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### **Summary of Qualifications**

- Retired business executive with proven record of leading development of strategies for organizations working through turbulent times in both the private and the public sector
- Strong leadership for organizations, operations, and projects to address challenges or to implement new opportunities
- Exceptional relationship building and ability to collaborate by bringing together diverse perspectives to achieve goals and create value for the organization, its clients, and stakeholders
- Extensive health system policy work spanning all health sectors in New Hampshire

### **Summary of Professional Experience**

#### **Executive Director**

#### **Connections for Health**

March 2016 to July 2021

- Led a 5- person team to plan, design, implement and manage a demonstration program focused on an integrated approach for the delivery and payment of behavioral health, substance use disorder, primary care, and social determinants of health services through multiple agencies.
- The initiative focused on strengthening the workforce capacity, and information technology to support collection of and sharing of data cross organizations moving to a cross discipline team-based environment and away from silos of care.

#### **Commissioner**

#### **New Hampshire Department of Health and Human Services, Concord, New Hampshire**

August 2007-January 2016

- Led all aspects of a \$2B, 3,000 employee enterprise focused on improving the health, safety, and independence of the population of NH. The service portfolio included the Medicaid program, services for those with mental illness, substance use disorders, intellectual and developmental disabilities, the elderly, and those with chronic illness. The service array also included all public health functions and human services focused on child welfare, juvenile justice, traditional welfare programs, nutrition, and housing programs.
- Drove the introduction of Managed Care to over 150,000 Medicaid beneficiaries
- Led the implementation of the Granite Advantage-Medicaid Expansion program delivering health insurance to 85,000 people
- Developed the strategic response to challenging fiscal environment and refocused Department to a “whole” person strategy aligning services, and delivery to improve outcomes and better utilize all resources.

**Deputy Commissioner****New Hampshire Department of Health and Human Services, Concord, New Hampshire**

December 2005-August 2007

- Assured all aspects of the organization effectively collaborated and coordinated their efforts spanning multiple programs and population segments
- Developed and led a turnaround strategy for the State's Enterprise Resource Planning system.
- Executive sponsor for the implementation of the Medicaid Management Information System

**Bureau Chief****New Hampshire Department of Health and Human Services, Concord, New Hampshire**

August 2002-December 2005

- Drove the development and implementation of the Department's all hazard emergency preparedness and response program.

**Vice President****Lucent Technologies, Salem, New Hampshire**

August 2000-May 2001

- Led the integration of two acquired organizations into a new software product development organization

**Vice President****Excel Switching Corporation, Hyannis, Massachusetts**

August 1999-August 2000

- Managed the \$80M Value Added Remarketer channel for programmable digital switches focused on the non-regulated markets of telecommunications carriers worldwide

**President and Chief Executive Officer****XNT Systems Inc., Concord, New Hampshire**

September 1994-August 1999

- Responsible for direction and management of all aspects of a \$2M telecommunications software developer and Value-Added Remarketer.
- Led the successful acquisition by a publicly held company

**Associate Director****DMR Group, Inc., Waltham, Massachusetts**

September 1992 to September 1994

- Directed the delivery of multiple information technology consulting projects into a large insurance carrier

## **Sales and Marketing Executive**

### **Digital Equipment Corporation, Merrimack, New Hampshire**

December 1980 to September 1992

- Part of team to evaluate and acquire system integration programs for financial services sector
- Responsible new business development into the utility and insurance industries
- Responsible for the design and implementation of channel marketing programs to Value Added Remarketers

## **Finance and Program Manager**

### **Division of Welfare, Concord, New Hampshire**

June 1977 to December 1980

- Responsible for the development of a social services information systems to support the management of human services programs
- Conducted financial and program compliance audits of multiple social service agencies

## **Education and Training**

BS Hotel Administration, University of New Hampshire

MBA, Whittemore School of Business and Economics, University of New Hampshire

## **Recognition**

Lifetime Achievement Award from New Hampshire Public Health Association

New Hampshire National Guard, Distinguished Service Medal

## **Board Engagement**

Board Member, United Way of Massachusetts Bay, 2017 to 2021

Chair, Greater Seacoast Region of Granite United Way, 2022

Board Member and Executive Committee, Granite United Way, 2022

Business Advisory Council, Project Search, 2018 to present

Board Member, Granite State Health Plan, 2019 to present

Independent Trustee, Exeter Health Resources, 2022

Trustee, Community College System of New Hampshire, 2022

Board Member, College of Health and Human Services, University of New Hampshire, 2020 to present

Chair, Governor's Oversight Commission for Mental Health Workforce Development, 2019 to present