

DAWN DEPORTER

(978) 335-6077
Baton Rouge, LA 70810

dawndeporter@gmail.com
www.linkedin.com/in/dawn-deporter

CHIEF OPERATING OFFICER

An action-oriented and results-focused leader with a proven track record driving organizational value for multi-site retail, specialty, and contract pharmacies and pharmacy benefit management companies. Demonstrated expertise in orchestrating M&A transactions, turnarounds, and integrations that achieve profitable and sustainable growth. Develops and executes strategic plans, impacting all pharmacy, call center, product fulfillment, compounding laboratory, and repack functions, while creating a total quality management culture, engaging and empowering performance across dispersed teams.

Key competencies include:

Net Promoter Score Mgmt.	Profit & Loss Management & KPIs	Customer/Client Experience
Mergers & Acquisitions	Strategic Planning & Implementation	Continuous Improvement
M&A Due Diligence	Private Equity/BOD Reporting	Enterprise-wide Team Building
Acquisition Integration	Compliance & Risk Management	Workflow & Process Improvement

EXPERTISE IN ACTION

Corporate Development – Sourced, pitched, performed due diligence, executed, and integrated 3 acquisitions over a 7-year period with a transaction value of \$546M; retained 87% of script volume one year post acquisition; 50 state geographic expansion with strategic brick and mortar locations added in CA, AZ, NY, and MA

Strategy & Execution – Converted 2 acquisitions from legacy pharmacy software systems within 6 months of acquisition; realized \$760,000 in savings by centralizing processes (call center, PA, financial assistance, compounding, specialty, training, compliance, accreditation) within 9 months and completed integration of people, processes, and systems by 1-year post acquisition

Multi-Site Pharmacy Operations – Achieved 98% combined ratings, tracking performance, quality, safety, financial activity, and engagement (18% improvement average across all locations); focused on core business and metrics by implementing key metrics dashboards (updated hourly), supervisor and employee targeted training, pharmacist certification opportunities, and employee recognition and performance incentives programs

Business Transformation – Increased Net Promoter Score® by 8 ppts, patient satisfaction scores from 97% to 99.1% across all business lines; improved patient experience: by expanding call center capabilities; worked with programmers to develop patient portal and mobile application, and offering additional delivery options that together increased patient-directed refills 30%

PROFESSIONAL EXPERIENCE

OPTUMRX, INC., Phoenix, AZ

May 2021– December 2021

Subsidiary of UnitedHealth Group and one of the largest Pharmacy Benefit Managers providing pharmacy care services.

Vice President, 503B Compounding Services

May 2021 – December 2021

Recruited to lead the 503B compounding team in manufacturing sterile compounded product to cGMP standards; develop a 3-year strategy, and lead operations while facilitating cross-functional teams' performance. 6 weeks after start date corporate parent, UnitedHealth Group announced an enterprise-wide restructuring. Following the decision to discontinue this business unit, responsibilities shifted to divestiture/closure.

- Personally contacted clients/customers to inform them of the closure and provided supplier referrals.
- Coordinated with HR in efforts to place/transfer personnel to other positions in the corporation and separated employee notifications
- Divestiture of \$8M in assets, including \$5M in automation equipment (\$2M on site and \$3M coordinated with vendor in Italy for Factory Acceptance Testing (FAT) and shipping to purchaser).
- Coordinated with Real Estate Services to sublease leasehold manufacturing and office spaces.

AVITA DRUGS, LLC | LONGS PHARMACY SOLUTIONS, Baton Rouge, LA

March 2013 – January 2020

Industry leader in specialty and retail pharmacy, as well as 340B contract pharmacy and administration.

Executive Vice President | Chief Pharmacy Officer

November 2018 – January 2020

Promoted to provide strategic direction and leadership for operations of 38 pharmacies, including Retail, 340B Contract Pharmacy, Specialty, Compounding, and Long-Term Care. Directed 4 supervisors managing 300+ employees. Oversaw all strategic initiatives and call center operations, encompassing integration, P&L, customer service, pharmaceutical procurement, receiving, security, inventory control, diversion prevention, fulfillment, and clinical programs. Authored policies, procedures, and protocols for effective and profitable operations.

- March 2013–January 2020 – Managed P&L during 10X growth from \$188M to \$2.3B over 7 years, working alongside C-suite executives to identify opportunities for contractual growth, patient experience improvements, acquisitions, and startups.
- November 2018–January 2020 – Drove 1.9X growth in annual revenue from \$1.2B to \$2.3B in 15 months through organic growth and acquisitions: built 14 pharmacies, working with real estate to secure location; design through build out process, licensing, contracting, staffing, and accreditations
- Developed acquisition target list, BOD presentation creation and pitch team member; performed operational, regulatory and compliance due diligence; integration of 3 transactions
- Realized \$760K in annual savings by centralizing redundant processes (call center, PA, financial assistance, compounding, specialty, training, and accreditation); rolled out enterprise-wide compliance program.
- Built and operationalized 7 new retail 340B pharmacies in conjunction with pharmacy director and facilities management team, all with incremental contribution within 6 months of go-live
- Reduced labor costs 25%-33% per prescription by focusing pharmacies on base business and metrics spanning performance, quality, safety, financial, activity, and commitment
- Partnered with in-house and external programmers to plan and execute IT-driven process and systems improvement: operational dashboards for KPIs and metrics; deadstock program enabling stock transfers between locations that minimized obsolescence; patient management system providing medication and disease-specific clinical frameworks, capturing evidence data of patient outcomes, adherence, and ADEs
- Promoted awareness of on-site pharmacy at 340B clinics and word-of-mouth referrals by conducting focus groups, patient, health care provider, and case manager interviews; findings spurred joint marketing initiatives, educational campaigns, patient mgmt. programs, and patient portal & mobile app. development
- Call Center – focused on achieving key metrics improvement: one call resolution, TTA <30 seconds, under 2 mins hold times, and warm transfers; all at 90% or higher.
- Patient- & Provider-Focused Marketing – grew script volume across all pharmacies: 340B, specialty, retail, LTC, and compounding: provided marketing materials directly to patients, wrapped elevators at clinics, health fairs partnerships and clinics special event sponsorships, pharmacy open houses and educational programs with clinics' social media; captured 15% leakage rate; captured 17% annual revenue growth for specialty segment alone. Also focused on CEs/patients dissatisfied with other contracted pharmacies
- Initiated and closed 3 LDD contracts and 2 advanced services agreements, GPO, wholesaler agreements, and manufacturer data agreements for both parent and subsidiary companies.
- 3rd Party Payer Expansion – Collaborated with pharmacy directors to accredit 3 pharmacies through URAC, 2 through ACHC, and 12 through VIPPS allowing for 100% entry into targeted third-party payer networks.

Vice President of Strategic Operations

October 2017 – November 2018

Promoted to provide strategic direction for business development and operational initiatives by capitalizing on company's competitive advantages, and market & economic opportunities within 340B and specialty pharmacy distribution. Worked with CEO to create corporate 340B strategies: form new relationships, sign new entities, increase number of entities reaching script threshold, geographic expansion, grow transfer accounts, integrate administration reporting process, launch on-site pharmacies, and implement internal audit function.

- Grew revenue 5-fold to \$1.2B by opening 4 new pharmacies; devised strategy with CEO to increase specialty business, resulting in 2 LDD contracts, 1 new health plan agreement, and 2 advanced services contracts.
- Increased patient satisfaction from 97% to 99.1% across all business lines and boosted net promoter score by 8 ppts; improved patient experience through patient portal & mobile app development and call center capabilities expansion; offered additional options for delivery increased patient-directed refills by 30%
- Met or exceeded script count targets for retail (102%), specialty (106.7%), 340B (106.4%), and compounding (100%) in collaboration with executive leadership to craft/launch growth strategy: buy-and-build in targeted geographies reaching 100% market penetration; signed 20 new Pharmacy Service Agreements annually

- Reduced OPEX per Rx 10% on average and DIR fees ~2% by partnering with CFO to develop and execute plan to minimize operating expenses through EQuIPP score management and proprietary report generation.
- Avita/Longs Pharmacy Integration – Established strategy & execution, regulatory compliance, operations, and budgets for all pharmacies; standard pharmacy software conversion; standardized policy and established and managed strategy and operations to key metrics for all business lines across all locations

Vice President of Pharmacy Operations

March 2013 – October 2017

Recruited to manage operations of 4 specialty pharmacies providing 340B administration and contract pharmacy services to chronically ill patients. Developed strategic growth opportunities. Led 13 direct reports overseeing 120 staff in pharmacy, operations, accreditation, and training divisions. Promoted from Director to VP 10/2014.

- Played key role in 50% business growth, \$188M to ~\$270M; partnered with C-suite on organic growth and M&A strategies. Expanded from 4 pharmacies licensed in 6 states to 7 pharmacies licensed in 39 states.
- Completed 20 pharmacy acquisition integrations from 2013-2016: expanded lines of business accommodating client requests, including specialty, co-branding, managing CE branded pharmacy, client consulting services, internal audit function (via partners), at proximity-based on-site locations
- Built quality, patient, and medication therapy management programs; compliance, accreditation, and prior authorization departments, clinical oversight, and infection control committees; and dedicated call center.
- Transformed business to enter contracting market, attain first-ever URAC and ACHC Specialty Pharmacy accreditation in record-setting 14 months, obtain VIPPS, and ensure adherence to quality initiatives, metrics, and Board of Pharmacy requirements.
- Authored policy & procedure manual, expanding from 2 to 107 policies; developed organization's first training programs; built internal audit and HIPAA compliance programs. Created business continuity plans.
- Developed strategies that lowered pharmacy expenses, improved operational and service efficiencies, and enhanced patient health outcomes to 90%+ with up to 1,000 scripts per day at flagship pharmacy.

PHARMERICA, INC., Beltsville, MD and Fredericksburg, VA**October 2009 – January 2013***Fortune 1000 company providing comprehensive pharmacy and consulting services to patients and providers.***Multi-Site Director of Pharmacy**

Provided strategic direction, operational leadership, and P&L management for pharmacies with \$46.8M in revenue servicing long-term care facilities, skilled nursing facilities, assisted living facilities, group homes, and mental health facilities; established policies, procedures, benchmarks, and goals

- Drove regional turnaround and transformation with 150% improvement in productivity from 22 to 54.9 scripts per hour, 29% increase in technician productivity, 6% revenue growth, 10% boost in quality to 99.8%.
- Strengthened financial controls, instituted stringent collections procedures, launched business development initiatives, implemented staff training programs, and created quality management culture of engagement.
- Reduced costs for delivery 19%, back-up service 22%, inventory 4%, labor 22%, and general expenses 25%
- Boosted customer service ratings from 78% to 89% in 6 months by training staff and quarterly client visits

Express Scripts, Inc., National Director of Pharmacy Compliance**CuraScript Infusion Pharmacy, Inc.**, Director of Pharmacy**Integrity Health Care Services, Inc.**, Pharmacy Manager**Priority Healthcare, Inc.**, Compounding Department Supervisor/Fertility Compounding Manager**Walgreen's Pharmacy, Inc.**, Staff Pharmacist**EDUCATION**

Master of Business Administration (MBA), Southern New Hampshire University

Bachelor of Science (BS) in Pharmacy, Massachusetts College of Pharmacy & Health Sciences

Bachelor of Science (BS) in Premed Science and Communication Disorders, University of New Hampshire

LICENSURE & ACCREDITATIONS

Licensed Pharmacist in seven States and U.S. Capital: MA, MO, VA, DC, MD, LA, TX, and AZ

Accreditations SME for URAC, PCAB, JCAHO, DMEPOS, and VIPPS