

# CARRIE M. FREITAG

714 Dryden Drive

Baltimore, M.D. 21229

(410)362-7410

## EDUCATION

**Masters Degree in Professional Studies** w/concentration in policy analysis (December, 1990)  
**Cornell University**, Sloan Program in Health and Human Services Administration Ithaca, New York

**Bachelor of Arts Degree with Distinction, magna cum laude** (May, 1988)  
Majored in Health and Society w/ Biology Minor  
**University of Rochester** Rochester, New York

## PUBLICATIONS AND WRITING EXPERIENCE

- Freitag, C. Aftermath: In The Wake Of Murder. Chevron Publishing Corporation, Ellicott City, Maryland, book release April 2003.
- Freitag, C. "The Death Penalty: From Fence To Pendulum" (pg 105-117) In D. Robertson (ed.), Voices From Hell, Tears From Heaven. Lincoln, NE: Writers Club Press, 2002.
- Freitag, C. "Evaluating the Medicaid Program: Original Goals Versus Current Realities." In Rinne, C. and Preston, G. (eds.). 1990 Kelly Conference Proceedings. Albany, N.Y.: SUNY at Albany Press, 1990.
- Authoring a true crime novel called White Flame that details the convoluted events that led to and followed the arson-murder of William Freitag. White Flame tells the story of how one man's simple act of goodwill toward a childhood friend pulls him unwittingly into the diabolical weave of identity theft, impersonation, international drug trafficking, ending in the ultimate betrayal of friendship by murder. Anticipated completion date August, 2003
- Master's thesis: "Alternate Level Of Care And Access To The Long Term Care System: Implications For Managing And Enhancing The Long Term Care Continuum" Funded by the New York State Legislative Commission On Rural Resources. Selected for presentation to legislative subcommittees and used as a supplemental text for graduate courses dealing with elder care issues at the Cornell University School of Human Ecology.
- Edit and monitor quality of outgoing grant proposals on a daily basis at Johns Hopkins University.
- Authored the quality improvement plan, corrective action plans, and outcome analysis reports at Satilla Community Services Board. The 200 page quality improvement plan was recommended to other service agencies as a model by the Georgia Office of Mental Health.
- Designed, wrote, and presented staff development curricula in human rights, work place violence, anger management, cultural diversity, performance improvement, outcomes analysis, working with the developmentally disabled, and managed care for Satilla Community Services Board. The entire agency (32 service sites) was still suffering from the ramifications of having a staff member murdered on-site

by a client in March 1999. Much of the material presented focused on topics that would help employees reclaim a sense of safety and control at work.

- Developed procedures and implementation plans for marketing, quality assurance, case management, and member services for East Hill Family Medical Center.
- Composed Medicaid managed care plans for Madison, Jefferson, Cortland, and Oneida counties as part of consulting activities at Central New York Health Systems Agency.
- Assumed lead role in developing “The Planner’s Notebook”, a quarterly publication series on health systems development in CNY and authored the agency’s White Paper Report , which was used to publicly define the organization’s mission and priorities for the coming decade.
- Authored all progress reports, work programs, and annual reports at CNY Health Systems Agency.

## **TELEVISION APPEARANCES/ SPEAKING ENGAGEMENTS/ EXHIBITS**

- Presenter, Association Of Traumatic Stress Specialists Annual Conference Vancouver,BC  
“Rage Without Violence” (April 2004)
- Co-Presenter, Association Of Traumatic Stress Specialists Annual Conference Vancouver,BC  
“Post Traumatic Stress Disorder In The Aftermath Of Murder” (April 2004)
- Workshop Co-Presenter, National Organization for Victims Assistance Annual Conference (2003)  
Participated in presentation with national POMC representatives educating victims service professionals on murder survivorship and programs offered by POMC
- Workshop Presenter, Parents Of Murdered Children Annual Conference (2003)  
A Walk Through The Aftermath Of Murder
- Appeared on Final Justice With Erin Brokovitch on Lifetime TV Channel. Segment title “Deadly Friendship” Aired February 28, 2003 at 8pm, March 1, 2003 at 11pm.
- Televised impact statement presented in sentencing hearing of convicted murderer, Lawrence Tutt (2000)- Delivered before a full courtroom and a news camera
- Presenter at World AIDS Day, Waycross College (1999) Health Service Issues: Patient Advocacy and Accountability of the Insurance Industry
- Honor Speaker for Phi Theta Kappa State and Regional Honors Institute at Wesleyan College (1999)  
Health Services In the New Millenium: Past as Prologue
- Exhibitor at Everson Museum, Syracuse, New York (1996)  
Featuring multi-media work entitled “Drawar Dragon”
- All day workshop presenter for Liberty Resources, a human service agency (1996)  
Facilitated training and strategic planning workshop for entire agency. Topic was managed care.

- Presenter/exhibitor at Hartwick College(1996), Russell Sage College(1996), Ithaca Art Festival (1995) Workshop dealing with body image issues and expression of intuitive inner self through art
- Spokesperson to Medical Societies- Oneida(1992), Madison(1993), Oswego(1994), Jefferson (1994) Introduction of Medicaid managed care to physicians in central NY
- Presenter at Kelly Conference On Policy Analysis (1990), Cornell University Evaluating the Medicaid Program: Original Goals Versus Current Realities
- NYS Legislative Commission on Rural Resources (1990)- Presentation The inappropriate long term placement of elderly patients in rural Central New York hospitals
- Delivered The Salutatorian Address at Skaneateles High School Graduation (1984)

## **AWARDS AND HONORS**

- Honorarium of Phi Theta Kappa Honor Society (1999)
- Medallist at U.S. National Speed Inline Skating Championships  
3<sup>rd</sup> place two-lady classic relays (1995,1996)  
Finalist (5th place) classic lady division (1996)
- Medallist at Northeast Regional Speed Inline Skating Championships: 3rd place senior lady division (1993), 1st place classic lady division (1994), 2nd place (1995), 2nd place (1996), 1st place (1997)
- Finalist “On My Own Time” Art Exhibit/Contest, Cultural Resources Center, Syracuse, NY (1996)
- Foster C. McGaw Scholarship, awarded by the Association Of University Programs In Health Administration (1989)
- University Of Rochester Regional Alumni Scholarship (1984-1988)
- New York State Regents Scholarship (1984-1988)
- Skaneateles Central School Endowment Foundation Scholarship (1984-1988)
- General Electric Foundation STAR scholarship (1984)
- Graduated Salutatorian from Skaneateles High School, Skaneateles, New York (1984)
- Rensselaer Polytechnic Institute Math and Science Award (1983)
- Bausch and Lomb Award For Science (1984)
- Farm Bureau Outstanding Citizenship Award (1984)
- Honorable mention. Wells College Poetry Contest, Aurora, New York (1984)

## **PROFESSIONAL EXPERIENCE**

### **Senior Administrative Manager/Senior Financial Manager (August 2003-present)**

#### **Whitaker Institute Of Biomedical Engineering, Johns Hopkins University, Baltimore, Maryland**

- Assist department administrator in all aspects of administering the department
- Supervise 2 administrative managers, 1 payroll coordinator, and 5 budget analysts
- Carry out all duties listed below under senior financial manager

### **Senior Financial Manager (March 2000-August 2003)**

#### **Whitaker Institute Of Biomedical Engineering, Johns Hopkins University, Baltimore, Maryland**

- Manage research and departmental finances for the number one biomedical engineering program in the country.
- Review and edit all outgoing grant proposals for 21 faculty members.
- Work closely with faculty and administrative staff to encourage attainment of financial goals.

**Director Of Organization Development (February, 1999-March 2000)**

**Satilla Mental Health, Mental Retardation, and Substance Abuse Community Services Board, Waycross, Georgia**

- Managed agency training institute and performance improvement office.
- Developed project goals and research designs for performance measures and outcomes analysis.
- Developed, wrote, and implemented quality improvement plan.
- Conducted interactive training sessions with 400 staff spread over 32 Service Sites in 8 counties.

**Pediatric Practice Manager/Financial Analyst (January, 1996-November, 1998)**

**Pediatric Medical Service Group, State University of New York Health Science Center, Syracuse, New York**

- Managed pediatric subspecialty clinics including supervision, personnel, resource/facilities management.
- Tracked income and expense information and prepared financial reports, projections, and analyses.
- Developed business plans for new programs and subspecialty divisions as needed. Conducted internal audits and training to assure compliance with billing and documentation regulations.
- Worked with physicians and staff to improve efficiency through process re-engineering and coordinating use of space, staff, and resources across subspecialty divisions.
- Served as liaison between the billing department, physicians, insurance companies, and patients' families.

**Network Development Specialist / Maternal and Child Health Coordinator (1994-1995)**

**Better Health Plan, Inc. Syracuse, New York**

- Recruited physicians, hospitals, and ancillary providers to join provider network.
- Negotiated rates, reimbursement methodologies, and contracts.

**Managed Care/Special Projects Coordinator (1994)**

**East Hill Family Medical Center, Inc. Auburn, New York**

- Conducted planning activities under a state grant to develop a Medicaid managed care program.
- Drafted plans and procedures for marketing, quality assurance, case management, and member services.
- Budgeted grant funds and carried out all grant reporting requirements.
- Analyzed alternative reimbursement models and prepared budget projections.
- Conducted functional analysis of all departments for organizational restructuring.

**Senior Health Planner (1992-1994)**

**Central New York Health Systems Agency, Inc. Syracuse, N.Y.**

- Assumed lead role in developing a quarterly publication series on health systems development in CNY.
- Prepared Agency's progress reports, work programs, and annual reports.
- Served as lead staff person for Medicaid Managed Care consulting activities.
  - Developed and wrote Medicaid Managed Care plans for Madison, Jefferson, Cortland, and Oneida counties.
- Conducted expenditure, utilization, and need/market analyses to support health planning activities.

**Program Manager (1991-1992)**

**Enable/United Cerebral Palsy Association Syracuse, N.Y.**

- Managed an Intermediate Care Facility for physically/developmentally disabled adults in a community setting.
- Supervised 15 full-time and 5 part-time staff including scheduling, training, conflict resolution, and evaluation.

**OTHER WORK EXPERIENCE**

<b>Child Care Worker</b> , George Junior Republic	1998
<b>Residence Counselor</b> , Comprehensive Technology Center	1988 - 1995
<b>Administrative Resident</b> , Strong Memorial and Auburn Memorial Hospitals, Mercy Rehabilitation Center	1989-1990
<b>Research Assistant</b> , Cornell University	1990 - 1991
<b>Outreach Educator</b> , Central New York Alzheimer's Association	1991
<b>Manager</b> , Freitag's Farm and Greenhouses	1980-1984

## **COMMUNITY SERVICE**

- Maryland Co-Chair, Force 100, an initiative to get the Crime Victims Rights Amendment Passed
- Chapter Leader, Parents Of Murder Children, Baltimore, Maryland (2003-present)
- Member, Board Of Directors, East Hill Family Medical Center, Auburn, N.Y. (1988-1994)
- C.P.R./Basic Life Support Instructor, American Red Cross Auburn, N.Y. (1989-1992)
- Compeer Program volunteer , visiting emotionally disturbed children in institutions (1988)
- Adopt-A-Grandparent volunteer (visiting elderly in nursing homes) (1984-1985)