



Jess Sands

Revenue Cycle Service
Delivery Lead
Optum

Former position:

Director of Patient Access,
Boulder Community Health



I was very nervous about what my day in and day out was really going to be, what's the culture really going to be? Is it going to be stuffy? Is it going to feel very corporate? After the transition, all my concerns have definitely gone away.

Working with Boulder Community Health for 15 years and now leading the revenue cycle at Optum, Jess Sands shares how her apprehensions about transitioning to Optum eventually led to significant opportunities.

Before the transition

Before the transition, I worked in the patient access director role, leading the front-end operations within Boulder's revenue cycle, including the scheduling, on-site registrars, financial counselors and financial clearance.

The news of the partnership was shared with me a few months before the announcement date to help with some diligence needs. There is always nervousness with any change, but what stood out to me was the opportunity to be involved in this partnership that helps drive performance improvement.

Transparency during transition

The day the transition was announced, it was difficult for employees to absorb, as they were not expecting it. We had a big challenge, as it happened at the beginning of the COVID-19 pandemic, and at Boulder, we were still getting used to working remotely.

Key leaders from Optum came on site to answer all our questions. I think that was significant because everybody heard the same message. They heard it from a cohesive team of Boulder Community Health and Optum executives. There was a lot of transparency and openness from Optum as they patiently answered our questions, no matter how trivial or frivolous they were.

I built trustworthy relationships over the years with our leaders at Boulder. They gave me the confidence that this partnership is good for the organization and me as an individual, which helped my progression with this transition.



Why I value working for Optum

- Phenomenal transformation team
- Career advancement and promotion
- Cultural fit and alignment
- Effective employee-based engagement programs, such as manager development conferences and coffee chats

Significant opportunities since transition

The transformation team at Optum is phenomenal. Within the first month after the actual transition, we were able to add resources to help support patient access. There was considerable improvement, having the Optum group come in and help with change management, switching out tools and workflows. Their learning and performance solutions team provided training that otherwise would have fallen onto our one trainer and small patient access leadership team.

Optum is enormous, but at the same time, the people I've met and work with are down to earth. It does not feel stuffy and corporate. The cultures are much more aligned than I expected.

Effective employee engagement and personal growth

You can get more involved and take advantage of opportunities when you're a part of such a big company. Some examples of these are:

- Attending manager development conferences and thinking through different strategies as a leader
- Coffee chats where employees and leaders come together to talk about cultural initiatives and what they mean to us
- Career growth opportunities, which in my case, has allowed me to become the revenue cycle service delivery lead role supporting Boulder Community Health and helping lead the entire revenue cycle

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I get the best of both worlds. I feel like we've got the small Boulder family over here, and then suddenly there was this marriage, and the family grew and now we've got a massive family with Optum that we're getting to know.

Jess Sands

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