

CAROL ITTIG, MBA, FACMPE

ORTHOPAEDIC PRACTICE ADMINISTRATOR | ASSOCIATION & GOVERNANCE LEADERSHIP

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BOARD LEADERSHIP PROFILE

Orthopaedic practice administrator with 20+ years of physician-practice and healthcare leadership experience and more than a decade in orthopaedics. Senior administrative leader for an independent pediatric orthopaedic group with \$18M+ in annual revenue, 67 employees, 6 orthopaedic surgeons, 11 advanced practice providers, and three locations. Brings hands-on experience in physician governance, payer strategy, advocacy, provider recruitment, growth initiatives, financial oversight, workforce leadership, and translating regulatory and reimbursement changes into practical action for orthopaedic practices.

ASSOCIATION, GOVERNANCE & PROFESSIONAL SERVICE

- **American Alliance of Orthopaedic Executives (AAOE)** - Membership Council, 2025-Present; Advocacy Council, 2026-Present; Contribute to member engagement, practice-management discussion, and advocacy affecting the financial and operational sustainability of orthopaedic practices.
- **Florida Association of Orthopaedic Executives (FAOE)** - Treasurer, 2026-Present; service on multiple Annual Meeting committees; subject-matter contributor to development of the COE certification curriculum, including revenue cycle management, payer contracting, fee schedules, claims, denials, and appeals.
- **CHORTHO Cares, Inc** – Executive Director, 2024-Present; lead the nonprofit affiliate supporting pediatric orthopaedic education, research, community support, and access to care; oversee governance, compliance, fundraising administration, program development, and educational initiatives.
- **Ortho RCM Network** - Founder/Moderator of an orthopedic billing and coding listserv serving approximately 300 billing and revenue cycle professionals; facilitate peer exchange on reimbursement, coding, payer policy, denials, appeals, and practice operations.
- **Royal Oak Surgical Center** - Board of Directors, 2014-2018. Participated in the acquisition and integration of the affiliated ambulatory surgery center and subsequently served in governance and operating leadership.
- **Children's Orthopaedic and Scoliosis Surgery Associates, LLP (COSSA)** - Primary administrative liaison to the physician-partner Board; prepare agendas and financial/operational reporting, present recommendations, document decisions, and drive follow-through on strategic priorities.

SELECTED LEADERSHIP CONTRIBUTIONS

- Practice growth and operational stewardship: helped guide an organization that grew from approximately 35 to 67 employees during tenure while consolidating the physical footprint from five locations to three for greater operating efficiency.
- Provider recruitment: led recruitment and onboarding of 4 physicians and 14 APPs since 2018, from sourcing and initial interviews through compensation discussions, contracting coordination, credentialing, hospital alignment, relocation support, and integration.
- Payer strategy and advocacy: lead all commercial payer contracting and reimbursement negotiations and work closely with revenue cycle leadership on payer policy, denials, appeals, coding, documentation, and audit issues; regularly translate policy changes into operational and advocacy responses.
- Practice development: led end-to-end opening of the Lakewood Ranch location in April 2026 and currently lead administrative planning for the in-progress Wesley Chapel expansion, including real estate, health-system coordination, physician recruitment support, and operating-model decisions.

EDUCATION AND CREDENTIALS

Fellow, American College of Medical Practice Executives (FACMPE)

American College of Medical Practice Executives | 2024

Certified Medical Practice Executive (CMPE)

American College of Medical Practice Executives | 2009

Master of Business Administration (MBA)

Walsh College of Accountancy | Troy, MI

Bachelor of Science in Business Administration

Health Service Administration concentration | Central Michigan University | Mt. Pleasant, MI

AREAS OF EXPERTISE

Physician Practice Operations | Board Governance | Association Leadership | Nonprofit Leadership | Advocacy | Payer Contracting | Revenue Cycle Oversight | Provider Recruitment | Practice Expansion | Financial Oversight | HR & Benefits | Compliance & Policy | Technology Strategy

PROFESSIONAL EXPERIENCE

Children's Orthopaedic and Scoliosis Surgery Associates, LLP (COSSA) | Orthopaedic Administrator

St. Petersburg, FL | July 2018-Present

- Report directly to the physician-partner Board as the practice's senior administrative leader; directly lead the Director of Operations, Lead APP, Director of Revenue Cycle, Director of Business Development, and Research Coordinator.
- Provide executive oversight across operations, payer contracting, revenue cycle, HR and benefits, compliance, legal coordination, technology strategy, provider recruitment, financial reconciliation, business development, and strategic health-system relationships.
- Perform monthly financial reconciliations and final management review before books are submitted to the external CPA; serve as primary CPA liaison, administer profit-sharing processes, coordinate physician distributions, and documented the physician compensation methodology to improve transparency and consistency.
- Lead or support technology and workflow initiatives including payroll/timekeeping changes, AI-enabled tools, Phreesia, Encoda, PatientIQ, and a current RFP for replacement of the practice management and EHR platforms.

DeClaire LaMacchia Orthopaedic Institute | Orthopaedic Administrator

Rochester, MI | March 2018-June 2018

Lederman Kwartowitz Center for Orthopedics | Orthopaedic Administrator

West Bloomfield, MI | August 2013-February 2018

- Led operations for a two-location orthopaedic practice with 3 fellowship-trained surgeons, an APP, 4 physical therapists, and approximately 40 support staff, with responsibility for practice operations, staffing, strategic planning, business development, and financial performance.
- Participated in acquisition and integration of an affiliated ambulatory surgery center, then served on its Board of Directors and oversaw center operations alongside the orthopaedic practice and in-house physical therapy department.

EARLIER HEALTHCARE LEADERSHIP EXPERIENCE

Gardien Services | Regional Manager - Physician Services

Southfield, MI | November 2012-August 2013

Oversaw primary-care service lines, MSO/medical-group integration, revenue cycle management, and physician relationships.

EPIC Primary Care | Practice Administrator

Ferndale, MI | December 2009-November 2012

Managed a high-volume primary-care practice serving approximately 150 patients per day with physicians, extenders, and 22 support staff.

US Medical Management | Senior Accountant

Farmington Hills/Troy, MI | March 2009-September 2009

Supported a newly acquired DME division and implementation of billing and inventory systems.

Nuwell Companies | Practice Administrator

Ferndale, MI | March 2003-March 2009

Managed operations within a healthcare holding company of approximately 20 healthcare-related entities and \$15M in annual revenue, including primary-care clinics, a portable IDTF, and billing/management operations.