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EDUCATION

MBA, Vanderbilt University,
Owen Graduate School of
Management

BS, Management, Georgia
Institute of Technology

CERTIFICATIONS

Institute for Healthcare
Improvement Open School
Certification

AFFILIATIONS

Beta Gamma Sigma Business
Honors Society

Golden Key International
Honour Society

National Society of Collegiate
Scholars

COURTNEY NECESSARY

Managing Director

Business Transformation; Business Scalability;
Strategy & Performance

Courtney Necessary is a Managing Director at Ankura, based in Nashville, who has spent more than a decade leading growth-oriented transformations for businesses. She joined Ankura with its 2018 acquisition of c3/consulting, where she had served in different roles over several years, from leading consulting engagements to building organizational capabilities within the firm. Courtney approaches complex organizational challenges with business intelligence, technical acumen, and the ability to foster engagement with leadership and across organizations. She has worked extensively with the healthcare industry on a diverse range of initiatives, including process design, change leadership, training, data and market analytics, strategic planning, HR talent acquisition and development, and business development.

Prior to c3/consulting, Courtney led data analytics efforts at a number of healthcare organizations, work that involved identifying correlation and causation for adverse events as well as leveraging market data for strategic planning purposes. She also served as a forensic data analyst on international investigations on behalf of the World Bank. A former professional ballet dancer, Courtney spent seven years performing principal, soloist, and corps roles and touring the world before changing careers.

Courtney's professional experience includes:

- Strategic Planning for Recruitment, Business Services Organization: Led the senior leadership team through the refinement and implementation of a recruiting strategy that was more efficient and better integrated with broader organizational needs. The number of potential candidates increased by 50 percent, and the updated vetting processes allowed recruiters to identify those with the appropriate expertise and right cultural fit.
- Strategic Alignment Facilitation, Post-Acute Care Management Company: Guided the executive leadership team in their efforts to define and reach consensus on organizational goals, focus areas, key strategies, and success metrics. Developed cross-functional project plans for implementing the new vision for the company.
- Workshop Facilitation, Retail Pharmaceutical Company: Led a group of IT leaders in the definition and documentation of

the current technological infrastructure and led the design of an updated infrastructure that would fulfill future needs under a change in ownership.

- Data Enablement, Large Academic Medical Center: Established and facilitated a user group comprised of senior administrators, physicians, and other staff to introduce them to and educate them on the use of data-analytics tools that would inform decision-making regarding market expansion.
- Acquisition Project Management, Retail Pharmaceutical Company: Led a large company through the acquisition of 13 clinics, including the implementation of electronic medical records, e-prescribing, and online scheduling as well as the rebranding of software and all patient-facing assets. The deal also involved navigating distinct legal requirements in multiple states. As a result of these changes, the acquired clinics generated greater reimbursements and higher revenue, saw improved patient loyalty, and attracted new patients in new markets for the client-company.
- Process Improvement Project, Healthcare Services Business: Led optimization efforts that streamlined the management and deployment of configuration changes to electronic medical records. Courtney established the service levels, which defined and helped manage expectations within the organization, and increased transparency, enabling stakeholders to monitor the status of pending requests.
- Business Analysis, Hospital Trauma Department: Managed the development of an analytics tool that enabled users to monitor and analyze patient volume as well as the market trends revealed by transport data, accounting for seasonality, competition, and other key factors. Tool helped administrators to assess the department's performance and identify the reasons behind exceeding and/or missing targets.
- Competitive Market Analysis, Large Academic Medical Center: Identified, recommended, and managed the formats and sources for collecting market intelligence in order to facilitate data-driven decision making. Courtney managed the development of tools that streamlined the process of obtaining market data and increased the frequency of reporting. She further created user-friendly, visual dashboards that enabled the center staff to understand the data's significance.
- Business Analysis, Hospital System: With the ultimate goal of reducing adverse events, analyzed variables across 140 hospitals and examined the roles and responsibilities of specific positions in order to make evidence-based recommendations to improve healthcare. By utilizing systems across different hospital positions, information was shared more efficiently within each facility and reporting was more effective.