

Linda (Alexander) Little BSN, MBA, RN, CCM

President and CEO, Neighborhood Service Organization
BIO

Considered one of the most talented, results-driven executives in the health and human service industry today, Linda Little embraces the philosophy that collaborative, inspiring leadership cuts across traditional boundaries. She believes this type of leadership is the catalyst necessary to effectively engage and impact both the community and providers along the continuum of the healthcare delivery spectrum. Linda has mastered the art of striking a delicate balance between the human connection and the complicated business aspects of healthcare management. State and national organizations seek her expertise to speak on care integration and population health management.

Coupling her clinical experience in critical care with an exceptional business acumen, Linda has nearly 30 years of proven healthcare leadership with an emphasis on population health management, revenue cycle optimization, physician alignment, operational efficiency, strategic planning, and quality/performance improvement. She is a registered nurse, with a *Bachelor's of Science in Nursing* from the University of Detroit-Mercy and a *Master's of Business Administration-Organizational Development* from Wayne State University in Detroit.

Linda is committed to excellence in her profession and communities that she serves. She is the lead author of **Chapter 3 - The Nurses Role in the Era of Accountable Care: A Catalyst for Change** within a publication by Sigma Theta Tau International Honor Society of Nursing – Mastering Patient & Family Education – A Healthcare Handbook for Success by Lori Marshall. The textbook is written for staff/faculty at universities and Nursing programs worldwide for professional development and to enhance competency for nurses. She is also certified in case management by the Commission on Case Management and in Lean Performance Improvement. She has participated in the American Hospital Association's-Institute of Diversity's Emerging

Minority Leadership Program for C-Suite Executives; Advisory Board's Nursing Leadership Academy; and Detroit Regional Chamber's Leadership Detroit, class XXIX. Linda has also served as a Delegate for TPG International's Healthcare Executive Study Mission to share best practices between U.S. Healthcare Executives and the National Delegation from Spain in 2014. In 2015, the Michigan Chronicle honored Linda as a Woman of Excellence for her public and professional service to the community.

Linda is currently the President and CEO of Neighborhood Service Organization (NSO), a safety-net health and human service agency. Drawing from her broad healthcare experience, Linda provides transformational leadership to ensure a population health management approach that delivers integrated healthcare and wraparound services to vulnerable populations....helping them live to thrive. NSO received a \$4million grant from the federal government to expand innovative integrated clinics known as Certified Community Behavioral Health Centers. Under Linda's leadership, NSO overcame a 3-year structural deficit in her first year, opened 42 additional units of permanent supportive housing (totaling 179 units operated by NSO), and opened Detroit's first Healthy Housing Center.

She successfully led the organization's emergency response and resilience to COVID-19, using her disaster preparedness training, establishing protocols and converting to telehealth in less than one week. Seeing the inequities in the response to the pandemic in vulnerable communities, Linda formed partnerships with other community stakeholders to organize a community response that included neighborhood COVID-19 testing for 2000 individuals, weekly food distribution that served 25,000 families in Detroit, and a Recuperative Housing Center for individuals experiencing homelessness due to COVID-19. She was appointed to Michigan's COVID-19 Community Action Task Force on Racial Disparities.

She was most recently the Chief Clinical Officer of Total Health Care (a nonprofit, Michigan Managed Care Plan), where she implemented a

population health management strategy that reduced medical management costs by 30% while improving health outcomes and operational efficiency.

Before joining Total Health Care, Linda held several leadership positions at Tenet-Detroit Medical Center, a national, for-profit organization. Her most recent position was Regional Vice President, Care Management & Utilization Management where she was responsible for system integration of these services to optimize care management services and revenues for six (6) hospitals. She was also actively involved in preparing the DMC for notable changes in the Affordable Care Act. She developed and cultivated a care continuum strategy for the DMC, which now serves as system-wide Transitions of Care program and a platform for its ACO. She also served as the project lead for the Centers for Medicare and Medicaid Innovation's (CMMI) Bundled Payment for Care Improvement Initiative.

Linda is involved with various professional organizations, including Sigma Theta Tau Honor Society of Nursing, Healthcare Financial Management Associates, American College of Healthcare Executives, and Case Management Society of America, and was a member of the Re-hospitalization Reduction Task Force for MPRO-Michigan's federally designated Quality Improvement Organization for CMS (Center for Medicare & Medicaid Services). Linda has also served on several community boards and advisory councils including the American Heart Association of Southeast Michigan (President), Neighborhood Service Organization (former Second Vice Chair), Detroit Edison Public School Academy School-based Clinic and Michigan Health Council's Education2Practice Council. Additionally, Linda was selected to participate on the Governor Snyder's commission to improve perinatal care in Southeast Michigan: Southeast Michigan Perinatal Quality Improvement Commission, and currently has an appointment by Governor Whitmer to the Michigan Community Service Commission.