



GAP ANALYSIS, LLC

## **ANDREA L. DOBRIN**

### **PROFESSIONAL EXPERIENCE**

**GAP ANALYSIS, LLC.** Cleveland Heights, Ohio ♦ Expert witness agency providing professional, specialized support to attorneys, insurance companies and human services organizations. Expertise in wide range of health and human service industries

**2017 - Present**

**KOINONIA HOMES, INC.** Independence, Ohio ♦ Non-profit agency providing residential waiver, intensive care, clinical, nursing, day and employment services for over 650 individuals with Intellectual and Developmental Disabilities

**2014 - 2020 (Retired)**

#### ***Chief Operations Officer***

- ♦ Oversees all organizational programs, services and staff for \$37 million, multi-county, non-profit IDD agency
- ♦ Responsible for leading and managing the organization's comprehensive array of services and programs in accordance with best practices, industry standards, regulatory compliance and overarching strategic goals
- ♦ Expanded services, improved efficiencies and increased revenue by over \$12 million in five years

**BELLEFAIRE JEWISH CHILDREN'S BUREAU** Shaker Heights, Ohio ♦ Non-profit agency providing wellness, advocacy and behavioral healthcare for children, youth and their families

**2012 - 2014**

#### ***Division Director of Foster Care & Adoption***

- ♦ Administer all aspects of staff, services, marketing and development for historically significant \$2.5 million division
- ♦ Restructured division cutting annual expenses by 40% and increasing Medicaid billing by 25%
- ♦ Instituted two-year plan to renovate division, concentrate services and establish quality controls division-wide

**THE CENTER for HEALTH AFFAIRS,** Cleveland, Ohio ♦ \$25 million hospital advocacy, multi-divisional service organization with non-profit and for-profit branches

**2010 - 2012**

#### ***Vice President of HRC & RRC***

- ♦ Oversee staff and services for two for-profit divisions; human resources consulting and defined benefit administration
- ♦ Established three-year strategic plan to overhaul division, merge and expand services state-wide; projected profits of \$3 million
- ♦ Negotiated contracts for division clients totaling 1.5 million

*more...*



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**COMMUNITY CARE NETWORK**, Cleveland, Ohio ♦ \$24 million integrated, multi- system non-profit agencies  
**2004-2010**

**Chief Administrative Services Officer**

- ♦ Directly supported CEO with all corporate operations, system-wide strategic planning, operations and administration
- ♦ Responsible for human resources, labor relations, risk management, quality improvement and pharmacy divisions and staff
- ♦ Streamlined operations and reduced operating costs while providing administrative services for three agencies
- ♦ Chief Negotiator in labor negotiations, oversaw all litigation, arbitration activities and responses

**GORTZ & ASSOCIATES, INC.** Beachwood, Ohio ♦ Consulting firm providing high-quality niche human resource, labor relations, management consulting and organizational development services to public employers and elected officials. **1992 - 2004**

**Vice President (1996 - 2004)**

- ♦ Responsible for company operations including marketing strategies, business development, promotional activities and product development; supervised Senior and Junior Consultants
- ♦ Initiated multi-state expansion resulting in 30% revenue growth; significant increase in company recognition

**Senior Consultant (1992-1996)**

- ♦ Provided full-service human resources and labor relations consultation services to diverse public sector employers
- ♦ Maintained long-standing consulting relationships with over fifty (50) clients and elected officials
- ♦ Researched, analyzed designed and administered compensation and benefits systems for multiple cities and county systems
- ♦ Served as Chief Negotiator in the negotiation and administration of over twenty (20) labor contracts
- ♦ Conducted multiple training seminars for counties and at conferences on administrative and management topics as well as current legislation such as Sexual Harassment, FMLA and OSHA.

**BELLEFAIRE JEWISH CHILDREN'S BUREAU** Shaker Heights, Ohio ♦ Non-profit agency providing wellness, advocacy and behavioral healthcare for children, youth and their families  
1987 -1992

**Marketing and Standards**

- ♦ Successfully oversaw all licensing and accreditation activities for two principal organizations, including JCAHO, COA, ODMH, ODJFS

**EDUCATION**

**Master of Organizational Development and Behavioral Analysis**

CASE WESTERN RESERVE UNIVERSITY Cleveland, Ohio

**Bachelor of Science**

MIAMI UNIVERSITY Oxford, Ohio