PROFESSIONAL EXPERIENCE

Texas State University
2024 – Present

Assistant Professor of Instruction | School of Health Administration | full-time, non-tenure

- **Faculty Advisor, Bachelor of Health Administration (BHA) Student Healthcare Leadership Coalition (HLC)**
    - Provide leadership mentorship, strategic guidance, and professional development support to undergraduate healthcare administration students
    - Support student engagement initiatives, leadership programming, and applied learning aligned with healthcare administration competencies

Human Resources in Healthcare Management: Human resource management as applicable to the healthcare field. Course covers human resource planning, staffing, job requirements, job descriptions, sources of labor supply, training and education programs, salary administration, employee communications, legal considerations, and union–management relations. *(in-person)*

Healthcare Services Marketing: Applies the principles of services marketing to healthcare organizations. Presents tools to identify and close gaps between customer expectations and services provided to ensure quality healthcare delivery. *(in-person)*

Supervisory Management for Healthcare Managers: Introduction to supervisory management functions including planning, organizing, staffing, influencing, and controlling; along with decision-making, coordination, and communication in healthcare organizations. *(WI – Writing Intensive; in-person and virtual)*

University of Alabama at Birmingham
2023

Credentialed Course Instructor | Adjunct Professor

Strategic Management in Health Care Organizations: Review of strategic management processes and planning in healthcare organizations with an emphasis on operational-level implementation and control.

K2ISNP Consulting
2021 – Present

CEO & Chief of Strategy

- Build models-of-care policies, procedures, protocols, and marketing strategies for SNF/LTC, MAOs, PACE, Managed Medicaid, and CMS accreditation organizations
- Increased customer base within 10 weeks by creating a national NPI database and executing targeted marketing strategies for CMS accreditation organizations
- Evaluate SNF patterns including PDPM, PPS, RUG-IV, MDS, capitated payments, Star Ratings, value-based care (VBC), and nursing and therapy staffing
- Develop simplified CPT billing code reference tools for geriatric psychiatry, wound care, and DME (including Continuous Glucose Monitors and supplies), supporting CMS-compliant models of care
- Explain pre-certification and claims authorization processes to aid client understanding of MAO (PPO/HMO/SNP) billing workflows and submission requirements
- Consult for SNFs and physician hospital organizations to maximize reimbursement for MAO beneficiary hospital discharge to SNF admission
- Establish international partnership pathways through consulting engagements with biotechnology and pharmaceutical companies in the Caribbean

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Kustom Kinetics
2004 – 2023

CEO & Director of Strategic Development

- Founded an orthopedic bracing and wound care/diabetic supply DME company servicing 2,000+ nursing homes, assisted living facilities, and home health agencies across 38 states
- Spearheaded company growth to 20+ team members and $4MM+ in annual revenue
- Devised “blue ocean” marketing strategy by supplying wound care mattresses and wound therapy DME in a saturated nursing home market
- Established a drop-ship business model utilizing clinical and non-clinical staff for delivery and setup
- Secured a large national client and developed on-demand clinician training models focused on Medicare compliance and outcomes
- Evaluated nursing home care patterns to support Medicare Advantage enrollment strategies
- Administered CMS manual interpretation and clinician education focused on product purpose and utilization rather than brand bias
- Closed business following removal of DME benefits by primary client

Growth

- Propelled annual revenue by 167% through technology-driven operational efficiencies
- Hired CFO, established a board of directors, and implemented dashboard reporting
- Assessed population trend lines 10+ years in advance to guide strategic positioning
- Maintained revenue stability during COVID-19 through a virtual, facility-direct delivery model

Team Leadership

- Supervised 20+ multidisciplinary team members nationwide
- Coached sales consultants to support clinicians in implementing value-based patient care solutions, contributing to improved outcomes and reduced hospitalizations

Clinician Education

- Repositioned company from DME supplier to consultative population health partner
- Educated clinicians serving Medicare-eligible nursing home populations
- Developed training manuals, IT platforms, and new product implementations
- Oversaw electronic claims billing and EMR systems

Mid-South Assistive Technology
2001 – 2004

President

- Championed $1.5MM annual gross revenue for an orthotics DME provider billing Medicare
- Managed 7+ team members and regional sales territory
- Addressed complex rehabilitation DME needs across nursing homes, home health, and assisted living facilities

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Medassist-OP
1993 – 2001

Sales Representative

- Championed $1.5MM annual gross revenue for an orthotics DME provider
- Grew sales territory 15% year-over-year
- Trained national sales teams on CMS orthotic bracing protocols, policies, and procedures

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EDUCATION

University of Alabama at Birmingham
Doctor of Science (DSc)
Dissertation: *The relationship between nurse and therapy staffing levels and the Medicare patient-driven payment model reimbursement during the COVID-19 pandemic.*

Christian Brothers University
Master of Business Administration

Louisiana State University
Bachelor of Science, Marketing

PEER-REVIEWED PUBLICATIONS & SCHOLARLY ACTIVITY

Mileski, M., **Shapley, R.**, Beauvais, B., Topinka, J. B., Shanmugam, R., Betancourt, J., & McClay, R. (2025).
The utilization, application, and impact of Institutional Special Needs Plans (I-SNPs) in nursing facilities: A rapid review. *Geriatrics*, 10(x).

Shapley, R. (2024). *The relationship between nurse and therapy staffing levels and the Medicare patient-driven payment model reimbursement during the COVID-19 pandemic.*
— Currently under revise and resubmit, *Journal of Hospital Management and Health Policy*.

Panel Discussant, **15th International Health and Hospital Management Congress**, Antalya, Turkey (December 2024).

PROFESSIONAL DEVELOPMENT

Guiding Faculty in Health Professions to Research Career Development
Certificate of Completion (2025)

MIT, Sloan School of Management
Business Process Design for Strategic Management (2019)

Harvard Extension School
Religions of the World (2018)

American College of Healthcare Executives
Active Member (since 2018)

VOLUNTEER

Commission on Accreditation of Healthcare Management Education (CAHME)
Site Surveyor

United Way of Central Alabama
State Health Insurance Assistance Program Volunteer Counselor

- Provide Medicare counseling on Parts A–D, Medigap, appeals, penalties, and assistance programs

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STRENGTHS

High5 Strengths
Coach | Problem Solver | Strategist | Analyst | Deliverer

METHODOLOGIES

CMS PDPM/PPS payment models
CMS DMEPOS policies
Local Coverage Determination (LCD) letters
CMS Medicare Managed Care Manual (SNP/MOC/PBP)
Capitation and Fee-for-Service (FFS) payment models