

Nicole Quenneville

Professional Experience

EmpowHer Consultation Solutions

Cincinnati, Ohio

July 2024 – Present

Co-Founder

- Provide consultation, supervision and training services to empower new and sustained behavioral health businesses to ensure quality care and compliance, comprehensive clinical documentation and policies, obtain Medicaid and commercial payer sources, prepare for accreditation audits such as the Joint Commission or Commission on Accreditation of Rehabilitation Facilities, supervise certified peer recovery support specialists, dependent chemical dependency licensees and dependent counselor licensees

Private Practice

Cincinnati, Ohio

June 2024 – Present

Clinical Counselor

- Provide ethical, compassionate, quality therapy services to adults in the states of Ohio and Washington focusing on addiction, anxiety, depression and trauma

Resurge Recovery

Cincinnati, Ohio

April 2023 – June 2024

Chief Executive Officer

- Obtain new referral contracts with specialty criminal justice dockets: Hamilton County Re-Entry Docket, Mental Health Court, Hamilton County Drug Treatment and Recovery Court, Veterans Court
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual V (DSM-V), Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Administrative Supervision of registered nurse, nurse practitioner, and medical director
- Rebuild and rebrand Resurge Recovery website to maximize SEOs, create targeted content and build call tracking system
- Establish weekly Leadership Meeting including Clinical, Operational, Billing/Revenue and Medical Leaders, to focus on key performance indicators such as appropriate staffing ratio to budget, productivity by provider, reducing A/R, developing training guides and workflows, maximize staff efficiencies by reducing barriers to work
- Develop new service line of care: Mental Health Services (Type 84 in Ohio)
- Identify and develop new clinical service lines, focusing on maximizing revenue with staffs areas of expertise
 - LGBTQIA+ specialty group, Mindfulness/Yoga specialty group, Gender-specific specialty group
 - EMDR for individual therapy
 - Problem Gambling intervention for individual therapy
 - Case Management
 - Therapeutic Behavioral Services and Psychosocial Rehabilitation
- Corporate negotiations, contracting and implementation for facility and operational needs
- Build community partnerships for linkages of care, including but not limited to: employment, volunteerism, community service requirements, housing, expungement,

- Act as Marketing/Business Development focusing on building fruitful partnership that yield revenue and establish connections for clients
 - Attend weekly, monthly and quarterly meetings on behalf of agency at city, county, state and national levels including but not limited to: Hamilton County Addiction Response Coalition, WRAP (Hamilton County Sheriff Meeting),
- Staff Mentality, Positive Culture
- Supervision of CCO, Billing Manager, and their departments
- Provide direct billable services such as group therapy, individual therapy, diagnostic assessments, urine drug screens,
- Right-sized the staff and reduce staffing costs monthly overhead costs by \$30,000
- Develop workflows to maximize efficiencies of the practice and providers
- Prepare and conduct OHMAS audits
- Prepare and complete annual CARF quality measures
- Read, assess and make necessary changes to annual CARF updates to Behavioral Health Providers
- Conduct and bill for clinical services such as diagnostic assessment, co-facilitation of group therapy, individual therapy and case management sessions
- Back-up coverage for multi-disciplinary treatment team meeting
- Review of staff performance after 90-days and annually, with employee corrective action plans implemented as appropriate
- Act as Human Resource Manager, duties include posting job duties, scheduling and conducting interview, making job offers, conducting human resources safety checks in accordance with legal requirements, conduct orientation
- Review and update client admission forms, clinical documentation to adhere to OHMAS and CARF standards

Director of Operations

March 2021 – March 2023

- Developed a holistic, addiction medicine facility including hiring of all staff, state certification, credentialing and contracting with all Ohio Medicaid and Medicare payer sources for Substance Use Disorder Treatment (Type 95 in Ohio)
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual V (DSM-V, Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Oversee all operational functions including human resources, onboarding, workflow of new clients, workflow of clinical and medical levels of care expectations
- Networking with other community agencies in order to build partnerships
- Attend weekly management/leadership meetings and assist with policy development and implementation
- Attend monthly Advisory Board Meetings to review monthly, quarterly, and yearly goals, quality improvement review, and all other facility/operational needs
- Participate in strategic planning for Resurge Recovery including developing long and short-range goals for the department
- Participate in annual budget creation and monitoring for organization
- Assist with marketing by communicating with referral sources
- Coordinate with other programs to ensure client's continuum of care

- Ensure that all clinical operations meet necessary CARF standards to prepare for survey for accreditation
 - Successfully completed CARF Survey May 2021 with 3-year accreditation
- Establish Resurge Recovery as a superior training facility for counseling and social work students, beginning January 2022
- Develop and update policies and procedures to meet that standards of OHMAS and CARF

Ethan Crossing

Springfield, Ohio

November 2020 – February 2021

Director of Clinical Services for 5-month Clinical Contract

- Lead a 15-person clinical and administrative team focused on providing first-in-class addiction medicine treatment to individuals in a detoxification, residential therapy, and partial-hospitalization setting
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual IV-TR (DSM-IV-TR), Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Created, developed and launched successfully, a Partial-Hospitalization Program for adults suffering from the disease of addiction focused on mental health therapy, substance use therapy, life skills training, and process therapy groups
- Reviewed, updated and implemented new policies and procedures to meet the standards of OHMAS and The Joint Commission
- Established Ethan Crossing as a superior training facility for counseling and social work students, beginning January 2021
- Created and implemented training program for onboarding new clinical staff and interns with objectives and goals identified
- Conduct individual and group supervision for approximately 15-person staff and 3 clinical interns

NeuroRestorative

Florence, Kentucky

July 2020 – October 2020

Program Director for 4-month Clinical Contract

- Lead a 20-person team, including administrative, clinical and medical personnel to deliver and document ethically compliant, and superior medical and clinical care to 6-residential participants, and 7-community participants with traumatic brain injuries under the Acquired Brain Injury (ABI) branch of the Kentucky Cabinet for Health
 - Participants are enrolled in Acquired Brain Injury (ABI) waiver and Acquired Brain Injury Long Term Care (ABI LTC) wavier
- Provided premier staffing, oversight and support to 6-residential participants, 24 hours a day, 7 days a week
 - Providing clinical care, including but not limited to behavior therapy, counseling, speech therapy, physical therapy, occupational therapy, and case management
 - Adhered to all Coronavirus safety measures and standards as determined by the commonwealth of Kentucky
 - Administered medication, in coordination with Registered Nurse oversight

- o Responded to, documented on, and provided follow-up regarding any incident or critical incident, such as but not limited to: medication error, participant falls, participant seizures and staffing concerns
- o Provide transportation to and from medical appointments, surgeries, and unplanned ER visits
- o Conduct quarterly Team meetings to determine goal progress with external case manager, clinical team, participant, and guardian as appropriate
- Track and monitor revenue, billing, and clinical productivity for speech therapy, occupational therapy, physical therapy, behavioral therapy, counseling and case management
- Successfully completed a Commission on Accreditation of Rehabilitation Facilities, CARF with 3-year accreditation received (currently pending, awaiting confirmation letter from CARF)
- Provided supervision and training opportunities to all staff, including weekly meetings and professional growth prospects
- Conduct and complete onboarding of all new hires, including but not limited to new staff orientation, observed supervision, and 45-day review
- Conduct and document monthly safety drills, including but not limited to: environmental inspections, fire drills, medical emergency, power failure, natural disaster, workplace violence, etc.

Professional Psychiatric Services

West Chester, Ohio

May 2020 – June 2020

Practice Manager for 2-month Clinical Contract

- Lead and managed a 22-person multi-disciplinary team including administrative, clinical and medical personnel to provide superior medical and clinical care to over 1,000 patients
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual IV-TR (DSM-IV-TR), Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Began creating and developing the infrastructure to launch three new service lines: adolescent residential treatment, adolescent partial hospitalization program, and adolescent intensive outpatient program
 - o Developed and implemented clinical documentation such as, but not limited to: clinical diagnostic assessment, individual therapy note, group therapy note, treatment plan, release of information, incident report, medication log
- Conducted an individual chart-review of all active patients to identify missing or outdated documentation such as, but not limited to: consent to treat, consent to treatment with medication, and financial agreements
- Established a mode of communicating between staff regarding same-day patient changes
- Communicated and coordinated programming needs, progress and successes of potential new lines via Monday.com, a project management website

BrightView

Cincinnati, Ohio

October 2018 – January 2020

Operations Director

- Lead a dynamic, high-performing 28-person team including all administrative, clinical and medical personnel to provide first-in-class care to over 550+ patient census
 - o Conduct 30-day, 90-day, Quarterly, and Annual Reviews for all supervisees (entire site staff)

- o Provide support, training opportunities, and advice for professional and personal growth
- Develop, implement and enforce company policies and procedures, including OHMAS standards, Joint Commission standards, DEA requirements, and Board of Pharmacy requirements to drive operational excellence and ensure the safety of all BrightView staff and patients
- Created and deployed the Manual for Operations Director', now a best-in-class used at all locations and iterated for other management levels.
 - o Assisted in training and onboarding of other Operations Directors
- Manage, oversee and provide high quality care to over a 550+ patient census with focus on census retention and census growth
 - o With use of individualized patient ratings based on their experience in-person, via Calibrater Health, and through OhMD
- Reviewed, managed and improved profit and loss of the Facility, including transforming two underperforming centers that were yielding limited profits[BrightView-Batavia and BrightView-Fairfield] to turn them profitable through oversight, management, and leadership, within 6-months and sustained the profitability long-term through budget management, staffing management, partnering with the Outreach Team for new referrals and community partners, and maintaining established community partners
 - o Daily utilization and proficient in Excel, Word, Microsoft Teams, CareLogic, Box, Newton, WorxHub, Lua, HIPAA Video, GIVA, and other applications to create efficiencies and support our patients and our team
- Improved the overall patient experience, as determined by Calibrater Health, from a score of 33 out of 100 to a score of 57 out of 100, a 72% increase in ~7-months
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual IV-TR (DSM-IV-TR, Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Significantly reduced failed activities, from over 300 upon arrival to less than 100- meeting the industry standard of completion within 48-hours and increased billable services provided by the Clinical staff through efficient supervision, collaborative documentation, training guides, and templates and increased billable services provided by the entire company
- Collaborated with Medical, Clinical and Operational Leadership to implement Medical Telehealth service line (including dual diagnosis and medical visits) throughout the entire company, which yielded a new revenue stream, enhanced the patient experience with multiple clinical and/or medical providers, and decreased the wait times from 3-hours for medical visits to 45 minutes
 - o Created workflow, documentation, training and implementation strategy for Clinical Telehealth service line throughout the entire company, which has yielded high profits due to decreased wait times
- Coordinate and monitor efficient patient flow throughout the BrightView-Fairfield or BrightView-Batavia, identifying and ensuring care for all clinical, medical, and other needs
- Maintained community partners, through oversight, while complying with various detailed requirements for Probation Officers and/or Court, Job and Family Services, Children's Protective Services, START program (Butler County)
- Implement and documented Employee Corrective Action Plans (ECAP) as determined by the company standards
- Maintained appropriate staff needs to ensure all job duties are assigned while addressing and resolving any potential staffing needs

- Maintained community relationships, while working in coordinate with the Outreach team
- Purchased and maintained budgeting of vending machine supplies, facility and office supplies
- Ensuring laboratory services and toxicology services are being completed and updated daily, improving from ~5 blood draws per day to ~8 blood draws per day and decreasing missed urine collections by ~5 per day to ~2 per day

BrightView

Cincinnati, Ohio

December 2017 – October 2018

Associate Director of Counseling

- Monitored, maintained, provided, and documented supervision of entire Clinical Team, including Clinical Supervisors of all 5 BrightView locations at that time (Morgan St., Fairfield, Colerain, Batavia and Norwood locations)
- Supervised up to 5 Licensed Professional Counselors (LPC) and Clinical Interns
- Updated and implemented ethical clinical documentation training guides, templates and checklists to ensure consistency, meet expectations with compliance, training of new clinicians and re-training of established clinicians
- Built and maintained community partner relationships for clinical care of Cincinnatians in need of substance use treatment
- Represented BrightView at recruitment events for potential clinical interns to further establish community relationships
- Presented on behalf of BrightView encouraging community partners, providing comprehensive explanation of our service lines, and offering further support/communication
- Engaged in weekly meetings with Chief Executive Officer to ensure consistent and quality care of clinical service professionals, profitability of clinical service line, and strategize for expansion of clinical service line
- Generated and reviewed weekly reports for the clinical team, including but not limited to the counselor caseload report, treatment status reports, re-engagement letters, discharge letters, and counselor drug screen report
- Monitor and ensure compliance through ownership of company policies, procedures, and licensing board requirements
- Monitored, maintained, provided, and documented supervision of Group Therapy Coordinators, including all 5 BrightView locations at that time (Morgan St., Fairfield, Colerain, Batavia and Norwood locations)
- Monitored, maintained, provided, and documented supervision of Peer Recovery Supporters, including all 5 BrightView locations at that time (Morgan St., Fairfield, Colerain, Batavia and Norwood locations)
- Provide Utilization Review and Utilization Management to each client and each medically necessary service rendered
- Clinical Supervision of social workers, counselors, chemical dependency counselors, and clinical interns to focus on retention, client experience, success in treatment, barriers to treatment, coordination of care, referrals and case management, and any other need
- Provide clinical trainings to interdisciplinary team, including clinical and medical staff, regarding American Society of Addiction Medicine (ASAM), Diagnostic Statistical Manual IV-TR (DSM-IV-TR, Healthcare Effectiveness Data and Information Set (HEDIS) measures
- Attend The Change Company. ASAM Criteria training and built guides and templates for effective utilization

BrightView

Cincinnati, Ohio

August 2016 – December 2017

Counselor/Counselor Supervisor

- Provided ethical, best-practice, high-quality and therapeutically-based care to patients suffering with addiction with a productivity of 50%

- Surpassed the clinical productivity standard of 50%, between 1-20% per month
- Completed thorough, timely and error-free documentation and documentation review within the required timeframe of 48-hours, including review areas for documentation improvement and failed activities
- Adhere to the requirements of all licensing boards and the policy and procedures of the company
- Supervised to entire clinical team, including group therapy coordinator, counselor, social worker, marriage and family therapist, case manager, peer recovery supporter, part-time group facilitator
- Attending group supervision, individual supervision, and treatment team
- Assisted clients in complying with various detailed requirements for Probation Officers and/or Court, Job and Family Services, and Children's Protective Services

First Step Home

Cincinnati, Ohio

May 2014 – August 2016

Professional Counselor

- Conducted individual and group therapy sessions up to 75-minutes in duration
- Created, implemented and facilitate sex trafficking curriculum for the Hamilton County CHANGE Court
 - Served as a liaison and primary counselor for CHANGE Court Hamilton County, Ohio up to 6 clients
- Managed case load of up to 20 clients while assisting case management needs with a productivity expectation of 65%
- Designed and implement relapse prevention plan and stress management curriculum for clients
- Assisted clients in complying with various detailed requirements for Probation Officers and/or Court, Job and Family Services, Children's Protective Services, Family Access to Integrated Recovery, CHANGE Court

Disability Services Office,

University of Cincinnati

August 2012 – April 2014

Intake Coordinator/Graduate Assistant

- Promoted access and advocated for students with disabilities
- Conducted over 500 individualized intake meetings with prospective, transfer, non-traditional, and traditional students to determine impact of disability and verified student documentation in compliance with FERPA
- Presented training for parents and caregivers on supporting university students with disabilities
- Educated university staff and faculty regarding the policies associated with students with disabilities specifically disclosure
- Utilized MainFrame to communicate with students provide individualized attention and a person-centered experience
- Represented and presented Academic Excellence and Support Services at Summer Orientation for inquiring parents and potential students
- Supported and promoted events for Academic Excellence and Support Services such as Pet-A-Pet and MainStreet Stride Parade

Moore Counseling and Mediation Services, Inc. Cleveland, Ohio

May 2011 – August 2012

Case Manager

- Provided individualized treatment for 80 federally-mandated clients
- Monitored 80 clients' individualized goals and requirements of completion
- Completed weekly billing for 10 individual clients with private insurance
- Communicated to Probation Officers, Parole Officers, and/or Court with proper documentation

- Co-facilitated psychoeducational groups five days a week (groups included anger management non-intensive outpatient program, parenting education, intensive outpatient program and continuing care)

Volunteer Experience

Butler County Community and Crisis Center, Oxford, Ohio August 2008 – May 2011
Crisis Intervention Specialist/Volunteer

- De-escalated stressful potentially life-threatening situations and supported individuals in crisis through dialogue
- Contacted and coordinated with appropriate emergency services
- Tracked and generated key data reports regarding the telephone frequency and length between callers and 20 staff persons

Publications

Montgomery, L., Sanning, B., **Litvak, N.**, & Peters, E. N. (2014). Preliminary findings on the association between clients' perceived helpfulness of substance abuse treatment and outcomes: Does race matter?. *Drug and Alcohol Dependence*, 139, 152-158.

Presentations

Developing Your Own Curriculum: Addressing Intersection of Substance Abuse and Human Trafficking
End Slavery Cincinnati Cincinnati, Ohio
 February 2016

Counseling and Treatment Services for Sex Trafficking Victims
Human Trafficking & Social Justice Conference Toledo, Ohio
 September 2015

Counseling and Treatment Services for Sex Trafficking Victims
End Slavery Cincinnati Cincinnati, Ohio
 February 2015

Education and Licensures

Mental Health Counselor License December 2024 – Present
 Certified by the Washington State Department of Health

Licensed Independent Chemical Dependency Counselor July 2018 – Present
 Certified by the Ohio Chemical Dependency Professionals Board

Certified Peer Recovery Support Specialist Supervisor February 2028 – Present
 Certified by the Ohio Department of Mental Health and Addiction Services

Licensed Professional Clinical Counselor, with Supervision Designation June 2016 - Present

Certified by the Counselor, Social Worker and Marriage and Family Therapist Board

University of Cincinnati, Cincinnati, Ohio
Master of Arts in Mental Health Counseling
Chi Sigma Iota, International Honors Society

April 2014

Miami University, Oxford, Ohio
Bachelor of Arts in Psychology and Minor in Ethics

May 2011
