

SUMMARY:

High-energy, strategic behavioral healthcare executive and educator with exceptional leadership and communication skills with extensive experience in the following broad-based competencies:

Change Management
Strategic Planning
Employee Engagement and Culture
Healthcare Operations
Financial & Program Analysis
Turnaround & Financial Restructuring
Program Integration

Curriculum Development
Management and Leadership
Non-profit Board Development
Fundraising & Development
Program Development & Evaluation
Electronic Health Records
Quality Management & Accreditation

PROFESSIONAL EXPERIENCE:

Capstone Solutions Consulting Group, LLC

Managing Director & Principal

Virtual

May 2021 - Present

CSCG brings together highly experienced and well-known senior-level experts from the public sector, non-profit and for-profit entities, and academia to help organizations and communities understand and solve the intractable problems they face. Provides a range of strategic and customized consulting services to nonprofit and public sector organizations. Primary areas of focus include but are not limited to strategic planning, program and fund development, system and gap analysis, change management, leadership development and executive coaching.

USC, Suzanne Dworak-Peck School of Social Work

Senior Lecturer

Lecturer

Adjunct Assistant Professor

Los Angeles, CA

July 2021 - Present

July 2018 – June 2021

May 2017 – June 2018

Professor in the Master of Social Work and Doctor of Social Work Programs, teaching courses on *Design Laboratory for Social Innovation, Financial Management for Social Change, Executive Leadership, Strategic Innovations for the Grand Challenges, Research and Leading Public Discourse* to prepare students to be leaders of nonprofit organizations, behavioral health companies and public-sector systems. Clinical courses on Social Work Practice with Individuals, Families and Groups have also been taught. In addition to general course instruction, work also includes consultation with students to create and evolve Capstone projects, including program design, financing / funding and implementation.

Elements Behavioral Health

President, Program Operations

Long Beach, CA

October 2015 – June 2017

Elements Behavioral Health, a \$120 million-dollar, multi-state, multi-site organization, provides residential and outpatient treatment for substance use and mental health disorders, trauma, eating disorders and other health care issues.

- Managed 1200 employees and responsible for operations at over 40 locations
- Responsible for admissions, clinical and medical departments, utilization review, verification of benefits and all aspects of clinical programming
- Engaged in local and national communities to market and promote services and improve admissions / profitability
- Accomplishments in first 12 months include:
 - Completed program restructuring resulting in cost savings of approximately \$60M annually
 - Consolidated and centralized several key functions (UR/UM, Human Resources, Compliance, policy / procedures, facilities) allowing clinical teams to focus on client / patient care
 - Acted as an agent of change in helping move organization from a cash pay environment to managed care payments
 - Implemented new documentation standards and protocols and other safety and clinical initiatives aimed at improving engagement in treatment and reducing overdose risks.
 - Enhanced and developed leadership team to ensure quality, clinical and financial metrics were met
 - Implemented employee programs to improve employee engagement

Cassandra (Loch) Fatouros, MBA, LCSW
fatouros@usc.edu

Prototypes

President and Chief Executive Officer

Chief Program Officer

Prototypes' mission is to rebuild the lives of women, children and communities impacted by substance abuse, mental illness, and domestic violence. We promote self-sufficiency by providing integrated and comprehensive programs and ensuring safety and shelter for those in need.

Los Angeles, CA
March 2008 – October 2015
June 2007 – February 2008

- As CEO, oversaw all aspects of the organization including program operations, quality management, finance, human resources, IT, and fund development
- Managed \$20 million in operating revenue from government funding streams, foundations, managed care and private donations
- With approximately 250 employees and 13 locations, served over 10,000 high risk women, children, and families annually in residential, outpatient, field- and community-based evidence-based treatment
- Accomplishments include the following:
 - Introduced an annual strategic planning process with Board of Directors, resulting in changes to mission statement, strategic focus and improved operational performance
 - Rebuilt the Board of Directors, established Board governance policies, committee structure, giving requirements, and processes that led to organized and performance focused meetings
 - Achieved a three-year CARF (Commission on Accreditation of Rehabilitation Facilities) Accreditation on first site visit with fewer than 10 recommendations during survey; this process enabled us to organize and standardize processes across all locations regardless of funding streams or populations served resulting in improved quality and oversight
 - Diversified revenue by moving from 100% reliance on government contracts to 90% by securing contracts with 7 national managed care organizations, developing affordable private pay programs and implementing fund development program
 - Complete a financial turnaround of the organization taking it from year-over-year decrease in net assets (loss) to year-over-year increase in net assets (gain); strategies included decreasing administrative overhead, real estate consolidation and outsourcing of non-essential functions
 - Secured funding for implementation of Electronic Health Records and developed plan for implementation
 - Secured organization's first endowed gift of \$1M
 - Implemented employee programs including annual employee survey, performance review process, performance-based compensation and bonuses, standardized new hire orientation process, quarterly supervisor trainings, and electronic timekeeping
 - Improved or maintained Employee (93% of employees "I like my job") and Client Satisfaction (92%)
 - Implemented Quality Improvement Activities and Clinical Leadership Council aimed at improving clinical decision making and measuring results (including standardized reporting)
 - Implemented marketing programs aimed at rebranding and repositioning the organization for more effective and efficient fundraising and client outreach
 - Facilitated merger with HealthRight 360 to improve operational efficiencies and expand organization's reach

United Health Group

Vice President, Intake – United Behavioral Health (UBH)

Van Nuys, CA
April 2006 – May 2007

- Promoted to VP, Intake – UBH, following merger between PacifiCare Health Systems and United Health Group
- Responsible for the program design of Clinical Intake for all members accessing mental health and substance abuse services
- Developed and executed multi-phased plan to generate an operational improvement of over 450% in telephone performance
- Manage budget of approximately 350 FTEs (\$20M operating budget) across multiple sites for 24/7 operations
- Develop standard processes and policies across multiple sites to improve customer experience
- Oversaw the successful implementation of Virtual Call Center technology across nine call centers as executive sponsor
- Re-designed the front-end delivery model for all members accessing services which includes the integration of Intake and EAP services, telephonic and web-based services
- Created standardized training and quality monitoring program to ensure consistency across sites and compliance with contracts

Cassandra (Loch) Fatouros, MBA, LCSW
fatouros@usc.edu

PacifiCare Health Systems

Several Positions Held

Cypress, CA

February 2001 – April 2006

Vice President, Chief of Staff for Chairman and CEO

February 2005 – April 2006

- Provided assistance to Chairman throughout the merger process with United Health Group, including assistance with scheduling time sensitive Board of Director meetings, dissemination of highly confidential Board materials, and coordination of schedules between multiple outside parties
- Researched and developed all presentation materials, discussion documents and speeches for Chairman
- Facilitated decision making for the Office of the Chairman by prioritizing information in highly intense environment
- Communicated across multiple business units to ensure execution of overall corporate strategy
- Developed and managed departmental, Vice President educational, and Board of Directors' budgets (~\$25M)
- Organized strategic initiatives and all meetings for the Chairman's office
- Co-organized company-wide development group for female executives
- Project managed diversity initiatives involving African American Health Solutions, Latino Health Solutions and Women's Health Solutions

Chief of Staff for CEO, PacifiCare Behavioral Health (PBH) and Dental / Vision

October 2003 – February 2005

- Led strategic incentives for CEO, including new product development initiatives, partnerships with outside organization designed to increase brand awareness, and national survey on consumer attitudes on mental health
- Executed corporate wide project to increase referrals to preferred mental health clinicians yielding an increase of over 50%
- Developed and implemented new tele-health program for high profile client aimed at improving access to services for employees in diverse locations

Team Supervisor – PBH

October 2002 – October 2003

- Led team of 20 Customer Service Associates and 8 Clinical Care Managers for the Major Accounts team.
- Spearheaded implementation of new accounts including all customer service and clinical training, process and procedural workflows, performance guarantees and communication with account management
- Oversaw clinical risk assessment process for issues such as suicide, homicide, substance abuse, and domestic violence
- Participated on internal and external committees with direct accountability for clinical and call center metrics and quality improvement activities

Lead Care Manager and Care Manager

October 2001 – October 2002

- Conducted clinical risk assessments for a variety of mental health issues including substance abuse, severe mental illness and issues of violence
- Provided referrals to in-patient and out-patient treatment programs and collaborated with treatment providers on most appropriate treatment
- Conducted treatment plan reviews based on evidence-based treatment approaches

Clinical Work Experience

Cedar Sinai Medical Center

Clinical Social Worker - Center for Liver Disease and Transplantation

Los Angeles, CA

October 1998 – February 2001

Providence Saint Joseph Medical Center

Clinical Social Worker

Burbank, CA

October 1996 – October 1998

Associated Social Resources

Clinical Social Worker Consultant

Los Angeles, CA

September 1996 – May 2005

EDUCATION:

Pepperdine University, The George L. Graziadio School of Business and Management

Master of Business Administration

Malibu, California

August 2006

University of Southern California, School of Social Work

Master of Social Work - Concentration in Healthcare

Los Angeles, California

May 1996

University of California, Riverside

Bachelor of Arts, Social Relations- Concentration in Sociology, Psychology, Anthropology

Riverside, California

June 1994

PROFESSIONAL LICENSURE / CERTIFICATION:

Licensed Clinical Social Worker, California, Board of Behavioral Sciences (2000), License # LC20116

Licensed Clinical Social Worker, Colorado, Department of Regulatory Agencies (2021), License #CSW.09927193

Certified Executive Coach (2023)

Cassandra (Loch) Fatouros, MBA, LCSW
fatouros@usc.edu

PRESENTATIONS:

- *Designing the Future: Using Human-Centered Design to Systematically Disrupt the Grand Challenges of Social Work (in 60 mins or less)*, The Network for Social Work Management's 31st Annual Management Conference, A Vision for The Future: Maximizing Social Impact, June 2021
- Podcast, Daily Jo with John Oberg, March 2021 on *Weaponizing Therapeutic Terms*
- *Substance Abuse Treatment for Women and Children*, UCLA School of Social, Guest Lecturer, various dates
- *Integrating Treatment for Women, Children, and Their Families*, Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment: Connecting Substance Abuse and Mental Health Systems of Care: Improving Outcomes for Children and Families, March 12 – 13, 2008.
- *Trauma-Informed Service Intervention for Women with Co-occurring disorders and Trauma History*. Raising the Bar VI: Improving Gender-Responsive Treatment, April 17-18, 2008.
- *Comprehensive Treatment for Pregnant and Post-Partum Women and their Families*. State Systems Development Program Conference: Partnering to Support Recovery Oriented Systems of Care, August 20 – 22, 2008.
- *Non-Traditional Social Work: Is it for me?* University of Southern California, School of Social Work Forum, Panel Discussion, February 2, 2010.
- *National Drug Court Month Celebration and the Juvenile and Dependency Drug Courts Graduation and Reunion 2010*. Superior Court of California, County of Ventura, Graduation Speaker, May 20, 2010.
- *Leadership Insights*, Panel Discussion, Network for Social Work Management Annual Conference, 2012
- *Family-Centered Substance Abuse Treatment*, The Statewide, Co-occurring Disorders, Integrated Care Conference. Los Angeles, CA, October 2014.
- *Family-Centered Care Poster Presentation*, National Council on Behavioral Health. Florida, April 2015.
- *Family-Centered Care*, The Sixth Annual West Coast Symposium on Addictive Disorders. La Quinta, California, May 29, 2015.

BOARD APPOINTMENTS:

- Elements Behavioral Health, Advisory Board Member, July 2017 – December 2018
- Association of Community Human Services Organizations, Board of Directors, Chair, Membership Committee, 2012 – October 2015
- California Association of Alcohol and Drug Program Executives, Board of Directors, Co-Chair, Services Sub-Committee, January 2012 – October 2015
- Network for Social Work Management, Member, Board of Directors, Workforce Competencies Sub-Committee, June 2010 – June 2014
- Rutgers, School of Social Work, Center for Leadership and Management, Advisory Board, 2014 – June 2017

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES:

- Network for Social Work Management Mentorship Program, 2012
- Network for Social Work Management, June 2010 – Present
- Women Presidents' Organization, Los Angeles I Chapter, 2009 – May 2014
- National Association of Women MBAs, 2006 - Present
- National Association of Social Workers, 1996 – Present
- Pepperdine University, Graziadio School of Business and Management Alumni Association Board Member, 2006 – 2008
- Pepperdine University, Graziadio School of Business and Management Alumni Advisory Council, 2006 - Present
- Society for Clinical Social Work, 2000 – 2001
- National Association for Liver Transplant Social Workers, 1998 – 2001

AWARDS:

- Network for Social Work Management, Exemplar Award, June 2012
- Pepperdine, Graziadio School of Business and Management, 2011 George Award for Outstanding Community Service Leader, May 2011
- Cedars Sinai Medical Center President's Award for Outstanding Quality and Achievement, 2001