

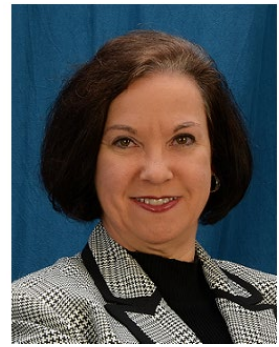


Denise L. Moran, JD

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Denise L. Moran joined Affiliated Monitors, Inc. in 2016 and serves as Director of Healthcare Monitoring Services. Denise focuses on complicated monitoring projects involving individual healthcare practitioners, as well as working with insurance networks and facilities. She also designs and coordinates clinical skills assessments and builds applied education programs for a number of health care professions, including physicians, dentists, and veterinarians. Her background and experience are unique and enable Denise to work with medical practice groups in a consultative capacity to improve provider performance and to help practice groups align their procedures and operations with professional standards of practice.

For more than 20 years, Denise was appointed to pivotal leadership roles at the Tennessee Department of Health (TDH). She served as legal counsel to most of Tennessee's healthcare licensure boards and the Division of Emergency Medical Services. Based on her success at that level, Denise was named Director of the Office of Investigations where she managed a statewide staff and was responsible for an intake of approximately 2,000 complaints per year, the movement of approximately 1,000 cases to the prosecution phase, and disciplinary coordination of another 1,200 active cases.

Denise served on the Implementation and Steering Teams for Tennessee's Electronic Controlled Substance Monitoring Database Program and was a HIPAA Compliance Officer for TDH. During her tenure, she provided ethics and compliance training to board members and was a guest lecturer on health care regulation and best practices to various health care and insurance groups, as well as a resource to educational institutions.

Building on her management skills, Denise is trained in LEAN Management Systems, project management techniques, and participated in the implementation of the Baldrige excellence framework for continuing improvement in business performance. She built a reputation for partnering with multiple federal and state agencies, including the U.S. Attorneys' Office, U.S. Drug Enforcement Administration, and the Tennessee Bureau of Investigation. She was named the 2015 recipient of the Commissioner of Health's Outstanding Service Award Medallion.

Denise received her *Juris Doctorate* (J.D.) degree from the Nashville School of Law and her B.A. from Belmont University. She is licensed to practice law in Tennessee and holds membership in the Tennessee Bar Association.