens Advisory Committee for the US House of Representatives 20th Congressional District, and as such, I am a liaison between our congresswoman and the community. I volunteered on the Scientific Program Advisory Committee for the Continuum of University for Global Health 2023 and 2024 conferences to review panel discussions and abstracts. I have also participated in several Project Echo cohorts addressing the COVID-19 pandemic and the use of Antipsychotic medication in long-term care. I am the chair of collaboration for the 22 DREF researcher working group. This is a program of Delta Research Educational Foundation as a grantee of the National Institute of Health to bring awareness to the NIH All of Us Research Project.

I am pursuing an opportunity to be the next Palm Beach County Administrator, to bridge my extensive working knowledge in health care with the skills I have developed while pursuing my doctorate. I believe my twenty-year experience as an operations executive has equipped me with the skills to contribute to the continued growth of Palm Beach County.

Sincerely,

Nashika Jackson Ogilvie DHSc(c), MBA, NHA

Nashika T. Jackson Ogilvie, DHSc, MBA, NHA, Preceptor

Nashika Jackson Ogilvie DHSc, MBA, NHA

nashikaa@yahoo.com

OVERVIEW:

I am an experienced health care facilities leadership and operations manager with extensive marketing, human resources, compliance, regulatory, and risk management experience. I have extensive knowledge of Medicare, Medicaid, and health insurance and working with governments and regulatory agencies. I am a United States Citizen who does not need sponsorship.

EDUCATION:

Nova Southeastern University
Fort Lauderdale, Florida

Doctor of Health Science
Global Health

Lynn University
Boca Raton, Florida

Masters in Business Administration
Health Services Administration

Florida Atlantic University
Boca Raton, Florida

B. S. in Health Service Administration
Certificate International Business/Marketing

LICENSES HELD:

Florida Nursing Home Administrator License Number NH4840

Florida Nursing Home Administrator - Preceptor

Florida Real Estate Sales Associate - SL3343716

Florida License Mortgage Loan Originator- NMLS#1527813

CITI Certificate - Social-Behavioral-Educational (Non-HPD) Researchers

EXPERIENCE:

Xaymaca Consulting, LLC September 2015 – Current
Consultant/Independent Contractor
West Palm Beach, FL

Healthcare project management consultant focusing on operations management, regulatory compliance, legislative advocacy, research, healthcare business brokering, and product distribution for the long-term care industry.

Accomplishment

- Interim Nursing Home Administrator during periods of leadership transition with Consulting Support Service and Miramar Post Acute Care.
- Facilitated the licensure of Assisted Living Facilities.
- Conference/workshop presenter at international, national, and local conferences.
- National Partnership Liaison—Develop the standard operating procedures for establishing national partnerships. Establish partnerships with a memorandum of understanding.
- Chair of fostering collaborations - Launched research projects using the National Institute of Health All of Us Database. Hosted webinars and National Research Symposiums

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focusing on health topics. Engaged 25 educational institutions and 18 other collaborating organizations to support DURA acquisition and researcher registrations.

- Completed quantitative, qualitative, and regression analysis research

University of Arizona July 2024 - Current Associate Faculty Exempt

Faculty in the College of Art and Science, Masters of Health Administration Program. Qualified to teach:

- Health Care Policy Analysis
- Human Resources Management
- Continuous Quality Improvement & Risk Management
- Strategic Planning & Marketing in Health Care
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Northlake Care Center November 2024 to Current Nursing Home Administrator / Exempt Salary 40 hours/per week Lake Park, Florida

Executive Director of a Marimar Post Acute Care Facility focusing on improving financial performance, clinical acuity, customer service, staff retention, and survey and regulatory outcome. Since starting, the occupancy rate has improved from 87% to 97%, and the skilled rehab census has increased from 4.7% to 17.7%.

Avante Group August 2021 to March 2024 Senior Executive Director/ Exempt Salary 40 hours/per week Lake Worth, Florida

Executive Director of a 134-bed skilled nursing facility, focusing on high clinical acuity, including respiratory treatment such as ventilator and tracheotomy-dependent patients. The facility had 147 staff members, of which all nurse aides, dietary, plant operations, laundry, and housekeeping were members of the bargaining unit (SEIU). I was responsible for directing and coordinating administrative, clinical, and community relations. I assumed management responsibilities to ensure the company's policies and procedures and state and federal regulations were followed. Under my leadership, the facility piloted multiple programs; as such, we analyzed the program, developed best practices, and determined how the programs would be rolled out throughout the company. Participated in various legislative and lobbying activities as a member of Florida Health Care Association.

Accomplishment

- Develop strategies to enhance the company's and industry branding and presence with elected officials and key stakeholders on the federal, state, and local municipalities level.
- Assist in advancing relationships between the company and health care organizations.
- Increase staff understanding of and participation in advocacy and policy-making activities.
- Wrote and received the 2024 American Health Care Association National Quality Award-Bronze.
- Wrote and received a grant that allowed the facility to become Virtual Dementia Tour

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Certified.

- Maintained joint commission accreditation JACHO on its triannual survey.
- Centers for Medicare and Medicaid Services (CMS) Federal Covid -19 survey with a 98.8% compliance rate.
- Rolled out one of the 1st SNF C-Aureus programs in the state and was recognized by the Florida Department of Health for our efforts.
- Increased total overall average census by 31 patients per day.
- The company's highest employee satisfaction survey outcome was in the 90th percentile.
- Implemented the new section GG role for MDS in Long Term Care.
- Build and maintain relationships with regulatory agencies to foster positive regulatory activities.
- Achieved one full calendar year with no survey citations (2023) after assuming the facility and clearing 3 G-level citations, denial of payment, and possible de-licensure.
- Recruited physicians and started a specialized pain, infection control, and cardiac program.
- Facility accomplished zero loss time for worker compensation.

Lifespace Communities May 2020 to July 2021

Health Center Administrator / Exempt Salary 40 hours/per week

Juno Beach, Florida

60-bed skilled nursing facility within the campus of a 275 private pay resort style residential living Continuing Care Retirement Community, which also had a private duty company. The community had over 250 employees whose disciplines range from nurses, nurse's aides, home health aides, maintenance, laundry and housekeeping, dietary staff, social services, and marketing, contracted staff for the rehab department (Select rehab), dietary staff (Thomas Cuisine), and contracted physicians' groups. As the Health Center Administrator, I was second in command behind the Executive Director and assumed 24/7 operational oversight for the Health Center's financial, administrative, clinical, quality, and regulatory outcomes. I functioned as the Executive Director of the entire community during the absence of an Executive Director.

Accomplishments

- COVID-19 champion for the community during the COVID-19 pandemic with roles and responsibilities that include, but are not limited to monitoring for, AHCA reporting, NHSN/SAMS/CDC reporting, and health department reporting, COVID-19 monitoring, and testing,
- Project ECHO Covid-19 cohort champion and grant recipient.
- COVID-19 vaccine champion successfully vaccinated all residents and staff wishing to be vaccinated.
- Medicare rate increased by over \$100 PPD due to the increased focus on PDPM.
- The facility maintained a total census and mix above the targeted budget and maintained a positive variance to budget.
- PBJ process, data analysis, and submission.

Senior Living Management March 2019 to May 2020

Health Care Center Administrator / Exempt Salary 40 hours/per week

West Palm Beach, Florida

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I assumed 24/7 operational oversight for financial, administrative, clinical, quality, and regulatory outcomes at a 30-bed skilled nursing facility and a 115-bed assisted living and memory care facility with 127 employees and a contracted rehab department (TMC). I worked with the facility management to analyze, assess, plan, and implement strategies to increase census, revenue, reputation management, and regulatory compliance.

Accomplishment

- Transitioned to CMS Center for Medicare and Medicaid's new payment model, PDPM.
- Initiated the first response to the COVID-19 pandemic

Airamid Health Services, June 2015 – November 2018

Administrator / Exempt Salary 40 hours/per week

Pompano Beach, Florida

Pompano Health and Rehab was a 127-bed skilled nursing facility with 140 employees and two contract companies (Select Rehab and HCSG). The facility was also under the bargaining unit (Union). I assumed 24/7- operations responsibility. The facility admitted and discharged 30-40 patients per month and increased its overall occupancy to 95%.

Accomplishments:

- Received Health Care quality awards for having a lower than 6% tile in quality metrics compared to the State and National benchmarks.
- Reduction in complaint survey.
- Improvement in financial performance and year-over-year contribution margin
- Improvement in adhering to company systems
- Improvement in employee morale, retention, and satisfaction and a reduction in employee turnover;
- Successfully passed internal audit
- Successfully process and submitted PBJ
- The facility was awarded division awards for the Life Safety Survey and Business Office outcome.
- Reduction in bad debt and days sales outstanding.

HCR-Manor Care Heartland of Prosperity Oaks, October 2013 – June 2015

Administrator Exempt Salary 40 hours/per week

Palm Beach Gardens, FL

120-bed skilled nursing facility with 160 employees. I assumed 24/7- operations responsibility. The facility admitted and discharged 80-100 patients per month and operated at an average census of 94% total occupancy and a 45 % rehab census.

Accomplishments:

- Improvement in customer satisfaction scores improved from the low 40% to 81% recommendation to others.
- Improvement in financial performance and year-over-year contribution margin
- Improvement in adhering to company systems
- Improvement in employee morale
- Listed in Newsweek as a top Nursing Home with a 5-star rating
- Successfully passed internal audit

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- Facility was awarded regional awards in rehab outcomes and business office (bad debt and days sales outstanding)
- The facility lowered its employee turnover and improved its retention and employee satisfaction.
- Improvement in survey history and improved its overall star rating to a 5-star rated facility.

HCR-Manor Care Manor Care Boynton Beach June 2011 – October 2013

Administrator Exempt Salary 40 hours/per week

Boynton Beach, FL

180-bed skilled nursing facility with over 200 employees. Assume 24/7 operational responsibilities. The facility admitted and discharged 80-110 patients per month and operated at 35-40 % rehab census.

Accomplishments:

- Improved financial performance
- Improvement in survey outcome
- Improvement in financial outcome- increase overall Medicare/Medicaid rate
- Zero center-acquired pressure ulcer under my leadership
- Decrease in the number of survey citations
- Improvement in customer satisfaction scores
- Successful Internal audit
- Facility was awarded the regional awards for best expense control, MDS, rehab outcomes, Human Resources

HCR-Manor Care Heartland of Boynton Beach February 2008- June 2011

Administrator Exempt Salary 40 hours/per week

Boynton Beach, FL

120-bed dementia/memory care skilled nursing facility with over 150 employees. Assumed a 24/7 operational oversight. The facility admitted and discharged 20 patients per month and operated at a skilled rehab census of 10 -15 % of its overall census.

Accomplishments:

- Improvement in financial performance
- Reduction of physical restraint from thirty-three to zero
- Reduction in the number of survey citation
- Improvement in customer satisfaction scores
- Facility was awarded the regional awards for improvement in contribution margin and lowest restraint

Southern Healthcare Management November 2005 – December 2007

Marketing Director / Exempt Salary 40 hours/per week

Lake Worth, Florida

Responsible for the business development of the 117-bed skilled nursing facility. Developed its skilled rehab mix which contributed to overall profitability

- Developed a marketing plan, sales targets, and key performance indicators
- Recruited orthopedic physicians to start an orthopedic unit, which increased skilled rehab.
- My efforts resulted in a 20% improvement in the overall census, from 88 to an ADC of 114.

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HCR-ManorCare May 2004-November 2005

Admissions Director / Exempt Salary 40 hours/per week

Delray Beach, Florida

I was responsible for the day-to-day marketing and admissions efforts of the 120-bed skilled nursing facility. During my tenure, it operated at or above 95% occupancy.

CROS Ministries January 2000- May 2004

Family Connections Coordinator / Exempt Salary 40 hours/per week

West Palm Beach, Florida

Developed and implanted a granted welfare-to-work mentoring program under the Clinton Administration Welfare to Work Reform. Engaged in the food/hunger distribution programs.

- Recruited, trained, and provided monitoring for mentor/mentees to ensure compliance with grant guidelines.
- Provided community assessment for the continued need of the program to secure funding.
- Wrote and presented proposals to the Executive Director and Board of Directors on the direction the program should go based on the analysis of the assessment.
- Wrote and received a \$500,000 federal grant, renewing county grants, and private grants to maintain the program.

Drug Abuse Foundation August 1998 to December 2000

Substance Abuse Counselor / Exempt Salary 40 hours/per week

Delray Beach, Florida

Provided substance abuse counseling and mental health evaluation to juveniles arrested and placed under the care of the Department of Juvenile Justice.

Membership

- Project ECHO - Global, Covid-19 and joint commission cohort.
- Ryan White Conference on HIV Care and Treatment.
- Florida Health Care Association: Survey and regulatory committee, legislative committee.
- United Nation NGOCSW/NY
- Consortium of University for Global Health
- Delta Sigma Theta Sorority, Inc - Delta days at City Hall, Florida Capital, US Capital, and the United Nations.
- US House of Representatives 20th Congressional District, appointed Senior Citizen Advisory Board.

Skills/ Knowledge/Abilities

- Advocacy, legislative and government relations
- Developed manuscripts for publication
- Secondary scientific data research, have a working knowledge of SPSS, and have knowledge of biostatistics in R
- Academic course development – health care continuing education space
- Grant writing, non-profit program development
- Develop and submit a plan of correction to the area agency on health care administration

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for CMS re-licensure.

- Conducted investigation and submission for AHCA adverse, as well as immediate day one and day five submissions.
- Submitted in the SAMS/NHSN system
- JACHO survey
- Developed annual budget and financial forecast
- Census development – marketing plan, prospecting, lead development
- Reputation management- public relations and marketing
- Health laws, State and Federal Regulations
- Risk manager, policy and compliance officer
- Quality assurance and performance improvement officer
- State/Federal/Local Regulatory Compliance – CMS, AHCA, OSHA, DOH, CDC/NHSN/SAMS, CEMP, Life Safety, Joint Commission.
- Human resources – recruiting, retention, benefits, labor law, PBJ,
- Social Services – assessment, BIMS, PHQ9
- Financial operations – budget planning, spend-down, financial controls
- Business office- accounts receivable, accounts payable, collections, Medicaid, Medicare, managed care
- Plant operations management- Fire plan and Comprehensive Emergency Management Plan (CEMP), facilities management, maintenance, and housekeeping.
- Rehabilitation services- physical, occupational, speech and respiratory therapy service.

REFERENCES UPON REQUEST