

***Kathleen S. Penkert, ACSW***  
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## **PROFESSIONAL EXPERIENCE**

**Penkert Consulting,** 12/1995 to Present  
Provide managed care and privatization technical assistance, consultation, and model development to behavioral health, health care organizations and child welfare organizations in the following areas

### **Recent Child Welfare Consulting Projects:**

Lead Consultant for various projects for the development of operational and financial models, application of utilization management, installation of utilization management and business flow, provider network development and contracting in response to a variety of projects, response to RFP's and ITN's on behalf of customers opportunities, community based care/ Lead Agency projects, Case Rates or performance based contracting in the following locations:

- Orlando, Florida Wrote winning ITN, and Implementation Plan, Continue to work as a Technical Assistance Consultant focusing on system refinement. (Heartland for Children, founded by Devereux, Privatized Child Welfare within Global Budget)
- Iowa Department of Human Services, Co wrote Applications for Title IV Waivers for Case Rate Child Welfare and Subsidized Guardianship.
- Arizona Department of Economic Security, Co wrote a plan for state wide Child Welfare Privatization.
- Working with Bair Foundation to assist the organization in business and programmatic readiness for performance bases contracting in a variety of behavioral health, foster care and case management markets.
- Wrote winning proposals resulting in the addition of over \$280 million in revenue for Tanager Place in Iowa, Devereux in Orlando, FL, Providence Service Corporation in Fort Myers, FL, Eckerd Foundation of Florida, and Lutheran Services in Florida.
- Annie E Casey Foundation, Child Welfare System redesign in Richmond, Virginia
- Child Welfare League of America presented at numerous national and regional meetings.

**United Behavioral Health, Minneapolis, MN** 4/1989 to 1/2000

### **United Healthcare Corporation**

#### ***Vice President of Account Management***

Developed, implemented, and operationalized an account management plan and department providing customer service for 6.4 million Health Plan members in 35 states, representing \$288 million in revenue.

#### ***Vice President of Sales, and Marketing***

Developed strategic sales and marketing plan that resulted in \$125 million revenue for 1994. Sales activities focused on health plans and insurance companies, self-insured employers and the public sector markets.

#### ***Director of Mental Health, Health Marc***

Developed strategic plans and operational responsibilities for the implementation of policies and procedures for telephonic case management and UR. Managed a centralized telephonic service center for the mental health delivery for 1.3 million lives of public and private self-insured employer groups. Managed the creation of medical necessity

guidelines, quality improvement process, new product development and marketing / sales.

**Regional Director / Executive Director**

Developed and implemented an operating plan, policies, and programs to provide managed mental health to capitated HMO, PPO and EAP systems. Liaison between corporate UBS office and ten local UBS sites throughout the United States.

**Mercy Managed Care and**

**Mercy Chemical Dependency Services**, Council Bluffs, IA

11/1987 - 4/1989

**Executive Director**

Developed, implemented and operationalized a MCO business unit for a 14,000 member HMO. Managed the clinical and fiscal operations for sixty-four bed adult and adolescent chemical dependency inpatient units and three outpatient sites with responsibility for fifty-five counseling, nursing, and medical staff members. Product development and marketing of services.

**Midlands Community Hospital Chemical Dependency Unit**, Papillion, NE 6/1985-10/1987

**Executive Director**

Developed, Implemented, and managed inpatient chemical dependency unit and outpatient program for chemically dependent adolescents and families. Program and fiscal management, Implementation of licensing and JCAHO regulations, developing new programs and policies, and coordination with community agencies. Authoring successful grant applications for funds and managing contractual agreements.

**Loess Hills Area Education Agency**, Council Bluffs, IA

9/1982-6/1985

**School Social Work Consultant**

Consultation with the administrative and teaching staffs of five school districts.

**Christian Home Association**, Council Bluffs, IA

6/1978-9/1982

**Director of Residential Care**

Managed professional and clinical staff and the operation of five treatment programs for emotionally disturbed and chemically dependent youth. Strategic planning, development and administration of all treatment programs working with the Board of Trustees, implementation of licensing regulations, coordination with other private and public social service agencies, and developing new programs and policy.

**Luther College**, Decorah, IA

7/1976-6/1978

**Director of Social Work Education**

Administration and coordination of the social work program, supervision of the social work, faculty, public relations and fund raising, curriculum development, and counseling of social work students.

**Indiana State University**, Terre Haute, IN

8/1974-7/1976

**Assistant Professor of Social Work**

◆ Taught undergraduate courses and supervised field placements students.

**Iowa Department of Social Services**, Des Moines, IA

8/1969-8/1974

**Social Work & Staff Development Specialist**

◆ Social Worker II - Child Welfare Worker (Adoptive and Protective Services, Foster Parent Recruitment, and Training) and Social Worker V - (Staff Development Specialist).

**EDUCATION**

**University of Nebraska**, Lincoln, NE

1973

*M.S.W. in Administration & Community Organization*

**Mankato State University**, Mankato, MN

1969

*B.A. Sociology*

**LICENSE AND CERTIFICATIONS:**

N.A.S.W. (Register of Clinical Social Workers)	1987
Diplomat in Clinical Social Work	1987
Certified Master Social Worker, Nebraska #CMSW 376	1987
Licensed Independent Social Worker, Iowa	1998
A.C.S.W. (Academy of Certified Social Workers)	1976

**PUBLICATIONS:**

- ▶ Marketing to Managed Care Organizations, Kathleen S. Penkert, 1998, Child Welfare League of America, Inc.
- ▶ Networks, Mergers, & Partnerships in a Managed Care Environment, Kathleen S. Penkert et al., 1998, Child Welfare League of America, Inc.
- ▶ Managed Care as a Platform for Cross-System Integration, Journal of Behavioral Health Services and Research, 1998, Kathleen S. Penkert, et al.

**APPOINTMENTS:**

Iowa Governor's Child Welfare Advisory Committee, term in office 2008-20011.