

### Colleen Norris

FSA, MAAA  
Consulting Actuary



#### CURRENT RESPONSIBILITY

Colleen is a consulting actuary with the Denver office of Milliman. She joined the firm in 2008.

#### EXPERIENCE

Colleen specializes in providing analytical and strategic support to organizations engaging in new models of reimbursing providers. She has helped both providers and payers develop quantitative approaches of understanding and measuring the spectrum of potential risk under a variety of potential arrangements. Colleen's experience includes analyzing changes to provider reimbursement contracts to ensure consistency with desired goals, modeling risk transfers in reimbursement contracts, and developing strategic approaches to manage transferred risks.

She has assisted large provider systems with developing models for the appropriate transfer of financial risk to smaller provider units, and has provided strategic and tactical planning for systems looking to optimize their long-term prospects in the era of increased risk-sharing.

She also has experience with Medicare ACO (MSSP & Next Gen) and MACRA risk impact assessments and strategic planning.

Colleen has experience with using predictive models to help organizations identify, measure, and monitor key risk factors. Her background also includes commercial healthcare benefit plan design, pricing, feasibility studies, and financial modeling. She has developed regulatory filings for health carriers, developed underwriting and rating models, and projected liabilities for incurred but not paid claims.

#### PROFESSIONAL DESIGNATIONS

- Fellow, Society of Actuaries
- Member, American Academy of Actuaries

#### EDUCATION

- MS, Physics, University of California, San Diego
- BS, (*summa cum laude*) Physics, Creighton University

