

PROFILE

Accomplished, high-energy senior executive with extensive experience in leadership positions and demonstrated achievements in health care organizations. Proven strategic, financial, management, team building, crisis management, and operational performance. Strong communication and interpersonal skills. Extensive experience in state and federal advocacy. National reputation in all aspects of public affairs: strategy, policy development, communications and message development, grassroots organizing, lobbying and directing lobby teams, fundraising, and coalition politics.

EDUCATION

Masters of Health Care Professions, Southwest Texas State University

Bachelor of Science, Business Administration, Winthrop University

EXPERIENCE

Chief Executive Officer, Colorado Medical Society, Denver, Colorado Medical Society
February 1, 2010 - Present

Chief Executive Officer, California Medical Association, Sacramento, California
November 2009 – January, 2010

Responsible for supervising and motivating California Medical Association's (CMA) several departments (legal, economic services, government relations, policy, governance, etc.) and affiliated organizations with a staff of 75 employees located at the Sacramento headquarters and San Francisco office.

Oversight for carrying out the policies set forth by the CMA House of Delegates and Board of Trustees. Serve as a spokesperson for and liaison to physicians, external organizations, government leaders, and the business community.

Lead the development of a strategic plan and work to implement agreed strategy with association staff, county medical associations, and affiliated organizations.

Chief Executive Officer, Colorado Medical Society, Denver, Colorado
November 2004 – November 2009

Responsible for directing the Colorado Medical Society (CMS) with a staff of 17 employees. Oversight for all aspects of strategic planning, management, personnel, and budgeting. Designed and implemented the medical society's first comprehensive strategic plan in over a decade, and the first in its history to be fully operational. Transformation of the organization into a highly effective operation.

Persuaded Insurance Commissioner to impose unprecedented series of conditions on the United/PacifiCare merger; helped convince Department of Justice to require United's divestiture of PacifiCare in Boulder County.

Innovated unique, state insurance commissioner-approved, physician oversight function to CIGNA's acquisition of Great West and United's acquisition of PacifiCare which led

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to multiple payer-physician collaborations and voluntary continuance of liaison function after terms of conditions expire.

Led physician component of a successful statewide ballot initiative that ultimately freed funding and resulted in over \$40 million of new money appropriated to Medicaid physician fees, bringing E & M billing codes to ninety percent of Medicare.

Designed and supervised strategy resulting in passage of the nation's first standardized managed care contract law.

Developed strategy and coordinated passage of first body of law in the country requiring oversight of payer profiling and rating of physician performance.

Developed strategy and led negotiations to update Colorado's 20 year old merger and acquisition statute, incorporating physician impact requirements based on CMS's successful conditions imposed during United's acquisition of Pacificare.

Championed legislation creating a state-wide Blue Ribbon Commission for Health System Reform; developed complex analytical policy tool for assessing Commission alternative proposals and to build physician consensus among competing delivery system models under consideration.

Developed and led successful strategies for three consecutive years to defeat priority trial lawyer legislation intended to roll back Colorado tort laws.

Secured a \$1.5 million state contract for physician pandemic flu preparedness.

Secured an \$850,000 Systems of Care/Patient Centered Medical Home Grant to break down silos between Colorado physician specialties.

Director, Strategic Alliances, Texas Medical Association, Austin, Texas January 2003 – November 2004

A division level director with managerial and staff responsibility for the International Medical Graduate Section, the Texas Border Health Caucus, and congressional and federal executive branch advocacy. The first TMA division to be charged with developing new strategic relationships for Texas medicine.

Created and managed Texas Border Health Caucus – coalition of county medical societies in the Texas-Mexico border region for purposes of political action and legislative advocacy. Developed strategic plan and coalition infrastructure.

Created and managed US Border Health Caucus: Developed a coalition of the four United States-Mexico border state medical associations to pursue congressional lobbying on border public health infrastructure needs, Medicaid, Medicare, and EMTALA.

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Developed and coordinated state-wide, physician-patient grassroots mobilization in support of constitutional amendment limiting medical malpractice non-economic damages

Director, Department of Legislative Affairs, Texas Medical Association 1986 – 2003

Lead lobbyist; coordinated all state and federal legislative advocacy; responsible for screening, prioritizing and tracking of all legislation relevant to physicians and general medical and public health interest; staffed and advised Association policy bodies on setting positions and strategy on approximately 900 plus pieces of legislation each legislative session.

Directed lobbying of Texas Legislature and Texas' congressional delegation and executive branches as well as preparing expert witnesses and briefing physician contacts with public officials.

Coordinated with Association's Political Action Committee the screening of candidates and assessing incumbents; advised on all endorsements, grassroots strategies; extensive travel and public speaking.

Designed the Physician Preceptor Program to provide key legislators with experience in critical health care issues along the Texas-Mexico border.

Provided strategic oversight to school health coalition, which lobbied to enact legislation mandating physical education in public schools.

Created and led the Coalition on Medicaid Access and secured a \$125 million increase in Medicaid physician reimbursement.

Created and led coalition effort resulting in the enactment of legislation creating the Texas Council on Cardiovascular Disease and Stroke.

Created the Ad Hoc Committee on Collaborative Practice, a group of physicians, advanced practice nurses, and physician assistants organized for the purpose of resolving policy disputes.

Other Positions:

Assistant Director, Department of Legislative Affairs, Texas Medical Association, 1982 – 1985

District Representative, Office of U.S. Congressman, Phil Gramm, 1981-1982

Director of Field Services, Texas Medical Association, 1979-1981

AFFILIATIONS AND AWARDS

- Named three times to Denver Business Journal's "Power Book" for influence in health field (2006/2008/2009)
- AMA State Advisory Team for the Washington Office
- AMA Association Resource Center Board
- Governor's Expert Emergency Epidemic Response Committee, State of Colorado
- Colorado Coalition of Medically Underserved, Board of Directors
- Colorado Physician Health Program, Board of Directors.
- Colorado Clinical Guidelines Collaborative, Board of Directors
- Pfizer Advisory Committee on Physician Issues

References and additional information available upon request