

EDUCATION

July 2005 – August 2005: *University of California at Los Angeles, Los Angeles, California; College of Business, John E. Anderson Graduate School of Management.* Successfully completed requirements for the Johnson and Johnson/UCLA Health Care Executive Program.

January 1990 - May 1991: *University of Florida, Gainesville, Florida; College of Engineering, Department of Industrial and Systems Engineering.* Awarded M.S. degree in Industrial and Systems Engineering (M.S.I.S.E.)

January 1986 - December 1989: *University of Florida, Gainesville, Florida; College of Engineering, Department of Industrial and Systems Engineering.* Awarded B.S. degree with honors in Industrial and Systems Engineering.

August 1983 – December 1985: *Brevard Community College, Cocoa, Florida.* Awarded A.S. degree with honors in pre-engineering.

WORK HISTORY

August 6, 2012 - Present: *Chief Executive Officer, WellFlorida Council, Inc.*

Responsibilities include full executive leadership of WellFlorida Council, Inc., coordinating and supporting the activities on WellFlorida's Board of Directors and management and oversight of all day-to-day financial, personnel and programmatic operations. Also responsible for preparation and execution of the overall WellFlorida Council budget as well as the budgets of the individual programs that comprise the overall WellFlorida budget of nearly \$10 million. Additional responsibilities include working with community-based organizations on key health issues throughout WellFlorida's 16-county service region and the state and serving as WellFlorida's liaisons on a wide array of community boards and in community meetings. Also continue to consult on various needs assessment and community health improvement planning projects including development and management of various health data collection and analysis processes. Public speaking is an ongoing and essential component of this position.

August 2009 – Present: *Adjunct Faculty, Department of Health Services Research Management and Policy, College of Public Health and Health Professions, University of Florida*

Responsibilities include the development and instruction of the curriculum each fall (August – December) for both the live and online versions of the Evidence-Based Management of Public Health Programs course which is required in the Department of Health Services Research, Management and Policy Master's degree program. This course is designed to educate students regarding quantitative methods to aid in management and decision-making processes in the public health context.

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WORK HISTORY (Cont.)

March 31, 2008 – August 5, 2012: Chief Operating Officer, WellFlorida Council, Inc.

Primary responsibilities included the development and preparation and execution of WellFlorida programmatic budgets with program managers and assisting the Chief Executive Officer in developing, preparing and executing the overall WellFlorida budget. Also had direct supervisory authority over WellFlorida's program managers and managed and oversaw personnel and operations of these programs including oversight of contract management activities for more than \$9 million in state and federal funding. The Chief Operations Officer was also responsible for the facilitation of the development of the WellFlorida Strategic Plan with the Board of Directors.

Additional responsibilities included working with community-based organizations on key health issues throughout WellFlorida's 16-county service region and the state and serving as WellFlorida's liaisons on a wide array of community boards and in community meetings. During most of this tenure as Chief Operations Officer, continued to serve as the Director of Community Initiatives and provided day-to-day management of the health planning staff. As the Director of Community Initiatives, I consulted on various needs assessment and community health improvement planning projects including development and management of various health data collection and analysis processes. Throughout my tenure as the Director of Community Initiatives, I coordinated various non-profit and government-appointed boards and provided them administrative and technical assistance. Public speaking was an ongoing and essential component of this position.

February 12, 2007 – March 30, 2008: Associate Director, WellFlorida Council, Inc.

The Associate Director was new position which was created to assist the Executive Director with strategic operations of WellFlorida Council. The Associate Director was a temporary position that transitioned into the Chief Operations Officer once the Board of Directors formally created the position. Duties and responsibilities were identical to those described above for the Chief Operations Officer. In addition, the Associate Director was maintained as the Director of Community Initiatives and participated in health planning activities as described above and below in the Senior Planner section. Public speaking was an ongoing and essential component of this position.

January 2008 – May 2008: Adjunct Faculty, Webber University, Ocala, Florida

Responsibilities included development and instruction of the curriculum for the *Introduction to Health Policy Course* which is a requirement for Webster University's Master in Healthcare Administration degree.

July 1, 1998 – February 11, 2007: Senior Planner, WellFlorida Council, Inc.

As the Senior Planner, the primary responsibility was to be the lead planner on health planning projects throughout the 16-county region and state and to seek, secure and manage grant funds for in-house health planning projects.

Major duties, in addition to extensive community interaction on behalf of the Council, included supervision of Community Initiatives staff; preparing health plans, such as the *2003-05 District 3*

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WORK HISTORY (Cont.)

Health Plan; gathering and interpreting data from a wide range of health related organizations; developing recommendations for community action using national, state, and local criteria; writing and presentation of special reports to public audiences; and providing technical assistance and general information to community groups and individuals regarding healthcare policies and issues. Other primary tasks included conducting health needs assessments, evaluation studies, and other special studies for organizations and special populations.

Projects and reports included but were not limited to: Traumatic Brain Injury in Florida: A Statewide Assessment, Marion County Children's Health Needs Assessment; Districts 3/13 HIV Prevention Plan; Hernando County Comprehensive Community Health Needs Assessment; Total Quality Improvement Training for Levy County Health Department Utilizing the Plan-Do-Check-Act Model as Funded by the National Association of City and County Health Officials (NACCHO); Marion County Safe and Drug Free School Regular and Set-Aside Evaluations; Central Florida Community College Professional Development Initiative Evaluation; Suwannee and Lafayette Counties Health Needs Assessment; Bradford and Union Counties Health Needs Assessment; Evaluation of Local Public Health System Effectiveness Using the 10 Essential Indicators (in seven counties); and various other evaluation and needs assessment studies; and various other community and special population health needs assessments. Qualitative and quantitative data gathering and analysis skills were essential to this position. Design and analysis of surveys, focus groups and structured interviews were routinely performed.

During the last three years of my tenure as Senior Planner, I served both as the Director of Community Initiatives and the Director of Development and Communications. Responsibilities included planning and managing WellFlorida's open house and grand opening for our new building in November 2006 and our 35th anniversary celebration; coordinating the *Community Offerings: Creating Solutions to Health Care Coverage* conference and authoring the conference proceedings; overseeing the development of the five-year marketing plan; overseeing process of WellFlorida's name change including new tag line, positioning statement and logo; funding appeals to Boards of County Commissioners; grantseeking from foundations; grantwriting (e.g. I was sole author of a federal Healthy Communities Access Program Grant for Lake County, Florida and a federal community health center grant for Hernando County, Florida). In September 2004, the federal government announced that Lake County was awarded the grant for \$1.1 million in 2004-05 and for \$2.4 million for the three-year project period. Also, wrote a federally qualified health center new access point grant for the Hernando County Health Department. The Health Resources and Services Administration grant was awarded in May 2005 and the health center began operations in December 2005.

The Director of Community Initiatives was and is the main healthcare policy analyst for WellFlorida. As the Director of Community Initiatives, the primary responsibility was coordination of the operations of the WellFlorida's Community Services Department. This role required extensive cultivation of relationships with a wide variety of businesses, governmental organizations, not-for profit community-based agencies and citizen's groups throughout the 16-county region. The development of these relationships has been critical in expanding the Council's role as the leader in the delivery of health planning services. Public speaking was an ongoing and essential component of this position.

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WORK HISTORY (Cont.)

January 8, 1996 – June 30, 1998: Associate Planner, WellFlorida Council, Inc.

Primary duties, include assisting Senior Planners and Planning Managers in preparing health plans, such as the *1998 District 3 Health Plan*; gathering and interpreting data from a wide range of health related organizations; developing recommendations for community action using national, state, and local criteria; writing and presentation of special reports to public audiences; and providing technical assistance and general information to community groups and individuals regarding healthcare policies and issues. Other primary tasks included conducting health needs assessments, evaluation studies, and other special studies for organizations and special populations. Throughout my tenure as Senior Planner, I coordinated various non-profit and government-appointed boards and provided them administrative and technical assistance. Public speaking was an ongoing and essential component of this position.

May 1994 - May 1995: Research Assistant, City of Largo, Florida and Department of Urban and Regional Planning, College of Design, Building and Architecture, University of Florida

Responsibilities included surveying housing condition for Largo, Florida; creating and maintaining of databases for housing condition; and analyzing data to aid in creation of automated housing inspection software that used property appraiser information to determine housing condition rather than actual field surveys.

January 1990 - May 1993: Teaching Assistant for Linear Algebra, Principles of Manufacturing Engineering, and Engineering Economy Courses, Department of Industrial and Systems Engineering, College of Engineering, University of Florida

Responsibilities included organization of teaching materials, occasional lectures, student advisement and grading of assignments and exams.

January 1990 - July 1992: Research Assistant, Department of Industrial and Systems Engineering, College of Engineering, University of Florida

Responsibilities included design, development and implementation of a Strategic Capacity Decision Support System for the McDonnell-Douglas Missile Systems Company in Titusville, Florida under the guidance of Dr. Suleyman Tufekci of the Dept. of ISE. This system was designed to assist in executive decisions on the manufacture of major weapons systems such as the Tomohawk missile.

May 1990 - August 1990: Engineer Associate, McDonnell-Douglas Missile Systems Company, Titusville, Florida

Responsibilities included deployment of Strategic Capacity Decision Support System project as detailed above.

WORK HISTORY (Cont.)

May 1988 - August 1988: Management Engineering Intern, Shands Hospital, Gainesville, Florida

Assisted permanent, full-time engineers with engineering analysis and preparation of consulting reports. Initiated and performed a nursing unit clerk process analysis and improvement study as well as a surgical suite process analysis and improvement study..

May 1986 - December 1987: Cooperative Education Engineering Position, St. Vincent's Medical Center, Jacksonville, Florida

Responsibilities included conducting productivity monitoring and methods improvement studies for various departments within the hospital and throughout the network of community primary care clinics as directed by the Director of Management Systems Engineering.

PROFESSIONAL ORGANIZATIONS

Certified Grants Specialist by the National Grant Writers Association; Member of: American Health Planning Association, American Planning Association, Institute of Industrial Engineers, Philanthropy and Nonprofit Leadership Center and Association of Fundraising Professionals

COMMUNITY INVOLVEMENT

Former Chairman, Alachua County CHOICES (Indigent Healthcare) Advisory Board; Formerly WellFlorida's Representative to the North Central Florida Trauma Agency; Past Co-Chair of the Mental Health Work Group for Marion County's Kellogg Grant Application Coalition; North Central Florida YMCA; Summer Volunteer at the University of Florida's Men's Basketball Youth Summer Camps; Summer Volunteer at the Brain Injury Association of Florida's Camp TBI; Precinct Clerk for the Alachua County Supervisor of Elections; Former Ombudsman with the Florida Department of Elder Affairs

COMPUTER SKILLS

Highly proficient in Excel, Word, and PowerPoint. Experience with Access and relational databases. Have developed a wide variety of spreadsheets to assist in health planning calculations, written many reports and publications and created a wide array of slide presentations for public meetings with Boards of County Commissioners, hospitals, physician organizations, non-profit agencies and other community-based organizations.

SELECTED REPORTS AND PROJECTS

Reports and projects for which I have been the principal investigator, project leader and/or author include but are not limited to the following:

<ul style="list-style-type: none">• Tri-County (Dixie, Gilchrist and Levy) Health Needs Assessment – March 2004• Hamilton County Health Needs Assessment – August 2005	<ul style="list-style-type: none">• Lake County Health Needs Update – February 1999• State of Florida Traumatic Brain Injury Needs and Resources Assessment – 2009
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Reports and projects for which I have been the principal investigator, project leader and/or author include but are not limited to the following:

<ul style="list-style-type: none"> • 1996 Florida Agency for Health Care Administration District 3 Health Plan • 1996 Florida Agency for Health Care Administration District 3 Certificate of Need Allocation Factors Report • Perspectives on Poverty in Alachua County Florida – October 1999 • Alachua County Florida Health Profile – January 1997 • 2000 Florida Agency for Health Care Administration District 3 Health Plan • Association for Retarded Citizens, of Marion County, Inc. Needs Assessment for Future Strategies – October 1998 • Association for Retarded Citizens, of Marion County, Inc. Strategic Plan – October 1998 • Association for Retarded Citizens, of Marion County, Inc. Strategic Planning Progress Report – November 2002 • Putnam County Community Health Needs Assessment – 2006 • Hernando County Community Health Needs Assessment – December 2001 • Citrus County Health Needs Assessment – December 2003 • Lake County Access to Care Study – 1999 • 1997 Priority Health Issues: A Report to the Hernando County Health Care Advisory Board – July 1997 • Marion County Safe and Drug Free Schools Needs Assessment – 2000 • Suwannee County Health Needs Assessment – November 2007 • Lafayette County Health Needs Assessment – November 2007 • Marion County Children’s Health Needs Assessment – March 1997 • Putnam County Health Care Authority Strategic Health and Implementation Plan – July 1996 • Putnam County Health Needs Assessment – October 1996 • North Central Florida Trauma Agency Update 2001-2006 – May 2001 • North Central Florida Trauma Agency Update – 1997 • Council on Rural Emergency Medical Services Resource Directory – 1996 • Lake Shore Hospital Authority Indigent Care 	<ul style="list-style-type: none"> • State of Florida Traumatic Brain Injury Strategic Plan 2010-2015 – December 2009 • 2011 - 2016 State of Florida Spinal Cord Injury Needs Assessment and Strategic Plan – December 2010 • Munroe Regional Health System Report on Obesity: Issues and Progress – December 2002 • Levy County Health Needs Assessment – May 2005 • Leesburg Regional Medical Center Lake/Sumter Counties Health Needs Assessment – December 1999 • Lake County Physician Workforce Assessment – July 2007 • 2011 Columbia County Local Public Health System Assessment • 2011 Hamilton County Local Public Health System Assessment • 2011 Putnam County Local Public Health System Assessment • 2011 Lake County Local Public Health System Assessment • 2011 Dixie County Local Public Health System Assessment • 2011 Gilchrist County Local Public Health System Assessment • 2011 Hernando County Local Public Health System Assessment • 2011 Marion County Local Public Health System Assessment • 2011 Levy County Local Public Health System Assessment • 2011 Columbia County Mobilizing for Action through Planning and Partnerships Community Health Assessment • 2011 Hamilton County Mobilizing for Action through Planning and Partnerships Community Health Assessment • 2011 Putnam County Mobilizing for Action through Planning and Partnerships Community Health Assessment • 2011 Lake County Mobilizing for Action through Planning and Partnerships Community Health Assessment • 2011 Dixie County Mobilizing for Action through Planning and Partnerships Community Health Assessment
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Reports and projects for which I have been the principal investigator, project leader and/or author include but are not limited to the following:

<ul style="list-style-type: none">• Study – April 2004• Areas 3/13 HIV Prevention Planning Partnership Prevention Plan – 2001-2003• Alachua County Health Needs Assessment – December 2004• Hamilton County Health Needs Assessment – August 2005• 2003-2005 Florida Agency for Health Care Administration District 3 Health Plan – June 2003• 2009 Bradford County Community Health Needs Assessment – July 2009• 2009 Union County Community Health Needs Assessment – July 2009• 2007-2008 Marion County TASSEL Student Drug Testing Evaluation – August 2008• 2006-2007 Marion County School Wellness Policy Evaluation – August 2007• 2007-2010 Florida Office of Disability and Health Evaluation - December 2010	<ul style="list-style-type: none">• 2011 Gilchrist County Mobilizing for Action through Planning and Partnerships Community Health Assessment• 2011 Hernando County Mobilizing for Action through Planning and Partnerships Community Health Assessment• 2011 Marion County Mobilizing for Action through Planning and Partnerships Community Health Assessment• 2011 Levy County Mobilizing for Action through Planning and Partnerships Community Health Assessment
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