



HEALTH MANAGEMENT ASSOCIATES
HMA COMMUNITY STRATEGIES

*Proposal to Provide
Project Administration Services*

PRESENTED TO THE
COLORADO STRATEGIC ACTION PLANNING GROUP

SEPTEMBER 30, 2015

HMA COMMUNITY STRATEGIES

September 30, 2015

Colorado Strategic Action
Planning Group on Aging

RE: Solicitation for Project Administration Services

Health Management Associates, Inc. (HMA) is pleased to submit our proposal to the Colorado Strategic Action Planning Group on Aging for the ***Solicitation for Project Administration Services***.

The team assembled by HMA Community Strategies includes staff members with demonstrated experience in providing facilitation services. Our team brings a number of years of experience in policy work, stakeholder engagement, taskforce management, and collaborating with a number of clients to meet their goals.

Marci Eads will be the primary contact for any technical questions regarding the proposal and Jeff DeVries will be the contact for contract negotiations and through the end of the contract. Their contact information follows:

Marci Eads, PhD
Health Management Associates
1660 Lincoln Street, Suite 2650
Denver, CO 80264
Ph. 720-638-6708
meads@healthmanagement.com

Jeff DeVries
Health Management Associates
120 N. Washington Square, #705
Lansing, MI 48933
Ph. 517-482-9236
jdevries@healthmanagement.com

Health Management Associates confirms that we have no exceptions to the State's contract.

Thank you for the opportunity to bid on this very significant work. We are confident that Health Management Associates can provide exemplary services on the project and we look forward to your decision in this matter.

Sincerely,

Kelly Johnson
Vice President

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ABOUT HEALTH MANAGEMENT ASSOCIATES

Health Management Associates, Inc. (HMA) is a consulting firm specializing in the fields of health system restructuring, health care program development, health economics and finance, program evaluation, and data analysis. HMA is widely regarded as a leader in providing technical and analytical services to health care purchasers, payers, and providers, with a special concentration on those who address the needs of the medically indigent and underserved.

HMA is a private, for-profit “C” corporation, incorporated in the State of Michigan in good standing and legally doing business as Health Management Associates, Inc. Founded in 1985, Health Management Associates has offices in Atlanta, Georgia; Austin, Texas; Boston, Massachusetts; Chicago, Illinois; Columbus, Ohio; Denver, Colorado; Harrisburg, Pennsylvania; Indianapolis, Indiana; Lansing, Michigan; New York, New York; the Pacific Northwest; Sacramento, San Francisco, and Southern California; Tallahassee, Florida; and Washington, DC.

HMA has clients across the country, including the major safety net health systems, private sector providers, and local, state, and federal governments. The firm has extensive experience and expertise in the design and implementation of health programs, particularly with respect to system development, managed care, long-term care, and behavioral health care.

Building on its core expertise, HMA has also developed an integrated specialty operating division, HMA Community Strategies (HMACS), to serve the special needs of community-based partners in the field working to develop healthy, equitable and sustainable communities. Born out of a growing recognition that healthier people and communities require new partnerships and resources to address social determinants of health, HMA Community Strategies has a breadth of experience in cultivating multi-sector partnerships that span issues of food and nutrition, aging, community and social connectedness, education, housing, the environment, social equality, economic security and safety. The HMA Community Strategies team works as a fully integrated part of HMA to bring expertise from the front lines of health and human services to stakeholders advancing community goals including nonprofit agencies, foundations, cities, counties, local municipalities, state agencies and groups of individuals with shared goals of community health.

The staff of HMA is composed of over 150 professional health care managers and analysts with up to thirty years of experience in the health and human services fields, including senior staff with long experience in clinical and administrative leadership of public hospitals. HMA brings a strong interdisciplinary expertise to clients. Staff backgrounds include health economics, public health policy and administration, health care finance and reimbursement, clinical services, managed care, pharmacy benefit design and management, social work, program development and evaluation, and information systems.

PROJECT APPROACH

Understanding of the Project

HMACS understands that we would be responsible for supporting and helping organize the work of the Planning Group to develop and submit its action plan and recommendations and to achieve its other goals and obligations as outlined in House Bill 15-1033 and by the Planning Group itself. From our perspective, to be successful as taskforce coordinators and managers, it will be critical that we are organized, and that we establish, with the Chair and Executive Committee, mechanisms to support the Planning Group staying on track and meeting its goals.

Additionally, HMACS recognizes the importance of stakeholder input, as well as the transparency and accountability of this process and the work of the Planning Group, as the Group develops its recommendations and Strategic Plan. Our proposal is attentive to developing mechanisms to keep the Planning Group on track, developing clear and timely processes for sharing accurate information with stakeholders, identifying opportunities for input and engagement from the public, and supporting the Chair in their work to achieve the goals of the Planning Group and the requirements of the legislation.

HMACS brings to bear significant experience in organizing, facilitating, and developing consensus among health and human service stakeholder communities including providers, purchasers, legislators, consumers, and community based social service organizations. Additionally, the team has deep experience helping groups achieve their goals, including legislative requirements.

Steps to Successfully Implement the Project

Before beginning the project, we propose to hold a kick off meeting that includes the Chair of the Planning Group, the HMACS project team, and, to the degree possible, members of the HB15-1033 Planning Group on Aging, to ensure that the project team fully understands the needs of the Planning Group, as well as the intent of the legislation.

Our overall approach to taking direction from and coordination of the committee fits within seven domains: Leadership Support, Meeting Administration, Planning Group Support and Management, Community and Partners Input and Engagement, Effective Communications, Sustainability Support, and Summary of Work and Report.

Leadership Support

HMACS understands that its role is to work directly with leadership, taking guidance and providing guidance when needed, to ensure that the Planning Group stays in compliance with all provisions of HB15-1033 as well as any other applicable laws and regulations, and that the Planning Group meets its goals. To do so, HMACS will meet with the Chair of the Planning Group (and members of the Executive Committee, if desired) to plan agendas, assist with identifying barriers to meeting the legislative goals, identify additional resources that may be

needed, and support the Chair in their leadership role. Additionally, HMAcs will help identify and offer course corrections to the Chair and to the Planning Group if needed. In monthly progress reports to the Chair of the Planning Group, we will provide an overview of the month's meetings and outcomes, including milestones reached and next steps. We will submit monthly progress reports to the Chair within a mutually agreed upon time period for their review before releasing these more broadly (to the website, the full Planning Group and other venues, as described below).

Meeting Administration

HMAcs realizes that at the heart of a successful planning group are well-facilitated, inclusive, and quality meetings. Facilitating a meeting requires meeting preparation including the thoughtful development of meeting agendas. Important strategies include the development of other meeting materials, including items like "parking lot" protocol and reliable reminders to Planning Group members about tasks and deadlines. Open and ongoing communication with the Planning Group members is essential to ensure that meetings are strategic and timely. During the meetings, HMAcs will have two staff on hand if needed. One staff will be responsible for supporting the facilitation of the meeting by the Chair, assisting with making sure agenda is followed and that Planning Group members not only stay on task but are also heard and encouraged to participate. A second staff person will be responsible for taking meeting minutes and other appropriate records and documentation of meetings and other relevant activities related to the Group's work. In addition to the Planning Group meetings, HMAcs understands it will also coordinate and facilitate the work of any subcommittees and advisory groups, and will provide similar services for those subcommittees and groups, but with one staff person at these smaller meetings. Meeting documentation will be available within an agreed upon period of time for review by the Chair or their designee and posted to the website.

Planning Group Support and Management

To provide the support and appropriate management of the Planning Group, HMAcs will work with the Chair to ensure that clear and consistent communication channels are developed and utilized. For this work to be effective, dialogue and transparency across the many subcommittees, and with other agencies and the public, is critical. HMAcs will help ensure that communication and coordination occurs among all the subcommittee and advisory groups with the Planning Group by ensuring that information generated by the Planning Group and the subcommittees is accurate and shared in a timely fashion. In our roles as supporters of both the Planning Group and the subcommittees, we will listen for, and alert the Chair to, duplication of efforts, and ways to increase the ability of the groups to be supportive of one another. We will also help to coordinate and manage the work of any additional contractors and consultants with the activities of the subcommittees and the Planning Group, ensuring that all activities support one another. Lastly, HMAcs has strong background in using both quantitative and qualitative data to inform strategic direction and planning. As a result, the HMAcs team has the

capacity and capability to guide the Planning Group in creating a coherent and comprehensive strategic framework for Colorado.

Community and Partner Input and Engagement

HMACS proposes to support the Planning Group in its efforts to gather input from Coloradans throughout the state in several ways. First, we propose that the Planning Committee hold two public forums, at times during the process in which the Planning Committee has preliminary recommendations to share with the public and receive public input. HMACS would help facilitate these meetings and provide support in planning the meetings. To publicize the meetings, HMACS would request that the members of the Planning Group share the information via their networks, and via state government websites, mailing lists, and other resources. These meetings would be in Denver and one other location, with the option for the public to call into the meeting. Second, HMACS proposes that the Planning Group solicit public input via email, internet, and at the regularly scheduled Planning Group meetings. HMACS will provide support to the Planning Group in strategizing additional methods of soliciting public input. It may be helpful for Planning Group members to host listening sessions, public meetings in their own local communities and with their local organizations and networks. While HMACS would not host or facilitate these, given the limited budget for this project, the HMACS team would help the Planning Group develop a broader stakeholder input plan and develop strategies for implementing the plan and ensuring stakeholder input. Third, HMACS proposes that members of the public be invited to subcommittee meetings to provide input and to support broad engagement and support. At all meetings, a call in option should be available so members of the public across the state can join by phone.

In terms of coordinating with other state and local agencies and organizations, HMACS will help the Planning Group identify areas in which coordination is necessary and would be helpful, and will assist the Planning Group in developing a plan for coordinating with these agencies. This may include inviting staff from these organizations and entities to Planning Group meetings, involving them in subcommittee work, and/or hosting meetings with staff from these organizations to gather their input, and determine how these organizations fit within the recommendations and the strategic plan. HMACS will assist and guide the Planning Group in its development and implementation of plans to coordinate with these agencies, and will help identify opportunities to do so.

Effective Communications

HMACS understands the importance of effective communications about the progress of the Planning Group. To that end, HMACS will ensure that meeting documents and materials are posted to the Planning Group website in a timely fashion. Additionally, HMACS will work with the Planning Group to develop a plan for sharing other information externally. It is anticipated that this could include a quarterly release of information that summarizes progress of the Planning Group to date, and that shares information about opportunities for public input and

engagement in the process. HMAACS would be available to support Planning Group members in their engagement with media by developing talking points and providing preparation for Planning Group members in media interactions if needed.

Sustainability Support

It is anticipated that discussions about sustainability will be a topic of multiple Planning Group and/or subcommittee meetings. During these meetings, HMAACS will work with the Planning Group and subcommittee members to uncover opportunities for additional funding for its work, and will facilitate targeted discussions about options for additional funding.

Summary of Work and Report

HMAACS understands that part of its role in supporting the Planning Group would be to support their processes of data collection, analysis, and the documentation of previous reports, as well as the writing of the recommendations report. To that end, HMAACS would assist the Planning Group and consultants by developing timelines, helping the group identify roles and tasks for Planning Group members, and using some of each Planning Group meeting time to check in on progress, problem-solve when tasks are not being completed in a timely fashion, and help the group develop alternative plans for completing their work if progress does not occur as originally planned.

PROJECT MANAGEMENT AND COORDINATION

With every project and every partner with whom we work, the HMAACS approach is collaborative and communicative. This HMAACS proposal is designed to present a cost effective approach that employs the best use of each team member's time to stay within budget and meet the expectations of each deliverable.

HMAACS has substantial experience with overall project management of multi-stakeholder taskforce projects. We have successfully and efficiently executed these projects, and the individuals designated as key to this project have significant project and staff management experience to oversee various tasks. Our project management success results from our insistence on assuming ultimate accountability and responsibility for performance of all tasks related to a given contract and our careful review of the exact requirements of a client.

We will follow our established process to support project management activities and ensure the identification and prevention of deficiencies in quality of services. All staff meets HMAACS standards for expertise and qualifications, level of effort, contribution, capacity and reputation. In addition we would provide immediate notification regarding changes in any of the key personnel assigned to the project team. HMAACS reviews and approves materials prior to distribution or presentation, and debriefs staff with the project manager regarding performance.

In order to coordinate the efforts and talents of our team to ensure effective and efficient operations, the project management approach includes identification of the lead responsible party within the team who will ensure the effective and efficient operations and overall performance of the group; regular project HMACS team meetings; utilization of all methods of communication including in person meetings, e-mail, and voice mail; and project manager's day-to-day oversight of project activities to ensure all tasks and deliverables are completed and meet the requirements for the project.

SUBJECT MATTER EXPERIENCE AND EXPERTISE

HMA and HMACS have extensive successful experience, both in Colorado and nationally, with projects of similar size and scope.

The team has experience working with legislatively created task forces, including the Colorado Regional Center Task Force, the Waiver Redesign Subcommittee (a subcommittee of the Community Living Advisory Board), and others.

The HMACS team understands that in order to be successful in meeting the needs of The Colorado Strategic Action Planning Group on Aging by supporting its efforts to create a state strategy for addressing the many challenges and opportunities presented by the retirement and aging of the Baby Boom Generation, it is essential to have a successful track record and deep experience with task forces, stakeholder engagement, facilitation, policy development, and supporting groups in completing their deliverables in a timely fashion. In order to demonstrate our experience in this regard, we are providing background on a number of selected projects from our extensive list of current and former clients. The table below summarizes the key project elements that were crucial to our successful completion of the referenced projects. Following the table is an in-depth discussion of these past projects.

Project Title	Work with State Taskforce	Expertise in Aging	Stakeholder Engagement	Facilitation	Developing Actionable Plans	Strong Verbal and Written Communications
Colorado Regional Center	✓	✓	✓		✓	✓
Waiver Redesign for Adults with Intellectual and Developmental Disabilities (IDD)	✓	✓	✓	✓		✓
West Hollywood		✓	✓		✓	✓
Respite Care Study for HB15-1233	✓	✓	✓			✓

Project Title: Colorado Regional Center Task Force and Utilization Study

Client: Colorado Department of Human Service (CDHS)

Project Period: August 2014 through December 2014

Project Description: Colorado House Bill 14-1338 was enacted in 2013 to establish a Task Force that would assess the State's need for Regional Center beds to serve individuals with intellectual and developmental disabilities (I/DD) , and to determine the types of beds needed, now and into the future. To support the Task Force's inquiry, CDHS engaged HMA to conduct this study. The overarching goal was to inform decision making concerning the number of Regional Center beds and facilities needed currently and into the future, and to inform the development of a strategy for transitions from institutional care to community-based care. The study focused on the statewide need for intensive facility-based services; whether the State should operate beds pursuant to the HCBS Persons with Developmental Disabilities waiver; a strategic plan for client transitions and transition planning for individuals moving from the Regional Centers to community placements; a strategic plan for the future use of Regional Center buildings and facilities; and availability of community services for individuals able to transition to the community pursuant to the Olmstead decision. HMA collected and analyzed both quantitative and qualitative data and conducted an in-depth literature review of research, policy papers, and other states' best practices. Results included presentations and a report with recommendations regarding community capacity and the future role of the Regional Centers, including recommendations on transitions for clients and staff if the role of Regional Centers changes, which are being used by CDHS, HCPF, and the Task Force.

Project Title: Waiver Redesign for Adults with Intellectual and Developmental Disabilities (IDD)

Client: Colorado Department of Health Care Policy and Financing (HCPF)

Project Period: April 2014 - present

Project Description: Since April 2014, HMA has assisted HCPF and the Waiver Redesign Workgroup in its efforts to redesign the Adult HCBS Waivers for people with Intellectual and Developmental Disabilities by designing and managing the workgroup process, providing strategic support to HCPF and information to workgroup members, developing recommendations, and generating a final recommendations report regarding waiver redesign, service definitions, and the overall approach to services for adults with IDD.

Project Title: Respite Care Study

Client: Colorado Department of Human Services

Project Period: September 2015 – Present

Project Description: HMA is helping the HB15-1233 Respite Care Taskforce to study the dynamics of supply and demand with regard to respite care services in Colorado. HMA will conduct data collection to identify the current supply of respite care services available in Colorado, including the number of formal and informal respite caregivers statewide and their locations, as well as determine the need for respite care services in Colorado. HMA will then conduct analysis of the data collected to identify the gaps in and barriers to respite care

services, identifying the types of services that are most in demand, locations where services are most needed, and any other factors limiting access to respite care services for caregivers. To support the research, HMA will conduct national research and review other states' best practices for respite care services to identify potential models for Colorado to use to address gaps in services, barriers to care and ways to increase the number of respite caregivers. The research will conclude with a final report that analyzes the supply and demand of respite care services in Colorado.

Project Title: City of West Hollywood

Client: City of West Holly Wood, Human Services and Rent Stabilization

Project Period: July 2015 - Present

Project Description: HMACS will support the City of West Hollywood in its strategic planning process to support aging in place. Specifically, HMACS will observe and participate in strategic planning events and discussions to inform background for establishing a plan for evaluation; track the development of programmatic initiatives to advance the strategic plan and provide expert consultation on implementation strategies and potential performance metrics, and begin drafting logic models that demonstrate effective advancement of the strategic objectives. Finally, HMACS will conduct background research and write a detailed work plan for facilitating strategic plan implementation, developing logic models for specific plan initiatives and developing and implementing a comprehensive evaluation plan.

BUDGET

The budget below shows itemized costs and hours per person. Costs are calculated based on a blended rate of \$175 per hour. HMA does not foresee any costs for report and materials production or any additional costs for fulfillment of duties and responsibilities outlined in this solicitation.

TABLE 1: ITEMIZED BUDGET SHOWING STAFF DETAIL

<i>Name</i>	<i>Job Title</i>	<i>Projected Hours</i>	<i>Cost</i>
HMA Labor Costs			
Marci Eads	HMACS Principal	92	\$16,100
Robyn Odendahl	HMACS Associate	118	\$ 20,650
Jackie Laundon	HMACS Jr. Associate	164	\$ 28,700
Chris Armijo	HMACS Senior Associate	138	\$ 24,150
John O'Connor	HMACS Principal	50	\$ 8,750
<i>HMA Labor Total</i>		<i>562</i>	<i>\$98,350</i>
Travel And Incidental Costs			
Travel Time			\$0
Total Trip Costs (Airfare, Hotel, Meals...)			\$0
Incidental Costs			\$0
<i>Travel and Incidental Total</i>			<i>\$0</i>
TOTAL		562	\$98.350

REFERENCES

Colorado Regional Center Task Force and Utilization Study

Jed Ziegenhagen

Colorado Department of Health Care Policy and Financing

Division for Regional Center Operations

(303) 866-2993

Scope of Work: An HMA and HMAcs team, including Marci Eads and Jackie Laundon, conducted a needs assessment concerning the number of intermediate care facilities for individuals with intellectual disabilities beds the State needs to adequately serve individuals requiring this high level of care in Colorado. The HMA and HMAcs team took a multi-pronged approach, combining the collection and analyses of both quantitative and qualitative data with an in-depth literature review of research, policy papers, and other states' approaches. Qualitative data were collected via interviews with a broad array of community-based providers, key stakeholders, and advocates, including family members of individuals with I/DD.

Waiver Redesign for Adults with Intellectual and Developmental Disabilities (IDD)

Tyler Deines Projects Manager

Colorado Department of Health Care Policy and Financing (HCPF)

Division for Intellectual & Developmental Disabilities

Community Living Office

(303) 866.5148

tyler.deines@state.co.us

Scope of Work: Marci Eads, Chris Armijo, and Jackie Laundon assisted HCPF and the Waiver Redesign Workgroup in its efforts to redesign the Adult HCBS Waivers for people with Intellectual and Developmental Disabilities by designing and managing the workgroup process, providing strategic support to HCPF and information to workgroup members, developing recommendations, and generating a final recommendations report regarding waiver redesign, service definitions, and the overall approach to services for adults with IDD.

Community Health Needs Assessment and Building Organizational Capacity for Health Equity

Lisa Brown

Chief Executive Officer

Northwest Colorado Visiting Nurse Association (NWCOVNA)

(970) 871-7620

Scope of Work – Project #1: Chris Armijo is assisting NWCOVNA with its health equity building efforts. Among the many tasks, the HMAcs team is helping to develop a communications plan for community partners, policymakers and key decision makers for health equity. This includes

creating key messages to communicate equity with NWCOVNA's diverse audiences and developing one health equity fact sheet using local health equity data to frame and educate target audiences. To do this, the team is also assisting NWCOVNA in engaging, building and nurturing relationships with key decision-makers, politicians and key influencers to advance their health equity advocacy efforts.

Scope of Work - Project #2: Chris Armijo, with support from Robyn Odendahl, is assisting NWCOVNA with a community health needs assessment. To do the assessment, the team is engaging community leaders and residents in a discussion about pressing health issues in Routt and Moffat Counties via community forums, supported by a quantitative data collection process using a community-wide survey. As a final product, a written report of the findings of the combined health needs assessment, with a summary secondary data analysis, qualitative summary of community leader forums and town hall meetings/ focus groups, community survey as well as include actionable recommendations to how NWCOVNA can support and build a healthy and sustainability community.

CONFLICT OF INTEREST

To our knowledge there are currently no known potential conflicts interests that may result during the course of performance of the services listed herein. In the event any potential conflicts of interest arise during the course of performance of the services listed herein, we will notify the Colorado Strategic Action Planning Group on Aging and address appropriately

RESUMES

Marci Eads, PhD

Position

Managing Principal, Health Management Associates, Inc., Denver, Colorado

Education

PhD, University of Colorado, Boulder, December 2002

Bachelor of Arts. DePauw University, May 1989

Professional Experience

HEALTH MANAGEMENT ASSOCIATES, INC., February 2013-present

Provide policy, program and strategic guidance and support to clients, as well as research and evaluation, stakeholder facilitation, and health care consulting services to clients nationally. Projects include assisting clients develop State Innovation Models and State Healthcare Innovation Plans, navigate health care reform, develop new health delivery and payment initiatives, evaluate existing programs, and develop new programs. Other projects include the development of curriculum for leadership institutes and training of trainers to implement initiatives and programs.

CLIMB CONSULTING, Owner, 2004 – 2013

Conducted strategic analyses, research, evaluation, and curriculum development for government agencies, national nonprofit organizations, and foundations to assist with the development of new initiatives; program and policy development, implementation, and improvements; and organizational expansion efforts. Designed and conducted quantitative and qualitative research, including analyses of existing literature, focus groups, interviews, surveys, and secondary analyses. Managed the development of projects, project budgets, work plans and timelines. Worked closely with clients to increase internal capacity to utilize data and make data-based decisions. Projects included national and international health policy and program development in areas of adolescent health, reproductive health, women's health, men's health, mental health and the value of care work.

UNIVERSITY OF COLORADO, Senior Fellow, Buechner Institute for Governance August 2012 – February 2013

Provide consultation to faculty and graduate students on research and evaluation projects, and on the development and improvement of graduate courses in public policy. Present project findings to foundations and other organizations, and at conferences and meetings.

UNIVERSITY OF COLORADO, Adjunct Faculty, Graduate School of Public Affairs, January 2006 – February 2013

Teach graduate level research methods, program evaluation and statistics courses in the Graduate School of Public Affairs.

STATE OF COLORADO, Director, Dual Eligibles Integration and Manger, Medicaid Reform, August 2011 – December 2012

Directed Medicaid Reform staff in multiple projects and policy development efforts to reform Medicaid's service delivery and payment structures to increase patient access and satisfaction, increase healthy outcomes, and increase cost effectiveness and efficiency of services, including a focus on better utilization of prevention and community-based services to allow individuals to remain in their homes. Projects included: the Medicaid

expansion to Adults without Dependent Children; Integration of Behavioral Health and Physical Health; ACA Section 2703 Health Homes Initiative; HB12-1281 Payment Reform Initiative; and enhancements to the Accountable Care Collaborative. Additionally, developed and directed \$1M initiative to integrate care for people who are eligible for both Medicaid and Medicare, including integration of behavioral health, acute care, long term care, and community-based supports and services. Worked collaboratively and effectively with multiple stakeholder groups, members of the legislature, the Governor's office, and state and county staff from multiple agencies to achieve project goals.

STATE OF COLORADO, Director, Division of Behavioral Health Data and Evaluation, August 2010 – August 2011

Directed policy development, research and evaluation projects to monitor and improve delivery and outcomes of behavioral health services provided to indigent and low-income Colorado residents via the public behavioral health care system. Managed research and evaluation staff, and served as lead researcher on multiple state-funded and grant-funded projects, including the Mental Health Block Grant (SAMHSA), the Data Infrastructure Grant (SAMHSA), the Substance Abuse Block Grant (SAMHSA), and the Population in Need Study. Served as the lead on research projects such as the Mental Health Performance Indicators project, the Substance Abuse Performance Indicators project, and research designed to better understand and meet the health needs of Colorado's indigent and chronically ill populations. Served on the management team, which provides direction to the Division of Behavioral Health.

STATE OF COLORADO, Rates Analyst and Director, Medicaid Infrastructure Grant, September 2008 – August 2010

Developed and directed research studies and policy development to improve outcomes and increase accessibility and efficiency of Medicaid long-term care and behavioral health services. Managed multiple research, program, and policy staff. Directed internal work groups and external stakeholder groups. Analyzed existing data, and collected and analyzed new data to assist with health policy development. Directed work teams on development of proposals, requests for proposals, work plans, analyses, and deliverables. Wrote and directed the Medicaid Infrastructure Grant, a two-year, \$1.5 million grant to build statewide infrastructure to support the competitive employment of people with disabilities while supporting their ability to access Medicaid and other needed services.

OMNI INSTITUTE, Research Director, August 2005 – September 2008

Designed, directed and lead teams conducting applied research, evaluation, curriculum development, and strategic planning projects. Managed overall research budget of \$3-5M per year. Managed and facilitated projects with multiple clients, including state and county agencies, foundations, and nonprofit organizations to assess their needs and conduct research and evaluation to meet these needs. Managed external work groups with a variety of clients and other stakeholders that address policy, program, and practice issues. Provided leadership to teams on all stages of research, project management, and deliverables to ensure that projects are appropriately staffed, work plans are followed, and high-quality deliverables are provided according to budgets, deadlines, and client expectations. Was lead researcher on multiple federal grants, including: HIV Prevention and Treatment Services, Young Adults in the Workplace (Substance Use Prevention), Screening, Brief Intervention, and Referral to Treatment, Access to Recovery, Healthy Relationships, Math and Science Partnership, Supplement Educational Services.

INDIANA UNIVERSITY OF PENNSYLVANIA, Assistant Professor, January 2005 – June 2005

Taught: Social Research Methods (undergraduate) and Statistics (graduate)

GILL FOUNDATION, Research Director, October 2002 – November 2004

Created and directed research department to provide research and evaluation to drive strategic program development, grant-making decisions, evaluation of the effectiveness of grant-funded activities, and allocation of resources of a \$200 million social justice foundation. Designed, directed and conducted qualitative and

quantitative research to assess the social movement impact of the foundation's programs and other social justice work. Managed annual research budget of over \$500,000 and multiple researchers.

OMNI RESEARCH AND TRAINING, INC., Senior Researcher, March 2001 – September 2002

Designed, directed and conducted multiple qualitative and quantitative research and program evaluation projects designed to assess the impact of social justice and community development work. Managed a total annual budget of over \$200,000. Led research teams of up to five people and supervised multiple research staff.

UNIVERSITY OF COLORADO, Departments of Sociology and Political Science, Graduate Instructor and Research Assistant, 1996 – 2001

Taught Statistics, Introductory Theory, Social Problems, Contemporary Social Issues, Field Research Methods, Deviance in U.S. Society

Articles and Selected Technical Reports

Kato-Wallace, Jane; Barker, Gary, and Marci Eads. 2013. "Maternal Health as a Gateway to Gender Equality & Involved Fatherhood." Presented at the Global Maternal Health Conference 2013 in Dar es Salaam, Tanzania.

Eads, Marci. 2012. "Gender Norms and Gender Transformative Programming and Policies: Key to Improving Health and Life Outcomes for At-Risk Populations." Training for Girls, Inc.

Ricardo, Christine; Eads, Marci and Gary Barker. 2012. "Engaging Boys and Young Men in the Prevention of Sexual Violence: A Systematic and Global Review of Evaluated Interventions." *Promundo and International Center for Research on Women*.

Eads, Marci and Evaluation Teams. 2002-2008. Multiple Evaluation and Technical Reports: HIV Prevention and Treatment Services Grant, Young Adults in the Workplace Grant, Screening, Brief Intervention, and Referral to Treatment Grant, Access to Recovery Grant, Math and Science Partnership Project Grant, Supplement Educational Services Project, State-Wide LGBT Tobacco Cessation Needs Assessment for Colorado, County-Wide Needs Assessment for Boulder County AIDS Project.

Eads, Marci and Matthew C. Brown. 2004. "An Exploratory Look at the Financial State of the Lesbian, Gay, Bisexual and Transgender Movement." Funded by the Gill Foundation.

Eads, Marci, Jim Adams-Berger, and Christina Pestana. 2003. "Water for Africa Final Evaluation Report." Research report submitted to Water for Africa and the Environmental Protection Agency. Funded under EPA Cooperative Agreement X-8285001-0.

Eads, Marci. 2002. "A Qualitative Assessment of the Tobacco Control Needs of the Lesbian, Gay, Bisexual and Transgender (LGBT) Community in Colorado: A Priority Population Statewide Needs Assessment." Funded by Colorado STEPP: The State Tobacco Education and Prevention Partnership.

Eads, Marci. 2002. "Marginalized Groups in Times of Crisis: Identity, Needs, and Response. Quick Response Report #152." Research report submitted to Natural Hazards Research and Applications Information Center and the National Science Foundation. Funded under NSF Grant No. CMS-0080977.

Davenport, Christian and Marci Eads. 2001. "Cued to Coerce or Coercing Cues? An Exploration of Dissident Rhetoric and Its Relationship to Political Repression." *Mobilization: An International Journal*: 6(2).

Eads, Marci. 2000. "Review of *Newspaper Indian* by John Cloward." *Contemporary Sociology*.

John M. O'Connor

Position

Principal, Health Management Associates, Inc., HMA Community Strategies, Southern California

Education

Georgetown University, School; B.S. in Russian, minor in Business; January 1994

Professional Experience

HEALTH MANAGEMENT ASSOCIATES, INC., March 2015-present

EQUALITY CALIFORNIA/EQUALITY CALIFORNIA INSTITUTE, Executive Director, November 2012-July 2014

Charted a course and inspired the board, staff, volunteers, donors, community leaders and thousands of community members with a shared vision to lead the nation's largest statewide LGBT political organization to stability after a period of upheaval.

- Provided chief executive leadership for statewide lobbying and public education organizations with a combined \$3.5 million budget, statewide board of directors, 45 employees and four offices with a 501(C3), a 501(C4) and various political action committees under one umbrella.
- Executed a complete strategic restructuring with strong results of solvency, programmatic effectiveness and expansion, a rebuilt and diverse senior staff, substantially reduced fixed overhead, and a dramatically improved reputation.
- Operated as the dynamic public face in national and statewide media, on event stages, in the legislature and in numerous political and programmatic coalitions, always clearly articulating relevance and urgency.
- Led robust fundraising efforts including an extensive statewide event program, special candidate PAC fundraisers, individual major donor efforts and a major expansion of government and foundation grant funding for new programming.
- Recruited and leveraged board and volunteer committee members to meet the goals of the organization, particularly to establish strategic partnerships and secure diverse funding.

THE LGBT COMMUNITY CENTER OF THE DESERT, Executive Director, April 2011-November 2012

Successfully rallied board, staff, volunteers, donors, community leaders and members to embrace a vision for an LGBT community center that serves the health and well-being of the community.

- Stabilized, restructured and grew the organization with strong results of solvency and sound financial management, enormous budget growth, a larger board, an expanded mission, a new identity, a dramatically improved reputation and robust new programming.
- Created successful and diverse development programs to expand the budget with achievements of multi-year grants, corporate partnerships, major individual donors, membership campaigns, signature special events and a business partner program.
- Established a new counseling center and developed all infrastructure and staffing to become fully operational and filled to capacity in less than one year.

- Developed programming and negotiated a relationship with the school district to bring anti-bullying and suicide prevention workshops into every ninth grade class.
- Implemented management policies and procedures for hiring, performance management, benefits, employee manuals, insurance reviews, security, and facility oversight to achieve a stable and professional organization.

THE CALIFORNIA MUSEUM, Deputy Director, January 2007-January 2010

THE CALIFORNIA HALL OF FAME, Director, March 2006-January 2010

Managed comprehensive restructuring, played key leadership role for all departments, and fundraised millions of dollars as direct report to then First Lady Maria Shriver and Gov. Arnold Schwarzenegger.

- Produced all aspects *The California Hall of Fame* institution as founding director and managed strategic relationships with stakeholders, celebrities, board, donors, community and media.
- Secured a \$1.9 million matching grant and directly engaged board for fundraising collaboration.
- Created and implemented Museum's first successful foundation and corporate grant program and developed major in-kind donor program.
- Played key role in transforming a floundering museum from an insolvent \$800,000 operation to a well-managed multi-million dollar operation with professional staff, widely heightened press visibility, new programming, diversified and sustainable funding, and skyrocketing attendance.

THE GILL FOUNDATION, National Director, February 2002-May 2004

Managed operations, strategic restructuring and implementation of national programs for a \$500 million foundation with direct reporting responsibility to the founder and board.

- Managed strategic planning with senior team of internal directors and political consultants to realign programs with the foundation mission.
- Implemented new programs, carefully planned resource allocation, restructured staff and more effectively advanced the foundation's mission.
- Directed over \$7 million in program and grant making budgets.
- Recruited and collaborated with senior researcher to develop and implement systems of measurement and evaluation to gauge program impact.

THE DAVID GEFFEN FOUNDATION, Program Director, August 1999-January 2002

DREAMWORKS/THE KATZENBERG FAMILY TRUST, Director of Charitable Giving, August 1999-January 2002

Developed and managed a \$14 million portfolio of charitable gifts for David Geffen's personal foundation, Jeffrey Katzenberg's family trust and the charitable giving program of DreamWorks SKG.

- Oversaw grant making for focused giving plans and was the public face of the charitable entities.
- Maintained base of knowledge and resources throughout many issue areas including: the Arts, the LGBT and Jewish communities, civil liberties, AIDS/HIV, cancer, the environment, local, state and federal politics and the larger Los Angeles civic community.

AIDS ACTION FOUNDATION, Development Associate, April 1997-November 1998

Played significant role on the development team with record revenues, permanent reduction in operating expenses, a \$1 million operating reserve and a completed capital campaign.

Robyn S. Odendahl, MPA

Position

Associate, Health Management Associates, Inc., HMA Community Strategies, Denver, Colorado

Education

Master in Public Administration, University of Colorado, Denver, May 2013

Bachelors of Science, State University of New York, College at Geneseo, May 2003

Professional Experience

HEALTH MANAGEMENT ASSOCIATES, HMA COMMUNITY STRATEGIES, March 2014-present

- Update and redesign county-wide assessment and report on the present and emerging needs of children in Orange County for the Orange County Children's Partnership
- Needs assessment of low-income Jewish single mothers living in the San Francisco Bay Area for the San Francisco Jewish Women's Fund
- Evaluation of family planning provider and administrator experiences with a new IUD product for Medicines360
- Evaluation planning to identify health measures and outcomes for environmental nonprofit, GTECH
- NCQA's Patient Centered Special Care Toolkit Development for National Family Planning and Reproductive Health Association
- Evaluation of curriculum teaching adolescent girls about STEM and gender norms to make recommendations for any improvements and other modifications for TrueChild
- Leadership Transition Case Studies for National Family Planning and Reproductive Health Association
- Strategies to Engage Latino Adolescents with Low Health Literacy report for the Molina Foundation
- Diversity and Inclusion Strategies and Toolkit Development in Colorism for True Blue Inclusion

NORTH RANGE BEHAVIORAL HEALTH, Project Evaluator, Weld County Prevention Partners, Greeley, Colorado, January 2013-March 2014

- Directed evaluation efforts to identify and address gaps in underage drinking prevention services, including community-based surveys and focus groups
- Coordinated local Healthy Kids Colorado Survey to 9 schools in 6 districts, including school recruitment and survey administration
- Led a Local Epidemiological Workgroup examining issues, needs, resources, and trends related to teenage alcohol and substance use and community-wide prevention planning
- Prepared and presented survey data results and supporting scientific research to community groups and agencies to inform decisions regarding prevention services and compel a call to action
- Fielded media inquiries regarding Healthy Kids Colorado Survey data and prevention efforts in Weld County

DEPARTMENT OF HEALTH CARE POLICY & FINANCING, Policy and Stakeholder Analyst, Denver, Colorado, July 2012-January 2013

- Researched and prepared memo about the implications of the new federal Comprehensive Primary Care Initiative for existing Medicaid efforts
- Worked with staff and community stakeholders to implement and evaluate outcomes of Medicaid policies and services on Full-Benefit Medicare Medicaid beneficiaries

CORE THOUGHT, INC & COMMUNITY RESOURCE CENTER, Consultant, Denver, Colorado, May 2011-July 2012

- Collected and analyzed interview and survey qualitative data about Arkansas's AmeriCorps' State portfolio of 12 programs' management systems to identify best practices ensuring members have high quality AmeriCorps experiences
- Performed a needs assessment and synthesized recommendations for a new community-organizing program in Colorado using focus groups and key informant interview data, with results indicating a need for collaboration with identified strategic partners to avoid duplication of efforts

UNIVERSITY OF COLORADO DENVER, Graduate Assistant, August 2010-August 2012

- Analyzed network data to identify opportunities for improvement in the system of care for families with children with special health care needs
- Researched, wrote, and presented literature review findings on care coordination and other public health topics
- Designed, built, and developed website for the University's Environmental Affairs Working Group

ENVIRONMENTAL DEFENSE FUND, CORPORATE PARTNERSHIPS PROGRAM, Washington, D.C. & Boston, MA, Financial Analyst, October 2005-August 2010

- Developed and managed a \$5 million program budget in collaboration with staff to ensure timely and appropriate use of resources
- Analyzed and presented trends in revenue and expense forecasts to inform and make financial decisions
- Responsible for the development of goals, work plans and performance appraisals for two direct reports
- Lead organizer of an annual 3 day CPP staff retreat for strategic planning, idea generation for project collaboration, and team building

Sample Evaluation and Research Projects

Research, collected, analyzed, and summarized findings for a patient-centered approach for evaluating public health roles within systems of care for children with special healthcare needs in order to identify both the stakeholder and patient perspectives for a greater understanding of how a public health approach to systems of care leads to more successful outcomes.

Evaluation of Social Norming Campaign, an evidence based prevention program, at Windsor High School in Colorado including administration of a student survey to evaluate the impact of the 5 year campaign to reduce alcohol use rates among its students.

Conceptualized, designed and implemented a project for Mile High United Way surveying over 300 Denver nonprofit partners to understand their evaluation capacity and made recommendations to guide the design and

implementation of a new service to increase and support a nonprofit's evaluation readiness for a collective impact process.

Evaluated the reasons for low retention rates of clients and low health care provider participation in the Special Connections program, a treatment program for high-risk, substance-using, Medicaid-eligible pregnant women, to identify where additional resources would increase its impact and retention rates needed for continued funding and support.

Designed and managed a mixed method evaluation for Community Resource Center in Denver for a needs assessment to inform decision-making on whether to pursue a new community organizing program that involved a focus group, key informant interviews, and secondary research concluding with a recommendation to collaborate with identified strategic partners to avoid duplication of efforts.

Collected and analyzed interview and survey data from management staff of Arkansas's AmeriCorps' State portfolio to identify fidelity to and best practices in implementation to ensure members have high quality AmeriCorps experiences.

Evaluation and Research Projects

Varda, D and Talmi, A. (2013). A patient centered approach for evaluating public health roles within systems of care for children with special healthcare needs. *Frontiers in Public Health Services and Systems Research*, 2(1) 7. (Contributed research, data collection, analysis and writing support)

DeCicco, J., Fung, F., & Scrafford, R. (2007) Automakers' Carbon Burdens, Update for 1990-2005. Washington, D.C.: Environmental Defense Fund. Global Environmental Management Initiative and EDF. (2009). Guide to Successful Corporate-NGO Partnerships.

Environmental Defense Fund. (2009). Innovations Review: Green Advances for a New Economy.

Chris Armijo, MSPH

Position

Senior Associate, Health Management Associates, Inc., HMA Community Strategies, Denver, Colorado

Educational

Master of Science in Public Health (MSPH), University of Colorado Health Science Center

Bachelor of Arts (BA) in Sociology, University of Colorado at Boulder

National Cancer Institute Summer Curriculum in Cancer Prevention: Principles and Practice of Cancer Prevention and Control, Bethesda, Maryland

Regional Institute for Health and Environmental Leadership Program Fellowship, University of Colorado Health Sciences Center and University of Denver, 2003-2004

Bighorn Leadership Health Care Policy Development Program Fellowship, Colorado Institute of Public Policy, Colorado State University, 2008

Professional Experience

HEALTH MANAGEMENT ASSOCIATES, HMA COMMUNITY STRATEGIES, January 2015-present

Provide consultation on a number of different including health equity, evaluation, business and strategic planning and community assessments.

THE COLORADO TRUST, Program Officer, August 2010-June 2014

Responsible for managing current and past Colorado Trust initiatives including Equality in Health Initiative focusing on improving cultural competency to reduce health disparities, Health Aging Initiative aimed at building the capacity of organizations to enhance services to aging populations, the Partnerships for Health Initiative which created more systematic agency collaborations to improve community health, the Health Equity Learning Series invited national and international health equity expert speakers to educate partners on health equity challenges and solutions, and Health Equity Advocacy which created a ecosystem of health equity advocates to better achieve health equity through policy. Initiative management involved leading external consultants, working with evaluation contractors, planning training and technical assistance, overseeing financial and administration grants and updating TCT Board of Trustees. The total investments on the five initiatives were over \$30 million. Additional work included co-leading The Trust's statewide environmental scan and convening the Community Health Worker/Patient Navigator Collaborative.

THE PARTNERSHIP FOR FAMILIES & CHILDREN (formerly Colorado Foundation for Families and Children), Center Director, Colorado Center for Health Equity, March 2010-June 2010

Oversee the Colorado Center for Health Equity training, technical assistance, and evaluation; manage and evaluate three professional staff; create and adhere to strategic plan; develop and maintain relationships with funders; work with staff in grant writing and proposal development; assist in creating additional revenue streams/markets for The Center; serve on The Partnership's Leadership Team; and lead health projects included working with Arapahoe Early Childhood Council on oral, mental, and dental health integration grant; The Conflict Center's Teen Dating Violence and The Denver Foundation Inclusiveness projects; and The Colorado Trust's Equality in Health Initiative.

THE PARTNERSHIP FOR FAMILIES & CHILDREN (formerly CFFC), Vice President for Programs, May 2008-March 2010

Responsible for managing, supporting, and overseeing all of The Partnership's training, technical assistance, and evaluation in the Centers focusing on cultural competency, education, health, organizational development, and youth development; manage and evaluate four professional staff; develop and maintain relationships with funders; work with team leads and other staff in grant writing and proposal development; assist in creating additional revenue streams/markets for The Partnership; work with Leadership Team in developing The Partnership's capacity develop internal systems, policies, and procedures to support staff and further The Partnership's mission, vision, outcomes, and values; assist with development and implementation of The Partnership's staff and organizational cultural competency; support President in succession planning; and lead the development and implementation of The Partnership's strategic planning. integration grant and working with Pueblo City County Health department on emergency preparedness in diverse communities.

COLORADO FOUNDATION FOR FAMILIES AND CHILDREN (CFFC), Project Director, Equality in Health Initiative, August 2005-May 2008

Serve as the team lead for the agency providing training and technical assistance for The Colorado Trust's seven-year (2005-2012), \$13.1 million Equality in Health Initiative seeking to reduce racial and ethnic health disparities in Colorado. This included overseeing the training and technical assistance to 26 health care, university, and community based organizations in the areas of organizational cultural competency, evaluation, and health disparities. Primarily responsible for budgetary oversight, hiring new staff, managing and evaluating three staff, evaluating services to clients, and maintaining relationships with The Colorado Trust and external evaluators.

LATINO/A RESEARCH & POLICY CENTER, University of Colorado at Denver and Health Sciences Center, Project Director, December 2003-August 2005

Responsible for the development, planning, and implementation of a statewide public health projects intended to educate Latinos about cancer prevention and control and health policies in Colorado. This included creating training materials, media campaign materials, developing educational curriculum and materials, designing methods to effectively reach Latino communities, creating evaluation materials and overseeing process and outcome evaluation for the community health education project. Additionally, served as project director for City of Lafayette needs assessment to better understand how the city could improve city services for Hispanic/Latino community. Other important duties included overseeing budgets, recruiting and hiring staff, supervise professional staff and volunteers, and draft quarterly and final reports to the funding agency.

LATINO/A RESEARCH & POLICY CENTER, University of Colorado at Denver, Research Associate, September 2002-November 2003

Worked in conjunction with the Executive Director in the area of community-based health research to develop ideas for research projects, draft and complete research proposals for funding to various funding agencies, and plan and implement research protocols. This includes serving as co-investigator on projects and developing funding applications either as a standalone researcher or collaborating with other researchers. In addition, serve as research coordinator by recruiting, enrolling, managing and analyzing data, providing budget oversight, completing human subject research protocols, leading focus group discussions, and drafting and completing various project reports. Also responsible for drafting and completing manuscripts for the purpose of publication, conference presentations, and research briefs. Represent the LRPC on planning, health policy, and research committees for the purpose of fulfilling the mission of the LRPC.

LATINO/A RESEARCH & POLICY CENTER, University of Colorado at Denver, Project Coordinator, August 2001-August 2002

Served as project coordinator to complete a statewide needs assessment for the Colorado Department of Public Health and Environment (CDPHE) to guide state policy on tobacco prevention and control efforts in Latino communities. This involved the creation and dissemination of a survey, drafting and submission of human subject research protocols to Institution Review Board, data analysis of survey results and external data sources, worked closely with project consultants, provided project budget oversight and planning, coordinated a statewide meetings with Latino communities, prepared written quarterly reports for the CDPHE, managed LRPC staff on tasks relevant to the project, and shared in the preparation and completion of final report with recommendations to the CDPHE.

NATIONAL INSTITUTES OF HEALTH, National Cancer Institute (NCI), Center to Reduce Cancer Health Disparities, Bethesda, MD, Graduate Summer Fellowship, June 2001-August 2001

Analyzed NCI data and served as lead researcher to examine various cancer health disparities between foreign-born populations and U.S. born populations in order to publish data and make policy recommendations to NCI leadership. Worked closely with leading epidemiologist at NCI to complete a publishable manuscript, as well as discussed statistical reliability of data variables and both the etiologic and epidemiological issues of colorectal cancer. Other responsibilities included coordinating efforts to communicate with national Special Populations Networks and assisted with preparations for the annual NCI Cancer Control Academy.

LATINO/A RESEARCH & POLICY CENTER, University of Colorado at Denver, Graduate Research Assistant, September 2000-May 2001

Served as a key contributor in the initial stages of a five-year NCI grant involving the collection of various forms of data related to risk factors for cancer and cancer data through published research and cancer registries, analyzed data from various sources, assisted in the development of statistical design of cancer intervention programs for Latinos in Colorado, contributed and authored publications for a cancer prevention and Census data newsletters, developed resources for community members to access public health programs, maintained and updated web pages, and provided technical support for all LRPC staff.

NATIONAL INSTITUTES OF HEALTH, National Cancer Institute (NCI), Office of Special Populations Research, Bethesda, MD, Graduate Summer Fellowship, June 2000-August 2000

Using the National Cancer Institute's Surveillance, Epidemiology, and End Results (SEER) database, served as lead researcher to perform data analysis on cancer incidence data and reported the annual incidence cancer for Hispanic children in the U.S. for the purpose of publication and policy recommendations, and acted as co-author to the Director in developing a manuscript. Pediatric data was accepted for publication and is being revised for the journal of *Cancer*. In addition, completed the National Cancer Institute Summer Curriculum in *Cancer Prevention: Principles and Practice of Cancer Prevention and Control* that covered topics of the statistical, genetic, and behavioral health aspects of in cancer prevention and control through a course sponsored by the NCI. This course was intended to provide cancer prevention and control education to scholars throughout the world and admission was limited to 50 participants.

Boards and Commissions

Health Equity Commission, Colorado Department of Public Health and Environment, Chair, August 2013-present

Community Health Worker/Patient Navigator Collaborative, November 2012-present

Colorado Public Health Association, Treasurer and Board Member, September 2012-September 2014

Susan G Komen, Denver Affiliate, Vice President of Mission Initiatives and Board Member April 2010-present

Intercambio de Comunidades Denver, Board Member, May 2009-May 2011

Sisters of Color United for Education, Secretary and Board Member, September 2005-February 2008

Colorado Organization on Adolescent Pregnancy, Parenting, and Prevention, Board Member, February 2006-May 2007

La Clínica Tepeyac Denver, CO. Clinic Volunteer. February 2002-May 2002

Volunteer Activities

Regional Health Equity Council, Region VIII US Department of Health and Human Services 2011-present

Garden Leader, El Oasis Garden, Denver Urban Gardens June 2009-present

National Alliance for Health Equity, Grantmakers in Health 2012

The Interagency Health Disparities Leadership Council, Office of Health Disparities, Colorado Department of Public Health & Environment 2008

Health Disparities Report Work Group, Office of Health Disparities, Colorado Department of Public Health & Environment, 2010

Tony Grampsas Youth Services Grant Review, Colorado Department of Public Health & Environment, January 2005-February 2005

Culture of Data Conference Planning Committee, April 2003-October 2006

Tobacco Prevention Strategic Planning Committee, October 2003-December 2003

Colorado Tobacco Education and Prevention Alliance, Local Affairs Committee and Public Affairs Committee, 2004-2005

Cardiovascular Health Coalition Grant Review, Colorado Department of Public Health and Environment June 2004-2005

Colorado Cancer Conference Steering Planning and Grant Review Committees, September 2003-2006

Community College of Denver, West Campus. English as a Second Language Instructor. February 2003-January 2004

National Cancer Institute Minority Mentor Planning Committee, August 2003-November 2003

Awards

Colorado Turning Point Leadership Training Award, Colorado Turning Point Initiative, Colorado Department of Public Health and Environment. June 2003.

Cancer Research Training Award (CRTA), National Cancer Institute, Center to Reduce Cancer Health Disparities, Bethesda, MD. May 2002.

United States Public Health Service, Health Resources and Service Administration (HRSA) Public Health Traineeship. August 1999-May 2000.

Publications and Conference Presentations

Ana Marin-Cachu, Karen Koenneman, Esmeralda Santillano, Peter Urdiales Moderator: Chris Armijo "Health Equity Fail Festival", Public Health in the Rockies, September 2014

Andi Dwyer, Sarony Young, Anita Rich, Moderator Chris Armijo "Patient Navigator/Community Health Worker...All the Latest City Lights" The Forum 2014 Essential Perspectives for Safety Net Providers, April 2014.

Elizabeth Myung Sook Krause and Chris Armijo "Public Policy and the Equity Agenda", Grantmakers in Health Views from the Field publication, January 2014.

Chris Armijo, Eryn Callihan, Andrea Dwyer and Daniel Stange "Community Health Worker/Patient Navigators in Colorado" Colorado Public Health Association, September 2013.

Chris Armijo "Communication across Individual, Community and Organizations Cultures" Public Health Nursing Association of Colorado, March 2013.

Moderator: Chris Armijo "Health Equity Grantmaking at a Cross Roads" National Alliance for Health Equity, March 2013.

Chris Armijo, Erin Caldwell, Jana Smith "Assessing organizational capacity building as a strategy to prepare senior-serving organizations for the Silver Tsunami" American Public Health Association, October 2012

Chris Armijo, Rachel Wick, Michael Bzdak, Ricardo Millet "Foundation Program Officers: Heart and Ego-Driven Decision-making? Or Responsible Consumers of Strategic Learning and Evaluation? Perspectives from the Field" American Evaluation Association, October 2012.

Margaret Wacker, Peg Mewes, Carol Worrall, Chris Armijo "West Central Public Health Partnership" Colorado Public Health Association Conference, September 2012.

Erica Baruch, Suzy Shimasaki, Chris Armijo, Lorena Zimmer "Creating Comprehensive Cultural Competency Change: Practical Strategies to Achieve Health Equity" Colorado Public Health Association Conference, September 2012.

Chris Armijo, Phillip Chung, Kien Lee, Erin Caldwell "Improving Organizational Capacity Improve Client Outcomes?: A Review of Three Initiatives of The Colorado Trust" American Evaluation Association Conference, November 2011.

Phillip Chung, Chris Armijo, Marissa Allen, Elena Harman, Colleen Church "Friend or Foe? Collaboration Among Evaluation and Program Staff Within Foundations" American Evaluation Association Conference, November 2011.

Chris Armijo, Erica Baruch "Developing Equitable and Inclusive Organizations: Building Organizational Capacity", Mountain Rural Philanthropy Days, June 2011

Tony Iton, Chris Armijo, Tim Byers, Elaine Borton, Chris Urbina, "The Social Determinants of Health: Implications for Public Health Practice. Colorado" Chronic Disease Conference, November 2008

Kien Lee, Chris Armijo, Erica Baruch, LaKeesha Woods, Hanh Cao Yu, Yolanda Suarez-Balcazar, Fabricio Balcazar, Tina Taylor Ritzler. "Culturally Competent Organizations: What Are They and How Do You Measure Them?" American Evaluation Association Conference. Presenters: November 2008.

Chris Armijo, Stephanie Cross, Patricia Iwasaki. "Collaboration: When It is a Genuine Endeavor" Office of Health Disparities Conference. October 2006

Darius Smith, Carla Maestas, Mauricio Palacio, David Remson Moderator: Chris Armijo "Cultural Competency" National Conference on Immunization Coalitions. August 2006.

Chris Armijo “Making the Connection: Building Partnerships within the Hispanic Community” Colorado Cancer Conference 2005.

Chris Armijo, Juana Rosa Caverio, Sandra Diaz-Castillo “Promoting Healthier Migrant Communities: Planning, Outreach, and Evaluation of Cancer Prevention and Control Activities with Colorado’s Farmworkers”

Hilarea Amthauer, Chris Armijo, Juana Caverio, Bryan Giese, Ilima Kane, Jodi Kopke, Rob Martin, Andrea Spaulding, Heather Tolby “What People Really Think Public Health Messages Are Saying” Colorado Cancer Conference 2005.

Jennifer Atler, Elizabeth Whitley, Angela Sauaia, and Julie Marshall, Moderator: Chris Armijo “What is Evidence-Based Practice in a Community Setting?” Culture of Data Conference 2004.

Kimberly Hills, Christa Kriesel, Chris Armijo “How and Why the Tobacco Industry Targets Priority Populations” 2004 Colorado Comprehensive Cancer Prevention and Control Conference.

Maria Gavier, Juana Rosa Caverio, and Chris Armijo “Promotoras Opening New Doors to Latinos in Health Outreach and Education” Public Health in the Rocky Mountains 2004, Colorado Public Health Association

Chris Armijo “The Importance of Making Your Movement Inclusive” Colorado Advanced Smoke-free Policy Training, May 2004.

Chris Armijo “Tobacco Prevention and Control in Hispanic Communities” Successful Tobacco Control Programs Workshop, Lorain City Health Department. Lorain, Ohio. May 2004.

Chris Armijo “Closing the Gap on Cancer Statistics for Hispanics” 2003 Colorado Comprehensive Cancer Prevention and Control Conference. Denver, CO. August 2003

Chris Armijo, Anna Baron Ph.D., Phoebe Barton Ph.D., Estevan Flores PhD “Annual Incidence of Cancer in Colorado Among Hispanics and non-Hispanic whites”

Chris Armijo “Latinos and Tobacco: A Needs Assessment of Attitudes, Knowledge, Behaviors, and Organizational Needs” Pennsylvania Leadership Summit on Minority Tobacco Control and Prevention. Pittsburgh, PA. April 2003.

Chris Armijo “Latinos and Tobacco: A Needs Assessment of Attitudes, Knowledge, Behaviors, and Organizational Needs” National Conference on Tobacco Health Disparities. Palm Harbor, FL. December 2002.

Estevan Flores and Chris Armijo “Colorado Latinos Attitudes Towards Tobacco Use and Prevention” National Conference on Tobacco or Health. San Francisco, CA. November 2002.

Jacqueline Laundon

Position

Junior Associate, Health Management Associates, Inc., HMA Community Strategies, Denver, Colorado

Education

MA, Josef Korbel School of International Studies, University of Denver; Denver, Colorado, June 2013

BA (Magna Cum Laude), Randolph-Macon College; Ashland, Virginia, May 2010

Professional Experience

HEALTH MANAGEMENT ASSOCIATES, HMA COMMUNITY STRATEGIES, May 2014-present

COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT, Program Assistant, Denver, Colorado, June 2013-March 2014

- Managed planning and execution of 2013 and 2014 annual conference with 100 attendees
- Researched emerging women's health issues and produced issue briefs
- Organized presentations to stakeholders via webinar, conference call, or teleconferencing
- Provided administrative support to team (creation of forms, advanced formatting, A/V needs, etc.)

UNIVERSITY OF DENVER, Financial Analyst, Conference and Event Services, Denver, Colorado, September 2012-June 2013

- Improved marketing strategy and increase business through analysis of financial statements
- Managed invoicing for over 260 events since September 2012
- Managed check and credit card payments

THE WHITE HOUSE PROJECT, Operations and Planning Intern, Denver, Colorado, June-October 2012

- Organized training seminars, topical panels, networking events
- Produced communication and marketing materials (e.g., press releases, e-mail blasts, event invitations)

UNIVERSITY OF DENVER, Event Coordinator, Conference and Event Services, Denver, Colorado, October 2011-August 2012

- Coordinated over 25 internal and external events on campus
- Analyzed and managed social media platforms to maximize event awareness
- Managed front desk operations and administrative tasks to foster teamwork among 6 staff members

LYCÉE JACQUES AUDIBERTI, English Teacher's Assistant, Antibes, France, October 2010-April 2011

- Taught English conversation classes to high school students
- Tutored students individually in preparation for the *baccalauréat* exam

SCHAPIRO UNDERGRADUATE RESEARCH FELLOWSHIP, Student Researcher, Ashland, Virginia, June-August 2009

- Independently conducted and presented research on the relationship between the secular French state and Islam to 150+ participants at the culminating conference