

CAROL SKENES

PROFESSIONAL SUMMARY

Healthcare pricing and transparency executive with fifteen years of experience spanning federal compliance, regulatory strategy, product leadership, and business operations across startups, consulting firms, and health systems. Deep subject matter expertise in hospital and payer machine-readable file (MRF) requirements, CMS and HHS rulemaking, the No Surprises Act, and the revenue cycle. Demonstrated track record of translating complex regulatory frameworks into actionable organizational strategy, leading cross-functional teams, and producing public-facing policy analysis for government, media, and industry audiences. Experienced in engaging with federal regulators, submitting formal public comments, and advising on legislative and administrative transparency priorities.

PROFESSIONAL EXPERIENCE

Turquoise Health | Remote

Turquoise Health is a healthcare pricing and transparency platform partnering with 300+ hospitals, payers, employers, and life sciences organizations to make MRF data and contracts actionable for negotiations, compliance, and consumer-facing price transparency tools.

Chief of Staff

April 2025 – Present

Primary areas of responsibility as a member of the Senior Leadership Team include strategic execution, principal regulatory strategist, operational program management, and external policy engagement.

- Lead execution of company-wide strategic initiatives advancing healthcare price and process transparency with direct accountability to the CEO.
- Drive cross-functional alignment across engineering, policy, product, and go-to-market teams to accelerate delivery of open-license pricing and compliance infrastructure.
- Oversee structured program management frameworks for high-priority initiatives, establishing meeting cadences, async accountability structures, and milestone tracking across the organization.
- Serve as primary organizational point of contact for media inquiries, policy briefings, and regulatory engagements not handled directly by the CEO.
- Create and publish formal public comments and RFI responses to CMS, HHS, and related federal agencies on hospital and payer price transparency rulemaking.
- Provide subject matter expertise on Congressional transparency legislation, CMS and HHS transparency rulemaking, the No Surprises Act, and state-level price transparency initiatives.
- Develop and direct internal learning and education programs to keep teams current on evolving federal regulations and healthcare policy.

Interim Vice President of Product

August 2024 – March 2025

Led and managed a product organization of more than 20 product managers and designers across multiple SaaS verticals serving hospitals, payers, employers, and life sciences customers.

- Established a structured product execution framework with quarterly goals and 12- and 24-month roadmaps tied to ARR targets, renewal rates, and engagement metrics.
- Conducted iterative product reviews to hone roadmap priorities across mature products, new feature releases, and net-new product development in a fast-paced startup environment.
- Built and sustained a product development environment integrating price transparency subject matter expertise with efficient, user-centered product design and delivery.

- Represented Product on the Senior Leadership Team, communicating launch priorities, aligning go-to-market strategies, and translating customer and prospect feedback into roadmap decisions.

Principal Strategist

September 2023 – July 2024

Translated executive priorities into cross-functional execution plans and managing high-visibility internal and external initiatives.

- Fostered strategic alignment across the leadership team and broader organization, ensuring business decisions remained consistent with company mission and long-term vision.
- Organized and led cross-functional teams on 0-to-1 initiatives, drawing on peer expertise to rapidly stand up new programs in a high-growth startup environment.
- Hosted internal webinars and maintained internal and external knowledge bases on federal and state price transparency requirements.

Payer and Provider Strategist

September 2022 – August 2023

Served as subject matter expert on all Turquoise products and on federal and state price transparency legislation, final rules, and the healthcare revenue cycle.

- Developed and maintained a cohesive Turquoise policy voice across 150+ internal stakeholders and in external conversations with journalists, regulators, and industry partners.
- Expanded the scope of price transparency use cases from traditional provider and payer applications to a broader set of industry stakeholders including employers, life sciences, and researchers.

Gentem Health | Remote

Gentem Health (now a part of SimplePractice) was a Series A healthcare technology and revenue cycle management company serving physician practices.

Senior Director of Strategy and Operations

January 2021 – August 2022

Served in dual capacity as Head of Business Operations and strategic advisor to the Executive Leadership Team.

- Delivered data-driven recommendations to C-level executives and department heads to optimize revenue, reduce costs, and support strategic decisions at a high-growth startup of fewer than 100 employees.
- Managed a team of analysts responsible for business intelligence dashboard creation and customer invoicing, providing visibility into key customer trends and financial performance.
- Led multi-departmental collaboration across Sales, Revenue Cycle, Product, Engineering, Customer Success, and Finance, driving process continuity and contributing to a 6x revenue increase in 2021.
- Established KPI reporting infrastructure that transformed the team from a reactive to a proactive operating posture, resulting in a 40% improvement in gross margins.
- Completed a transformational departmental reorganization to improve scalability, task efficiency, and team cohesion in support of company gross margin targets.

nThrive | Remote

nThrive (formerly Precyse/MedAssets, now Savista) is a national healthcare revenue cycle management and advisory services firm.

Manager, Advisory Services

February 2020 – December 2020

- Established the technical and project management framework for hospital Price Transparency compliance, becoming an early organizational expert on CMS machine-readable file and shoppable services requirements.

- Managed an internal team responsible for creating compliant and defensible machine-readable files and shoppable service packages for hospital clients.
- Served as project manager on more than 50 concurrent client-facing compliance projects, generating more than \$1 million in revenue.
- Advised hospital clients on chargemaster pricing strategy, preparing and presenting price modeling scenarios using payer-specific contracted rates that produced up to \$1 million in annual net revenue improvement per client.

Triage Consulting Group | Atlanta, GA

Triage Consulting Group (now a part of R1) was a national healthcare consulting firm specializing in payment accuracy, underpayment recovery, and revenue cycle optimization for hospitals and health systems.

Senior Manager / Manager / Consultant

January 2011 – January 2020

Progressive advancement over nine years from Consultant to Senior Manager, with expanding responsibility for client engagements, team leadership, and revenue recovery.

- Managed more than 25 direct reports on concurrent nationwide consulting engagements, recovering over \$30 million in annual revenue for hospital and health system clients.
- Oversaw comprehensive payment review audits with subject matter expertise in DRG and coding validation, underpayment identification, and denial management across Managed Care and Government payers.
- Developed and maintained client relationships across major health systems nationwide, serving as the primary senior point of contact for engagement delivery and strategic recommendations.

REGULATORY AND POLICY ENGAGEMENT

- Author of multiple formal public comments submitted to CMS and HHS on hospital and payer machine-readable file rulemaking, including comments on the Transparency in Coverage proposed rule and the CMS Health Technology Ecosystem Request for Information.
- Subject matter expert and spokesperson on federal price transparency regulations, including the Hospital Price Transparency Final Rule, Transparency in Coverage Final Rule, No Surprises Act, and associated good faith estimate and advanced explanation of benefits frameworks.
- Engaged with CMS Center for Consumer Information and Insurance Oversight (CCIIO) on MRF schema development, TiC Version 2.0 and 3.0 implementation, and payer compliance tracking.
- Contributor to the PATIENTS Framework (Publicly Accountable, Transparent, Interoperable, Efficient, Nonproprietary Transaction Standard), an open-license blueprint for healthcare administrative reform developed by Turquoise Health.
- Supported preparation of congressional testimony and written statements for hearings before the House Committee on Energy and Commerce Subcommittee on Health.
- Regular contributor to industry publications and media on healthcare price transparency, MRF data quality, and consumer cost estimation.

SELECTED PUBLICATIONS AND PUBLIC ENGAGEMENTS

- Turquoise Health Payer MRF Transparency Report — lead analyst and author, October 2025. Analyzed parsability, conflicting rate prevalence, and outlier rate frequency across 97 national payers.
- Public Comment, CMS-0042-NC — supporting binding upfront cost estimates and providing detailed feedback on price transparency implementation and good faith estimate frameworks.
- Public Comment, CMS-9882-NC — supporting expansion of price transparency to include prescription drugs and making the case for comprehensive drug rate disclosure as critical healthcare infrastructure.

- Public Comment, CMS-1834-P — supporting comprehensive hospital MRF standards, seeking clarification on new percentile fields, and providing recommendations on EDI 835 ERA transaction data utility.
- Healthcare Dive “Price transparency enforcement is a shared responsibility” Op Ed — author, 2024. Arguing that price transparency enforcement is a shared responsibility between federal and state governments, with critical gaps in payer MRF accountability under the Transparency in Coverage rule.
- MedCityNews “Price Transparency Enforcement Is Still A Shared Responsibility” Op Ed - author, 2025. Follow-up arguing that despite a wave of 2025 regulatory activity, enforcement of patient estimate requirements remains conspicuously absent and shared federal-state accountability for payer MRF compliance is still unresolved.
- Media spokesperson: published commentary and sourced reporting in Bloomberg, Axios, and additional healthcare trade and policy outlets.

EDUCATION

Bachelor of Science in Management

December 2010

Georgia Institute of Technology, College of Management | Atlanta, Georgia

- R. Joe Taylor President’s Scholar, August 2007 – December 2010: awarded to the top 3% of the entering class based on academic achievement, leadership, and communication.

ADDITIONAL INFORMATION

Areas of Expertise: Healthcare price transparency, CMS/HHS rulemaking, machine-readable file standards, revenue cycle management, healthcare SaaS, strategic operations, cross-functional program management, public policy engagement