

**LEE J. HARRIS DDS**  
*EXPERTISE FOR DRIVING ORGANIZATIONAL GROWTH*

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**KEY CAREER ACCOMPLISHMENTS**

- Actively coach dental group leadership, dentists, dental hygienists, and students regarding passion for learning and growing within their chosen profession
- Successfully led organizations' strategic direction and policy development
- Increased productivity, accountability, and operational efficiency to drive profitable growth.
- Developed and implemented Quality Management Programs and to improve outcomes.
- Proactively communicated with all organization stakeholders including C-Suite executives to drive accountability and continuous improvement. Effectively collaborated with colleagues and staff to empower, mentor, coach and differentiate organizations to achieve goals and objectives.
- Expert Witness for dental practice and malpractice related matters since 1990 including practice due diligence related to valuations and disputes between insurance carriers and dentists. Advise prospective practice purchasers and sellers regarding value of dental practices, as well as administrative and clinical matters. Extensive experience regarding written expert opinions, as well as deposition and trial testimony.

**EXECUTIVE PROFILE**

Senior Healthcare Executive with experience in clinical dental practice, dental practice management, dental plan leadership positions and as an industry consultant background with special skills that energize organizations to perform effectively with special focus on implementation of company initiatives.

**PROFESSIONAL EXPERIENCE**

HARRIS DENTAL SOLUTIONS, INC. Los Angeles, CA

**2001 - Present**

**PRINCIPAL CONSULTANT**

*Harris Dental Solutions is an independent consulting practice that serves the needs of dental insurance carriers, dental practices, regulators, attorneys and dental service vendors.*

- Successfully assist DSO's, government agencies and other organizations regarding compliance, dental benefit design and quality management
- Effectively communicate with insurance companies on a national basis regarding implementation of PPO policy initiatives; provide guidance regarding dental claims processing policies for CIGNA and other dental insurance carriers.
- Mentor and coach dentists, dental group management and associated staff regarding dental practice management issues to grow business, increase sales, production, and collections and to effectively manage human resources.
- Dental Operations and revenue cycle management expertise.

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CYPRESS COLLEGE (School of Dental Hygiene) – Cypress, CA

**January 2012 – May 2020**

**SUPERVISING DENTIST (part time)**

- Supervise clinical activity of dental hygiene students and instruct students regarding clinical practice
- Screen potential patients for program acceptability
- Lecturer – Head and Neck Anatomy

SUNLIFE FINANCIAL – California Benefits Dental Plan, Irvine, CA

**August 2008 – November 2013**

**DENTAL DIRECTOR**

*California Benefits Dental Plan is a dental HMO subsidiary of Sun Life Financial, Employee Benefits Group*

- Developed and implemented enhanced Quality Management Program to meet regulatory requirements.
- Significantly reduced costs associated with quality management by 50% over a three-year period.
- Successfully led Plan through Routine Compliance Survey with minimal deficiencies

Responsible for the Plan's Quality Management Program and Plan operations including claims oversight, grievances and appeals, utilization management, provider contract oversight and human resources management. Act as Chairman of Quality Management and Public Policy Committees. Report directly to Plan's Board of Directors.

WILSHIRE PARK DENTAL GROUP, Los Angeles, CA

**2004 – 2011**

**EXECUTIVE DIRECTOR, CORPORATE SECRETARY**

*Wilshire Park Dental Group is a privately held multi-specialty dental group with multiple locations in southern California that has annual revenue exceeding \$4 million. The Los Angeles location is an 18-chair dental facility that provides general dentistry, orthodontics, pediatric dentistry, periodontal, implant and oral surgery, and prosthodontic services. Clinicians are owners and all maintain part-time teaching positions at local dental schools.*

- Grew revenue and productivity from \$2.5 million to \$4.5 million over the course of two years
- Developed and implemented organizational structure and policies to support company growth initiatives
- Increased shareholder ROI from 3% to 16% during tenure

In capacity as Executive Director, accountable for the operations and practice management of the group's practices including but not limited to marketing, production, collections, billing, human resources management, facility management, practice expansion, budget development and expense management.

COALITION OF ORANGE COUNTY COMMUNITY HEALTH CENTERS, Irvine, CA

**2003 – 2011**

**DENTAL CONSULTANT**

*The Coalition of Orange County Community Clinics is a non-profit organization that's mission is to provide access to safety net medical and dental services as well to diverse populations within Orange County that are uninsured.*

- Created Dental Provider Forum as a vehicle to educate, mentor and empower clinic dentists to collaborate and share best practices.
- Established and implemented Quality Assessment program to raise the level of service and comply with requirements of the County of Orange.

Provide dental consulting services in the areas of strategic planning, quality assurance, quality improvement, professional education, and peer review. Develop, in concert with community organizations, a system of care to coordinate service delivery for the culturally diverse populations that the organization serves. Perform annual quality and scope of services and billing audits to verify compliance with County of Orange guidelines. Advise Dental Provider Forum regarding ongoing dental industry issues. Conduct quarterly continuing dental education programs.

UNITEDHEALTHCARE, formerly PacifiCare Health Systems, Inc., Santa Ana, CA **1994 – 2001**

*PacifiCare is an industry leader in the delivery of healthcare and ancillary products for employer groups and consumers in eight western states with annual revenue of \$11 billion.*

**VICE PRESIDENT, CHIEF DENTAL OFFICER**

PACIFICARE DENTAL (1994 – 2001)

- Contributed to management team that achieved profit growth exceeding 15% in each of the last three (3) years.
- Led successful development of new Quality Improvement Program to meet or exceed requirements of California Department of Managed Health Care.
- Successfully completed contracting with multiple provider networks to achieve PPO network coverage for six states: managed PPO claims department.
- Led company efforts to acquire government contracts including Geographic Managed Care (GMC)
- Successfully integrated provider networks with company acquisition of FHP; achieved over 90% provider retention.

ADDITIONAL EXPERIENCE

- Prudential Health Care Plan – Dental Director, Western Region – 1991-1993
- Safeguard Health Enterprises, Inc.- Director of Professional Education – 1989-1991
- Practicing and Owner Dentist in multiple locations – 1974-1989

**EDUCATION AND CERTIFICATION**

Licenses: Pennsylvania, New Jersey, and California

Boards Passed: National, Northeast Region and California

Doctor of Dental Surgery – Temple University, Philadelphia, PA - 1974

B.A., Biology – Temple University, Philadelphia, PA - 1970

**PROFESSIONAL DEVELOPMENT**

Certified Quality Assurance Consultant – CADP – 2001 - 2013

Associate Fellow, World Clinical Laser Institute – 2008 - 2011

California Association of Dental Plans – President, 2001 – 2003; Treasurer, 2000 – 2001

National Association of Dental Plans – Board Member, September 2000 to November 2001

American Dental Association, California Dental Association, Los Angeles Dental Society - 1991 to 2019

Institute for Healthcare Advancement – Advisory Committee, 1994 to 2003

**LECTURES AND PUBLICATIONS**

Lecture series – ‘Achieving Financial Success in Hard Economic Times’- Fall 2011

Guest Lecturer, USC School of Dentistry – *Trends in Dental Managed Care*; 1994 and 1995

Guest Lecturer, UCLA School of Dentistry – *Dental Managed Care and Health Policy*; 1997, 1998, 1999, and 2000

Articles on various dental topics in: *Human Resources Magazine, California Broker, Minorities in Business, Employee Benefits News, Managed Dental Care, Fresno County Business Journal, Sacramento Bee, Orange County Business Journal and North Bay Times.*

Participated in many podcasts related to dental practice management topics.