SUBJECT: University of Michigan Health System (UMHS)
Appointment to the Board of Directors of the Washtenaw Community Health Organization, (WCHO)

ACTION REQUESTED: Approval

BACKGROUND:

In 2000, the University of Michigan Board of Regents and the Washtenaw County Board of Commissioners jointly created the Washtenaw Community Health Organization (WCHO) under the Urban Cooperation Act as a means to promote and achieve better coordination/integration of specialty mental health services/supports with general medical care for individuals with serious mental illness, co-occurring mental illness and substance abuse, primary addiction disorders and/or developmental disabilities. Each entity is responsible for appointing six members to the WCHO Board of Directors.

The WCHO, in association with its clinical partner, Community Support and Treatment (CSTS), retained its legacy mission, commitment and legal responsibility for persons within Washtenaw County with serious mental illness, co-occurring conditions, developmental disabilities and/or substance use disorders. The WCHO's organizational connection with the University of Michigan Health System (UMHS) provides WCHO/CSTS opportunities to establish primary care linkages for consumers, to coordinate physical/mental health care provisions, to engage in collaborative medical management arrangements, and to develop electronic health information exchange capabilities.

The WCHO strives to contribute to all of the Health System’s goals and objectives and to be a resource for education and research to all schools within the University. The WCHO is a clinical placement site for third year psychiatric residents. The third year medical student rotation continues to receive the highest rating of all of the psychiatry rotations. Family practice residents rotate through an integrated healthcare site and child psychiatry fellows are placed in integrated healthcare sites and at the public community mental health center. Students from the Schools of Social Work and Nursing also receive field training at the mental health center. Additionally, the WCHO partners extensively with researchers from across the University of Michigan campus, serving as the clinical site for a number of clinical practices and outcomes.

Proposed appointments to WCHO for the Term: April 1, 2013 - March 31, 2016:

Tom Biggs has a Bachelor and Master degrees in Business Administration from Eastern Michigan University. He retired from the UMHS in 2006 and has since been very active in the community with safety net providers. He serves on the Board of Directors of the Washtenaw Health Plan and has had leadership in the Washtenaw Health Initiative. He provided assistance in helping the Packard Clinic address changes in health care financing. These activities all make him an ideal appointment to the WCHO Board of Directors.
Nancy Baum has her Bachelor of Science Degree from the University of Michigan School of Nursing. She has a Master of Health Science from John Hopkins and Doctor of Philosophy from the University of Michigan School of Public Health. She began her nursing career on the Child Unit of the Department of Psychiatry. She has held a number of health policy and administrative positions. She currently is a lead for the Center for Healthcare Research and Transformation. Dr. Baum's knowledge and experience will be a real asset to the WCHO Board of Directors. In addition, Dr. Baum was appointed last year to complete the term of a board member who resigned before his term expired. We are pleased that she remains engaged and interested in a full-term appointment.

I recommend that the Regents approve the appointments of the above named individuals to the Board of Directors of the Washtenaw Community Health Organization for the term April 1, 2013 - March 31, 2016.

Respectfully submitted,

Ora Hirsch Pescovitz, M.D.
Executive Vice President for Medical Affairs
and Chief Executive Officer, UMHS

April 2013
Thomas D. Biggs

Summary of qualifications
Over 39 years of leadership experience at the University of Michigan Hospitals and Health Centers and as President of Biggs Works LLC.
Extensive experience as a board member in many complex organizations such as Mcare, Washtenaw Health Plan, Midwest Financial Credit Union, Eagle Crest Resort, Packard Health, Inc., North Star Reach, Inc, and Ypsilanti Little League.
Extensive consulting experience at the University of Toledo, The Detroit Medical Center, The University of Michigan, Mackinaw Straits Hospital, Packard Health, Inc. and Joint Venture Hospital Laboratories, LLC.
Community and volunteer services for the City of Ypsilanti, Ypsilanti Public Schools and the Washtenaw Health Initiative.

Education
Eastern Michigan University, Masters of Business Administration, 1977
Eastern Michigan University, Bachelors of Business of Administration, Major in Accounting. 1973

Professional experience
1974 – 2006 (retired) The University of Michigan Hospitals and Health Centers
Positions:
Senior Associate Hospital Director and Chief Financial Officer
Associate Hospital Director for Operations and Support Services
Assistant Director of Finance
Manager, Hospital Billing and Collections
Assistant Manager, Hospital Billing and Collections
Supervisor, Hospital Billing and Collections
Major Clients as follows;
Joint Venture Hospital Laboratories, LLC.-Served as the Interim Executive Director. Major roles included the creation of a strategic initiative, merging of two companies, negotiating major third party
insurance contracts, rewriting the bylaws, recruiting and hiring of a permanent Executive Director, reorganizing the leadership team, implementing a new telephone system, and negotiating a lease for new office space.

Packard Health, Inc.-Served as the Interim CEO of a safety net physician practice plan in Ann Arbor, Mi. Major role included serving as an emergency financial manager, developing a financial turnaround plan, and implementing major customer service and operating improvements.

University of Toledo: Multiple roles including Vice President of Finance, assisting with university budget development, leading the effort to merge with another Toledo area hospital, coach to CEO of University of Toledo Medical Center, plus many other projects as assigned by the President of the university.

Mackinaw Straits Hospital: Assisted with the development of a "white paper" to be used by senior leadership to solicit donors for the new hospital they were building.

Detroit Medical Center: A complete review of their revenue cycle process including recommendations for improvement, as well as a complete review of their revenue cycle management reports with recommendations for improvement.

University of Michigan: A review of the financial reporting of the Department of Urology with recommendations for improvement. A personal coach for a manager within the Patient Registration Department.

Treasurer, Board of Directors, North Star Reach, Inc., 2012 to present
Treasurer, Board of Directors, Packard Health LLC., 2012 to present
Board of Directors, Eagle Crest Management Corporation, Eastern Michigan University, 2001 – 2008
Chairman of the Board, Eagle Crest Corporation, Eastern Michigan University, 2002-2008
Board of Directors, Washtenaw County Health Plan, 2001-present
City of Ypsilanti, Human Relations Commission, 1995-2001
Board of Directors, Midwest Financial Credit Union, 1981-2004
Chairman of Board, Midwest Financial Credit Union, 1989-2004
Board of Directors, MCare Corporation, 1997-1999
Ypsilanti American Little League, Board of Directors, 1992-2001
Treasurer, The Orchards Homeowners Association, Board of Directors 2009-
Community activities

Co-Director, Ypsilanti Youth Basketball Program, 1990-2009
Eastern Michigan University Dugout Club, 1995-present
Mott Golf Classic Committee, 1990-present
City of Ypsilanti Blue Ribbon Committee on Finances, 2005-2006
Ypsilanti Public Schools Blue Ribbon Committee on Finances, 1993
Registered Little League Umpire, 1995-2007
Michigan High School Athletic Association, Registered Official, 2000-present
Washtenaw Health Initiative-2011 to present.

Awards received

University of Michigan Hospitals and Health Centers, Laurita Thomas Diversity Champion Award, 2005
University of Michigan Hospitals and Health Centers, Executive Director Award for Outstanding Leadership, 2004
Ypsilanti High School Athletic Hall of Fame, inducted 2010.
EDUCATION

University of Michigan, School of Public Health  
Department of Health Management and Policy  
Doctor of Philosophy, May, 2010

Johns Hopkins University, School of Hygiene and Public Health  
Department of Health Policy and Management  
Master of Health Science, May, 1991

University of Michigan  
Bachelor of Science, Nursing, May, 1987

WORK EXPERIENCE

Center for Healthcare Research & Transformation  
Health Policy Analytics – Lead  
Develop issue and policy briefs for local and state-level policy makers. Focus on population health and mental health issues. Analyze national survey and claims data (Blue Cross Blue Shield of Michigan claims and UAW Retiree Medical Benefits Trust claims). Manage four early career health policy professionals. (11/1/2010 – present)

University of Michigan, School of Public Health  
Lecturer  
Taught HMP 615: Introduction to Public Health Policy to Executive Masters Program students. (Fall, 2010)

Research Funding

Understanding the Resource Allocation Decisions of Public Health Officials in the U.S  
Principal Investigator: Susan D. Goold, MD, MPH, MA  
Co-Investigator: Nancy M. Baum  
Robert Wood Johnson Foundation, Changes in Health Care Financing and Organization  
Total award: $208,000. 1/1/08-6/30/10

Ethical Issues in Pandemic Influenza Preparedness: Focus Groups for Public Engagement  
Principal Investigator: Peter D. Jacobson, JD, MPH  
Co-Investigator: Nancy M. Baum  
University of Michigan, Office of the Vice President for Research and Center for Law, Ethics and Health.  
Total award: $13,700. 1/1/08-3/31/09

Public Health Ethics in Practice  
Principal Investigator: Peter D. Jacobson, JD, MPH  
Co-Investigator: Nancy M. Baum  
Greenwall Foundation.  
Total award: $50,000. 7/10/06-12/1/07
Other Grants and Support
Rackham and Center for Ethics in Public Life Summer Fellowship (Summer, 2009)
Academy Health Student Scholarship to Annual Research Meeting (Summer, 2009)
Rackham International Conference Travel Grant (Summer, 2008)
Rackham Non-Traditional Student Grant (Fall 2004 and Winter 2005)

Graduate Student Research Assistant
Assisted Professor Richard L. Lichtenstein, PhD in the development of grant proposals, scholarly manuscripts, grant reports and lecture materials about Medicaid/SCHIP enrollment, health care workers' job satisfaction and discrimination in the health care system. (Fall 2004-Spring 2006)

Awards
- Outstanding Student Investigator Award, Health Research Symposium (Spring, 2009)
- Blue Cross Blue Shield of Michigan Foundation Excellence in Research Award for Students, Honorable Mention (Spring, 2009 and Spring, 2008)

Graduate Student Instructor:
HMP 615: Introduction to Public Health Policy. Paula Lantz, PhD. (Fall 2007)
HMP 601: The Health Services System II. Leon Wyszewianski, PhD. (Winter 2007)
HMP 600: The Health Services System I. Richard Lichtenstein, PhD. (Fall 2006)

Course Development

Committee Service
Michigan Department of Community Health, Ethics Advisory Committee (Fall 2008 – 2010)

United States Department of Veterans Affairs Ann Arbor, MI
Health Services Research and Development Service
Research Health Science Specialist
As part of national evaluation of Primary Care-Mental Health Integration program, interviewed program directors, conducted program site visits, developed interview protocols, program fidelity tools and survey tool, analyzed qualitative data, wrote internal reports and drafted manuscripts for publication. 2008-2010, part-time)

Eastern Michigan University, School of Health Sciences Ypsilanti, MI
Adjunct Lecturer
Taught HLAD 250: Introduction to Public Health to undergraduate students in the School of Health Sciences. Developed undergraduate curriculum for Bachelor of Science in public health. (January, 2010-May, 2010)

University of Michigan, Bioethics Program Ann Arbor, MI
Research Assistant II
Coded and analyzed qualitative data and drafted manuscripts for studies evaluating individuals' values and choices related to health insurance coverage. (2002-2004, part-time)

Mathematica Policy Research, Inc. Ann Arbor, MI
Assisted analysts in the preparation of grant proposals and summarized reports for Issue Briefs. (2001-2002 on a part-time, on-call basis)
United States Department of Health and Human Services
Health Care Financing Administration
Office of Associate Administrator for Policy
Social Science Research Analyst – Analyzed and interpreted major health care reform proposals for impact on private health insurance industry and on the Medicare and Medicaid programs. Wrote Congressional testimony and prepared briefing materials for the Administrator. Provided technical assistance to Congressional staff on a variety of subjects including standardization of Medigap insurance policies, expansion of Medicare coverage to include preventive health services, and national health expenditures. Served on the White House task force on health care reform, medical malpractice subgroup. (1990-1995)

Awards
- Administrator’s Achievement Award, 1995
- Special Citation, Associate Administrator for Policy, 1995
- Administrator’s Citation, 1994
- Staff Recognition Award, 1992

University of Michigan Hospitals
Child and Adolescent Psychiatric Hospital
Staff Nurse, Clinical Nurse II – Provided and coordinated nursing care for adolescent patients in an inpatient setting. Worked with multidisciplinary team, co-led process groups, engaged in nursing research, oriented new staff, and developed and implemented parents’ group sessions. (1987-1989)

PUBLICATIONS

Peer reviewed:


**Other publications:**


**Manuscript reviews:**


**INVITED PRESENTATIONS**


University of Michigan School of Public Health, Ann Arbor, Mi. HBHE 610, Public Health Ethics. "Public Health Ethics in Practice." Fall, 2009


Chelsea Community Hospital, Chelsea, Michigan. “Ethical Issues in Pandemic Influenza Preparedness.” Presentation for health system administrators. Summer, 2007