MICHAEL CRABTREE, FACHE

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Healthcare Compliance Executive ♦ Corporate Attorney ♦ Trusted Business Partner

Strategic healthcare compliance leader and attorney with 15+ years of experience in healthcare industry. As Director Corporate Compliance – Deputy Chief Compliance Officer for Northern Arizona Healthcare, proactively builds strategic relationships and oversees a robust compliance program. Proven experience across privacy, healthcare compliance, training, program management & evaluation, quality assurance, clinical education, personnel management, business acumen, regulatory monitoring, and financial stewardship.

Leadership Profile

- Analyzes compliance matters from multifaceted perspective, considering regulatory environment and business needs.
- Devises strategies to mitigate risk and maximize resources to support patient-driven mission in a collaborative manner.
- Eliminates barriers and delivers impactful compliance training to empower diverse teams, leaders, and organizations.

Select Competencies

Healthcare Operations | Privacy | Revenue Cycle | Business Development | Conflicts of Interest | Change Management | Fraud, Waste, & Abuse Prevention | Reporting | Investigations | Teambuilding | Due Diligence | Risk Mitigation | Quality Assurance | Training | Ethics | Outcome Measurement | HIPAA

PROFESSIONAL EXPERIENCE

NORTHERN ARIZONA HEALTHCARE | Flagstaff, AZ (Remote from IL) **2022 – Present**

Largest healthcare organization in Northern Arizona with a service area of 700,000 people, employing 3K+ providers and other healthcare professionals.

Director Corporate Compliance – Deputy Chief Compliance Officer

Provides day to day operational and tactical leadership for all aspects of the organization's compliance and privacy matters, including audit. Collaborates with Chief Compliance Officer to formulate organization's strategic plan for compliance and privacy operations, and enterprise risk. Works with senior leaders to deploy profitable business ventures in a compliant manner.

OPERATIONAL EFFICIENCY AND EFFECTIVENESS

- **Decreased annual compliance audit outsourcing costs by 80%** through strategic hires and internal training, while improving audit completion times.
- **Improved investigation 30-day completion rate to 85%** from 45% through development of effective investigation process and status tracking.
- **Enhanced operational flexibility** through aggressive cross-training of department personnel.

PARTNERSHIP AND RELATIONSHIP BUILDING

- **Maintained department Tier 1 Status with Press Ganey employee engagement survey,** with individual manager score in the top 5 within the organization.
- **Integrated revenue cycle and compliance relationships to improve organizational financial performance** through weekly coordinating meetings.
- **Fostered increased operational partnership** to formulate strategic approaches to business challenges, including increasing patient capacity through use of virtual beds.

RISK MITIGATION AND PROGRAM DEVELOPMENT

- **Improved compliance program maturity to 3+ rating** from 2, an average of two improvement levels per year.
- **Enhanced compliance with Department of Justice and national compliance standards** by initiating an annual compliance work plan, risk assessment, and program inventory.
- **Developed compliance key performance indicators** to enhance compliance transparency and assist senior leaders in guiding the organization's compliance function.

OSF HEALTHCARE | PEORIA, IL **2019 – 2022**

Integrated health system with 24K+ employees, 147 locations, 15 hospitals, and 2 colleges of nursing in IL and MI.

Director, Compliance (2021 – 2022) & ***Compliance Officer*** (2019 – 2022)
Interim Director, Compliance (2020 – 2021)

Directed compliance program for high-risk functions within complex healthcare and regulatory environment. Led team of 10, comprised of Compliance Officers and Auditors. Led compliance investigations and facilitated communication with regulatory agencies. Advised senior leaders on regulatory developments and proactively collaborated cross-functionally to mitigate risk.

POLICIES & COMPLIANCE TRAINING

- **Routinely reviewed and drafted multiple system policies**, including policies related to Stark Law, Anti-Kickback Statute, and social determinants of health, among others.
- **Enhanced fraud and abuse prevention program**, providing foundation to explore international business opportunities.

RESULTS & CROSS-FUNCTIONAL COLLABORATION

- **Maintained 94% claims appeal success rate**, leading to payment authorizations and increased revenue.
- **Proactively collaborated with finance leaders** to conduct internal audits. Analyzed results to ensure proper coding and billing practices, leading to increased revenue by adding appropriate code modifiers to select procedures.

PEPPER HAMILTON LLP | Philadelphia, PA | *Multi-practice law firm with 450+ attorneys* **2018 – 2019**

Associate Attorney, Corporate & Securities Practice Group

Advised corporate boards of directors, executives, and other leaders regarding governance matters, fiduciary duties, conflicts of interest, regulatory compliance, risk, and corporate structures.

- **Drafted state and federal-level disclosures and mandatory filings**, negotiated and reviewed corporate documents, including contracts, confidentiality agreements, and other transactional documents, and advocated for client interests.
- **Conducted due diligence on M&A transactions** for mid-market deals ($20 to $500M+) and represented sellers and buyers in various purchase arrangements. Routinely selected for complex cases, including international deals.

MCLEAN COUNTY AREA EMS SYSTEM | Bloomington, IL **2009 – 2015***

Joint venture between two regional healthcare systems, comprised of approximately 900 field providers, 48 EMS agencies, two regional medical centers, and three affiliate hospitals.

Interim Director (2015) & ***Paramedic Education Training Program Director*** (2009 – 2015)
Quality Assurance Coordinator (Quality & Compliance) (2012 – 2015)
Education Coordinator (2009 – 2012)

Entrusted with progressive responsibilities across training, quality assurance, and operations. Ensured compliance with federal and state statutory and regulatory requirements. Collaborated with diverse stakeholders, including community leaders, executives, and government officials. ****Left role to attend law school full time.***

ADDITIONAL EXPERIENCE AND CERTIFICATIONS

Health Sciences Legal Intern **| DREXEL UNIVERSITY OFFICE OF GENERAL COUNSEL**
Summer Legal Associate **| PEPPER HAMILTON LLP**; and **BAYHEALTH MEDICAL CENTER**
EMT/Paramedic **| ADVANCED MEDICAL TRANSPORT OF CENTRAL ILLINOIS**
Sergeant (Honorable Discharge) **| ARMY/ARMY NATIONAL GUARD**

Certifications **| CHC (HCCA); CHFP, CRCR, CSBI (HFMA); Negotiation and Mediation (Northwestern)**

CURRENT FACULTY APPOINTMENTS

Adjunct Professor, Ethics & Professional Standards | DREXEL UNIVERSITY THOMAS R. KLINE SCHOOL OF LAW
Adjunct Faculty, Health Law & Ethics | SOUTHERN NEW HAMPSHIRE UNIVERSITY

BAR ADMISSIONS & PROFESSIONAL AFFILIATIONS

BAR ADMISSIONS: Commonwealth of Pennsylvania & U.S. District Court for the Eastern District of Pennsylvania

MEMBERSHIPS: American Health Law Association, Health Care Compliance Association, American College of Healthcare Executives, American Bar Association; Healthcare Financial Management Association

EDUCATION

DREXEL UNIVERSITY THOMAS R. KLINE SCHOOL OF LAW Juris Doctor (J.D.), *magna cum laude* | Class Rank: Top 10%

UNIVERSITY OF ILLINOIS AT SPRINGFIELD Master of Public Administration (M.P.A.)

LINCOLN COLLEGE Bachelor of Science (B.S.), *summa cum laude*, Health Sciences Administration