

Jennifer Ziolkowski, MBA, CLSSYB

Director

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Jennifer is a director in the Healthcare Consulting practice of Saltmarsh, Cleaveland & Gund. She has over 30 years of long-term care (LTC) experience, specifically within the skilled nursing, assisted living, home health and short-term rehabilitation sectors. She has extensive knowledge of Medicare and Medicaid compliance and reimbursement, business insurance contracting, process improvement and strategic planning. Jennifer provides consulting services to LTC providers utilizing principles of the Baldrige Framework for Performance Excellence which elevates process improvement, strategic planning and financial responsibility.

Jennifer holds a Yellow Belt in Lean Six Sigma, which combines principles from Lean and Six Sigma to improve processes and reduce defects or inefficiencies within an organization. She is a recipient of the Walter M. Johnson, Jr. Circle of Excellence Award for her dedication to long-term care and her role in the development of the Medicaid Prospective Payment System in Florida. Before joining Saltmarsh, Jennifer was co-owner of Q3 Healthcare Consulting, LLC, which joined forces with Saltmarsh in April 2024.

Education

Masters of Business Administration - University of Phoenix

B.A. Management, Concentration in Accounting - Virginia Wesleyan College

Certifications

Certified Lean Six Sigma Yellow Belt (CLSSYB)

Professional Affiliations

Florida Health Care Association (FHCA) - Past Reimbursement Committee Board Member

American Health Care Association (AHCA)

American Health Care Multi-facility Council - Past Member

Our Florida Promise - Past Board Member