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EDUCATION

University of Florida, Gainesville, FL

Juris Doctor, Cum Laude, 2000 GPA: 3.31 Class Rank: Top 15%
Appellate Advocacy: Passed with Honors

Wake Forest University, Winston-Salem, NC

Bachelor of Science in Politics, with emphasis in Communications, Magna Cum Laude,
December 1997

EXPERIENCE

President, University of Florida Healthcare Education Insurance Company

Administrator, University of Florida, Florida State University, University of Central Florida, Florida Atlantic University and Florida International University Self-Insurance Programs, 2012-Current

- Plans, directs and administers all aspects of the Florida Medical Malpractice Self-Insurance Programs (SIPs) for five of the state's six Self-Insurance Programs. Duties include managing the accounting and fiscal functions of the SIPs and captives; evaluating and recommending funding levels necessary to meet SIP's annual and long-term obligations and to maintain adequate surplus to ensure the continued solvency of the program; coordinating extensively with internal and external auditors to facilitate the completion of all annual and interim audits.
- Responsible for planning, directing and developing cost-effective insurance and reinsurance programs for the State of Florida Academic Medical Malpractice liabilities, including analysis of actuarial studies, the insurance markets, judiciary and litigation trends, and other corollary factors affecting the liability exposure of protected entities/insureds to determine the feasibility of risk retention versus reinsurance; underwriting of retained risk; negotiation and purchase of reinsurance policies.
- Responsible for the planning, directing and development of loss prevention programs for the State of Florida Self-Insurance Programs. This includes identification, assessment, management and/or elimination of adverse professional and environmental conditions affecting entities protected by SIP. Further responsibilities include establishing goals and objectives, developing policies and procedures, and providing leadership in furtherance the loss prevention programs.
- Plans, directs and develops legislative review programs and recommends legislative initiatives affecting SIP insureds, to include identification and assessment of broad-scope risks, as well as review, analysis and recommendation of legislative initiatives that impact protected risks.
- Responsible for establishing claims operations management and litigation management programs for SIPs. This includes investigation, risk/loss analysis, and the legal analysis, strategy planning and claim/litigation management for asserted claims; all for the purpose of timely appropriate claim resolution where liability exists and appropriate defense where questionable liability.

Senior Associate Director Patient Safety and Business Operations, University of Florida Health Science Center Self-Insurance Program, 2011-2012.

- In collaboration with program participants, responsible for ensuring compliance with the Florida Board of Governors Regulations for the patient safety/loss prevention/education and Business Operations for the six colleges comprising the J. Hills Miller University of Florida Health Science Center, UF Health Shands Hospitals and Clinics in Gainesville and Jacksonville, as well as for Florida State University, University of Central Florida, Florida Atlantic University, and Florida International University medical schools and affiliated teaching hospitals.
- Responsible for developing an interdisciplinary and studied approach to loss prevention by collaborating with program participants, quality and administrative leaders to use external revenue to fund patient safety grant projects designed to reduce claim exposure and improve patient care.
- Responsible for monitoring, identifying and developing legislative initiatives that impact participants through close collaboration with the Florida Hospital Association, Florida Medical Association and other individual groups with interests similar to SIP protected entities. Recent legislative initiatives include consideration of expanding the pre-suit mediation program throughout the state of Florida and to other states as well as modifying Florida's disclosure laws to more closely mirror the disclosure laws used in the other states.
- Responsible for planning and oversight of the financial and administrative programs including the successful annual audits by PricewaterhouseCoopers LLP as well as audits performed by the state of Vermont for the Florida Board of Governors owned captive insurance company, UF Healthcare Education Insurance Company (HEIC).

Associate Director of Patient Safety Research and Education, University of Florida Health Science Center Self-Insurance Program, 2009-2011

- Responsible for the risk management/loss prevention requirements mandated by Florida Board of Governors Regulation 10.001 regulating UF, FSU, UCF, and FIU medical schools and affiliated teaching Hospitals.
- Responsible for collaborating with the Harvard Medical School to develop an academic medical center patient safety organization that achieved listing by the Agency for Healthcare Research and Quality (AHRQ) in December 2010. Duties include patient safety research, education and performance improvement initiatives developed in concert with other academic health care centers through creation of joint Academic Medical Center Patient Safety Organization (AMC PSO).
- Responsible for the research and grant application/award allowing for the creation of a patient safety video "Preventing Pressure Ulcers," shown to all inpatients upon admission to educate patients on how they can participate in their care and reduce the risk of pressure ulcers.
- Developed and taught course titled "Medical Malpractice" to approximately 70 second and third year law students covering a variety of current topics such as healthcare professional liability, healthcare institutional liability, defenses to a lawsuit; provided an experiential oral argument learning activity to culminate the course that allowed students to apply the course lessons to case facts, pleadings, depositions, and hospital policies to advocate on behalf of either a patient/plaintiff or hospital.
- Developed and instructed an interdisciplinary course involving law, medicine, and health administration graduate students titled: The Legal Aspects of the Professional-Patient Relationship. The course addresses relevant professional patient issues such as the disclosure of adverse incidents, the legal aspects of informed consent, and impermissible disclosure of patient information and the role of State and Federal government in patient safety.
- Recipient of a University of Florida Employee of the Year for the Vice President of Health Affairs Division of the University of Florida J. Hillis Miller Health Science Center.

Coordinator Insurance and Risk, University of Florida Health Science Center Self-Insurance Program, 2002-2009

- Responsible for the General and Professional liability insurance, ongoing continuous quality improvement, and litigation defense and management of medical malpractice claims for the University of Florida Board of Trustees, its physicians and other healthcare employees, as well as the multiple facilities comprising the UF Health System.
- Successfully investigated, evaluated and managed physician and hospital litigation including determining legal causation, damages, and ultimately the strategic planning for denial, defense and/or settlement of multi-million dollar claims involving a multitude of state and federal statutes governing health care facilities.
- Advised and assisted teaching hospitals, physicians and other applicable professionals regarding the credentialing process and successfully defended negligent credentialing claims brought against hospitals.
- Implemented risk management/loss management prevention quality improvement initiatives as well as advising various hospital and physician governing committees re: the potential exposure of past and present litigation.
- Created an innovative ongoing quality improvement mock trial simulation based upon recurrent issues from actual healthcare lawsuits for physicians and hospital employees to understand the legal process and ultimately empower the healthcare professionals to continually improve the processes behind the provision of patient care without having to endure the stress of an actual lawsuit. The mock trial simulation was selected as a featured session for the 2007 national meeting of the Association of University Programs in Health Administration titled “Using New and Effective Teaching Methodologies for Educating Healthcare Managers” and was accepted for publication in a peer review journal for the Winter, 2007.
- Identified, analyzed, and interpreted federal, state and local statutes, administrative rules and case law essential to the insurance industry and the medical malpractice defense of the University of Florida Health Science Center.
- Oversaw, analyzed, and approved billing statements of outside attorneys and the resolution of billing disputes.
- Developed and instituted a quality improvement initiative impacting and in collaboration with a administrators and medical staff members designed to improve patient safety and identify system improvement opportunities by implementing one of the first healthcare mandatory pre-suit mediation programs in Florida and the United States.

Adjunct Associate Professor /Clinical Associate Professor, University of Florida College of Public Health and Health Professions, Department of Health Services Research, Management and Policy, 2003-Current

- Awarded professor of the year by the 2014 Masters of Health Administration graduating class.
- Awarded professor of the year by the 2010 Masters of Health Administration graduating class.
- Awarded professor of the year by the 2008 Masters of Health Administration graduating class.
- Awarded professor of the year by the 2007 Masters of Health Administration graduating class.
- Promoted from adjunct faculty to clinical associate professor responsible for teaching graduate student courses in healthcare law, healthcare ethics and public health law and ethics. Courses cover a variety of complex health care topics such as compliance, accreditation, quality, regulatory, medical malpractice litigation and ethical issues facing the health care industry.
- Developed, implemented and presented continuing medical education programs involving a medical malpractice mock trial simulation based upon recurring issues from malpractice lawsuits which allowed graduate students,

healthcare providers, administrators and others involved in the healthcare process to apply concepts taught in class by navigating through the components of a simulated malpractice lawsuit

Attorney, Marks, Gray, Jacksonville, FL 2002

Litigation attorney defending local and state governments, professional malpractice, workers' compensation, employment, hospital, and general healthcare/insurance defense law involving regulatory issues, compliance and hospital credentialing programs to ensure hospitals acted in accordance with state and federal laws as well as JCAHO standards.

Assistant Hospital Administrator, Citrus Memorial Hospital, Inverness, FL 2000-2002

Directed the Professional Services Departments of 220 bed hospital including the direct supervision of six managers, 400 employees and a collective operating budget of over \$50 million.

- Created and chaired a hospital wide interdisciplinary customer satisfaction team comprised of many hospital leaders including the Vice President of Nursing, Vice President of Operations, the Director of Quality Improvement, and selected healthcare professionals that increased patient, physician, and employee satisfaction to record levels.
- Served as an administrative liaison with management and physicians comprising the medical staff and actively participated as a member of the standing hospital governing committees including the Medical-Surgical Quality Assurance Committee, the Medical Staff Executive Committee charged with approving physician credentialing, as well as attending and reporting appropriate information at the monthly hospital board of director meetings.
- Reformed the annual employee performance appraisal and evaluation process for over 1,000 hospital employees in compliance with JCAHO standards.
- Reduced supply costs 10% during the fiscal year 2001.
- Achieved Joint Commission Accreditation with Commendation, September 2001
- Expanded the medical center through a construction expansion project that nearly doubled the size of the existing cardiopulmonary rehab, diagnostic imaging and laboratory departments.
- Successfully obtained board approval for capital equipment purchases including but not limited to a state of the art CT scanner and Cardiac Cath unit for the hospital's new open-heart program.
- Implemented on-line central scheduling to improve efficiency of scheduling patient appointments throughout the hospital patient care departments.

Teaching Assistant, University of Florida College of Law, Gainesville, FL, 1999-2000

Instructed law students about the techniques required for effective legal research and proficient legal analysis and writing. Responsible for creating, conducting, teaching and grading research and writing assignments.

Legal Clerk, AvMed HMO, Gainesville, FL, 1998-1999

Assisted Corporate Counsel with document review in anti-trust suit filed against HMOs. Monitored legislative session for introduction of bills and laws impacting HMOs and reported findings to corporate counsel.

PRESENTATIONS/ PUBLICATIONS/ EXTERNAL FUNDING

Featured Presentation at the Woodward Society 2015 Spring Meeting: “Best Practices for Disclosing Adverse Events and To Avoid Medical Malpractice Lawsuits”, February 27, 2015

Featured Presentation at the 2014 Oregon Patient Safety Commission for “A Path to Healing: Mediating Adverse Medical Events,” November 7, 2014

“Mandatory presuit mediation: 5-year results of a medical malpractice resolution program,” Journal of Healthcare Risk Management 2014; 33(4). Randall C. Jenkins, Arlene E. Smilov, Matthew A. Goodwin, March 20, 2014.

“Grant award program partnerships with your professional liability insurance carrier: An innovative approach to loss prevention and improved patient safety,” Journal of Healthcare Risk Management 2014; 33(3). Phillip M. Cox, II, Jan Rebstock, Randall C. Jenkins, Marvin A. Dewar, and Laura Gruber, February 20, 2014.

Florida Society of Anesthesiologists 2013 Annual Meeting Featured Speaker for, “Florida Medical Malpractice Reform and Its Impact”, June 7-9, 2013 Palm Beach, Florida

Featured Presentation at the 2013 International Conference on Communicating Medical Error: “Mandatory Mediation: Disclosure Benefits to Patients and Providers in a Confidential Setting”, March 18-22, 2013 Monte Verita, Ascona, Switzerland

Featured Poster Presentation at the 2012 University Hospital Consortium Annual Conference: “Clinical Quality Awards: A collaboration between CME, Risk Management and the Quality Office”, September 13 & 14, 2012 Orlando, Florida

Featured Poster Presentation at the 2012 International Conference on Communication in Healthcare sponsored by the European Association for Communication in Healthcare: “Pre-Suit Mediation”, September 4-7, 2012 St. Andrews University, St. Andrews, Scotland

Florida Society of Anesthesiologists 2012 Annual Meeting Featured Speaker for, “Disclosure: Early Mediation”, June 8-10, 2012

Reviewer, Special Journal Article, “The ‘Aliens Among Us’ Concept and Potential Abuse of Plaintiff Experts by the ASA Expert Witness Testimony Review Committee”, submitted for publication to Anesthesia & Analgesia, June, 2011

American Society of Healthcare Risk Management 2012 Annual Meeting, concurrent session pending review, “Mandatory Pre-Suit Mediation; Local Malpractice Reform Benefiting Patients and Healthcare Providers”

University of Florida College of Medicine Department of Anesthesiology Featured Speaker and Facilitator, “Expert Testimony Legislation (Part 2)”, March 17, 2011

University of Florida College of Medicine Department of Anesthesiology Featured Speaker and Facilitator, “Expert Testimony Legislation (Part 1)”, March 16, 2011

University of Florida College of Medicine Office of Educational Affairs Featured Speaker and Facilitator, “Faculty Development Series – Apology Law (Part 2)”, February 22, 2011

University of Florida Department of Anesthesiology Conference Featured Speaker and Facilitator, “Reporting, Disclosing, and Documenting Unexpected Outcomes”, February 2, 2011

Webinar “Mandatory and Early Mediation – A discussion of the benefits for your individual and commercial clients”, presented jointly with the University of Florida Levin College of Law Institute for Dispute Resolution and the Upchurch, Watson, White & Max Mediation Group, January 11, 2011

University of Florida Department of Neurological Surgery Grand Rounds Featured Speaker and Facilitator, “The Legal Duty to Disclose Adverse Events”, November 30, 2010.

“Pressure Ulcer Risk Management: Education of Patients and Families as a Preventive Technique,” Principal Investigator: Randall Jenkins, Source: University of Florida Continuing Medical Education Office, funded for \$24,000 for 15 months beginning June 1, 2010. This grant will utilize lessons learned from recurring claims made by patients who have brought pressure ulcer lawsuits to create educational videos to show to patients and their families upon admission and before discharge regarding the risks and mitigation strategies for pressure ulcers with the aim of empowering patients and their families to help prevent the development and/or progression of debilitating ulcers.

“Tort Reform for Patients and Providers; Mediation and Patient Safety,” Principal investigators: Randall Jenkins and Paul Duncan: Source: Agency for the Healthcare Research and Quality, 9.0 percentile. The planning grant seeks federal funding to expand the UF Health mandatory pre-suit mediation program to other geographical regions.

“Florida Board of Governors Pre-Suit Mediation Program Medical Liability Reform and Patient Safety Demonstration Project Grant (RFA Number: RFA-HS-10-021, one million annually for three years),” Principal Investigator: Randall Jenkins, Source: Agency For Healthcare Research and Quality. The grant request involved letters for support from the Chancellor of the Florida Board of Governors, the General Counsel for the Florida Hospital Association, and the Deans of the Florida Medical Schools including UF, FSU, USF, UCF, and FIU in an effort to receive Federal Funding to expand the existing mandatory pre-suit mediation program in use at the University of Florida to other geographical regions throughout the State.

University of Florida College of Dentistry Risk Management, Disclosure and Medical Legal Documentation Essentials Grand Rounds Featured Speaker and Facilitator, November 4, 2010.

University of Florida College of Law Informed Consent and Medical Legal Documentation Essentials Featured Speaker and Facilitator, November 4, 2010.

“Mandatory Pre-Suit Mediation: A Malpractice Reform Benefitting Patients and Healthcare Providers,” Journal of Healthcare Risk Management 2010; 30(2). Randall C. Jenkins, Lindsay Warren, and Nikolous Gravenstein, October 26, 2010.

North Central Florida Chapter, American Academy of Professional Coders Featured Speaker “Medical Malpractice”, October 23, 2010.

University of Florida Department of Surgery Grand Rounds Featured Speaker and Facilitator, “The Legal Duty to Disclose Adverse Events”, September 15, 2010.

University of Florida Department of Dermatology Medical Malpractice Overview Grand Rounds Featured Speaker and Facilitator, August 26, 2010.

Skin Deep and More: Annual Wound and Skin Conference, featured speaker for the presentation: “Best Practices for Avoiding Wound Litigation,” May 19, 2010.

Health Care Ethics Symposium, featured speaker for the presentation: “Patient’s Rights: What Should A Provider Do When A Patient Makes A Treatment Request Based Upon Religion, Race or Gender?” North Florida South Georgia Veterans Health System, September 18, 2009.

“A Medical Malpractice Mock Trial Involving a Critical Care Medicine Patient: Healthcare Employees Learn How to Mitigate Hospital Risk as Participants in a Simulated Hospital Negligence Lawsuit,” Journal of Critical Care Medicine, Randall C. Jenkins and Christy H. Lemak, August, 2009.

“Innovative Teaching for Health Law: A Case Study of a Hospital Medical Malpractice Lawsuit Simulation,” The Journal of Health Administration Education, Randall C. Jenkins and Christy H. Lemak, Winter 2007.

Moderator and creator of concurrent session “Innovative Teaching for Legal Issues: A Classroom Mock Trial Simulating a Hospital Negligence Lawsuit” selected as a featured session at the 2007 Annual Meeting for the Association of University Programs in Health Administration focusing on using new and effective teaching methodologies for the education of healthcare managers, May 31-June 3, 2007, Orlando, Florida.

Medical Malpractice Insurance annual guest lecturer for the US Health Care System undergraduate course taught by Dr. Robert G. Garrigues, Associate Dean, Administrative Affairs, for the College of Health Professions at the University of Florida, Fall 2003-current.

Ethical Issues in Healthcare course annual guest lecturer to teach undergraduate students re: healthcare litigation ethics, Spring 2003-2009.

University of Florida Department of Radiology Medical Malpractice Ground Rounds featured Speaker and Facilitator for morbidity and mortality conference including attending and resident physicians, Fall 2006.

HONORS

Eligible for Health Care Risk Manager Certification
Member of American Bar Association, Florida Bar Association, Mortar Board,
Omicron Delta Kappa Leadership Honor Society, Pi Sigma Alpha, National Political Science Honor Society, Golden Key National Honor Society, and Eta Sigma Phi, National Honor Society in the Classics

ACTIVITIES

Florida Bar Grievance Committee Board Member, 2014-2017 appointment
Oak Hall School Board of Directors, 2014-current
Oak Hall School Alumni Board, 1996-2014, President
March of Dimes, Member of the Board of Directors, 2005-2006
American Cancer Society, Board Member, 2000-2002
Health Law & Policy, Member, 1998-2000
Habitat for Humanity, Wake Forest University *Executive Board*, 1994-95; *President*, 1995-97