

Michael Schiano, MA

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Operations Executive | Customer Engagement, Contact Center & Revenue Leadership

AI Transformation Specialist - Multi-Site Consumer Operations - Growth & EBITDA Improvement

Enterprise operations leader with 15+ years driving revenue increases by scaling customer engagement, contact center, and enrollment/service organizations across provider, payer, and outsourced environments. Building high-performing multi-state/country teams of up to 2,000+ FTEs and P&Ls up to \$60M, delivering growth, double-digit EBITDA improvement, and quality gains through workflow redesign, AI-enabled automation, and disciplined operating systems. Deep experience in customer sales and support, revenue growth, and technology-enabled consumer experience.

Selected Scope: \$60M P&L ownership | \$145M revenue increase 2025 | 2.95M annual customer interactions | 28–50 state operations | 2,000+ FTE leadership

Core Leadership Strengths

Customer focused Operations - Engagement & Access - Revenue Growth Support - Enterprise Contact Centers - AI & Automation - P&L Leadership - Workforce Optimization - Quality & Compliance - Multi-Site / Multi-State Operations

Professional Experience

Upstream Rehabilitation (Revelstoke Capital), Remote

Vice President, Operations

2024 to 2026

Led national patient access / referral conversion / centralized scheduling operations for a leading outpatient physical therapy platform, overseeing 300 remote associates across 28 states and supporting more than 8M annual patient visits.

- Led operations contributing to \$145M in 2025 revenue, delivering 9% year-over-year growth and 10.4% EBITDA improvement through workforce optimization, real-time performance coaching, and technology modernization.
- Implemented AI-enabled patient engagement tools across auto-dialer, chat, SMS, and quality monitoring, driving 25% interaction deflection, improving efficiency, and reducing friction for both patients and staff.
- Increased referral-to-scheduled conversion to 79% across more than 542,000 patient referrals, generating 571,790 evaluations and \$85.7M in top-line revenue.
- Expanded specialty patient flow by **55%** in Personal Liability/Motor Vehicle and increased Workers' Compensation volume to **3,700 patients per month**, driving meaningful incremental clinic revenue
- Improved workforce productivity from 12 to 20 appointments scheduled per FTE per day without adding staff, while reducing daily staff shrinkage to 12%.
- Strengthened quality and compliance by reducing error rates to 0.70% while supporting 2.95M inbound/outbound calls and sustaining performance during peak-volume periods.

Magellan Health, Inc., Remote

Vice President Outreach and Engagement

2021 - 2024

Provided strategic and operational leadership for outreach, engagement, and transition-of-care services supporting public-sector and commercial health plan members across 40 states.

- Led a 400+ person organization of clinical, non-clinical, and contingent staff focused on member engagement, provider outreach, patient collections, and service expansion, delivering 124% of financial objectives.
- Directed multi-state outreach and support programs designed to improve member engagement, care access, and lower cost of care across public-sector and commercial populations
- Increased health plan enrollment volume to more than 5,900 enrollments, representing 28.7% year-over-year growth. P&L Management up to \$31MM with 3 direct reports and 225 indirect reports.
- Oversaw operations handling approximately 107,000 outbound and 6,000 inbound calls per month supporting member enrollment, appointment scheduling, transition-of-care assistance, case support, and general member service.

- Managed P&L responsibility up to \$31M with leadership oversight of 3 direct reports and 225 indirect reports.

Change Healthcare Technologies, LLC, Atlanta, GA/Remote Director, Operations

2019 - 2021

Led a national patient services contact center supporting public-sector and commercial healthcare providers and health plan members across 35 states, representing more than \$25M in top-line revenue.

- Modernized a legacy Avaya environment into a blended inbound/outbound Five9 cloud platform, reducing annual telephony costs by **\$205K** while improving reliability and flexibility.
- Designed and deployed an AI-based scoring and routing system with cross-functional partners, achieving a **10% AI deflection rate**, cutting average handle time by **26 seconds**, and improving patient and provider experience.
- Reduced inbound call abandonment by **9 percentage points**, exceeding service-level objectives and enhancing patient access.
- Cut average after-call work time by **32 seconds per interaction**, creating **533 minutes of daily capacity** and enabling **3,000 additional outbound calls per day** through workflow and knowledge tool redesign.
- Increased average quality scores by **10 points to 96.3%** within six months, strengthening compliance and consistency across a large, distributed team.

CoStar Group, Inc. (NASDAQ: CSGP), Atlanta, GA Senior Director, Operations

2018 – 2019

- Led a 300 person sales and service organization within a \$35M P&L, averaging 10,000 outbound calls/day to apartment owners and real estate professionals.
- Increased outbound call performance by 12%** through upgraded workflows and scripting, while driving a high engagement, continuous improvement culture.

Peterson Technology Partners, Orlando, FL (remote) Senior Consultant

2017 – 2018

Accepted consulting assignments of various duration helping corporate clients with operational and strategic planning and implementation.

- Led consulting engagements for Fortune 500 and PE-backed clients on **contact center operations, technology, AI, workforce management, and compliance**, influencing **\$1B+ in investment and operational decisions**.
- Negotiated \$600K/year** in workforce management licensing savings across 4,500 agents and four North American contact centers for Allstate Insurance.

Hilton Worldwide, Inc., (NYSE: HLT), Orlando, FL Senior Director of Operations

2015 - 2017

- Partnered with Sales and Marketing leadership to drive **record sales of \$1.1B** for Hilton Grand Vacations, rebuilding Tier 1/Tier 2 contact center operations for **2,000 agents** across three North American sites and a new Tokyo site.
- Led implementation of **Salesforce** integration with Interactive Intelligence and Avaya, increasing contact rate and sales performance by **15%** in six months and managing up to **\$38M P&L**, including **\$1.15M+ annual savings** on contact center licensing.

Startek, Inc. (NYSE: SRT), Startek Health - Colorado Springs, CO Director of Operations/Site Director

2014 - 2015

Led U.S. and Philippines operations for Startek Health, building sales and member services programs for healthcare and related clients.

- Built seven inbound/outbound sales and member service lines from zero to 700+ agents across U.S. and Philippines sites, delivering \$10M in revenue within 11 months at 38% profit margin.
- Managed complex, multi-client operations for clients including Kaiser Permanente, Aspen Dental, Inogen, and others.
- Exceeded CMS customer survey targets for Kaiser Medicare and led **24/7 nurse triage operations with 60 RNs**, strengthening patient experience and regulatory performance for Medicare populations.

Connexions, Inc., Orlando, FL/ Denver, CO (now a TTEC company) Vice President of Operations/Site Director

2011 - 2014

Led national Inbound/Outbound Healthcare Sales and Service for Commercial and State clients in multiple 30 states. Managed over 1,000 agents in two Call Center sites for public and commercial clients including Kaiser Permanente, United Health Group, States including Rhode Island, Colorado, Georgia, achieving \$22M top line revenue with a 39% profit margin within 18 months.

- Increased Patient Retention for Kaiser resulting in \$1 million of retained earnings within 12 months.
- Drove \$9.5m top line Inbound/Outbound sales revenue for Kaiser Permanente Health Insurance and increased National sales conversion 40.1% w/in 12 months with 300 agents.
- Increased commercial health insurance monthly sales conversion from single digits to above 30% consistently boosting gross revenue and improved Paid Sales growth by 11%.
- Medicare annual enrollment and member services operations and Medicaid member enrollment, assessment, and support.
- P&L Management up to \$60MM.

Skills:

- Operations Leadership
- Customer Engagement, Access, and Member Services
- Revenue Growth Support and Customer Financial Engagement
- Outbound Sales
- Enterprise Contact Center and Omnichannel Operations
- P&L Leadership, Margin Improvement, and Workforce Optimization
- Multi-Site, Multi-State, and Offshore/Onshore Team Leadership
- AI-Enabled Transformation, Automation, and Analytics
- Quality, Compliance, and Performance Management
- Cross-Functional Leadership Across Operations, IT, Finance, HR, and Compliance

Technology

CCaaS / UCaaS platforms; CRM and EHR-integrated workflows; Raintree, TrueCare, Waystar, Droidle, AI-enabled contact center tools; speech and text analytics; workforce management; quality monitoring; cloud communications; reporting and performance dashboards. Experience includes Five9, Avaya, Genesys, NICE, Verint, Salesforce integrations, IEX, and related patient/member engagement technologies.

Education & Certifications

Master of Arts, Webster University, Orlando, FL

Bachelor of Arts, University of Central Florida, Orlando, FL

Certified Professional Manager, Institute for Certified Professional Managers, James Madison University