

THE UNIVERSITY OF MICHIGAN
REGENTS COMMUNICATION

ACTION REQUEST

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,

A handwritten signature in black ink, appearing to read "Ora Pescovitz", written over a horizontal line.

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

April 2013

1402 W. Cross
Ypsilanti, Michigan 48197

Phone 734-765-7282
Fax 734-482-8067
E-mail
tbiggs@biggsworks.com

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

2006 – present. Biggs Works L.L.C.

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.

**Additional
professional
activities**

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-

present

**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.

NANCY M. BAUM
1517 Brooklyn Avenue
Ann Arbor, MI 48104
(734) 662-9095 nmbaum@umich.edu

EDUCATION

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

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

University of Michigan Ann Arbor, MI
Bachelor of Science, Nursing, May, 1987

WORK EXPERIENCE

Center for Healthcare Research & Transformation Ann Arbor, MI
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 Ann Arbor, MI

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

HMP 623: Public Health Ethics. Co-developed and co-facilitated a master's level course in applied ethics in public health. Course instructor: Peter Jacobson, JD, MPH (Fall 2004-Winter 2006)

Committee Service

Michigan Department of Community Health, Ethics Advisory Committee (Fall 2008 – 2010)
University of Michigan Health System, Health Emergency Ethics Committee (Winter 2008 – 2010)

**United States Department of Veterans Affairs
Health Services Research and Development Service
Research Health Science Specialist**

Ann Arbor, MI

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
Adjunct Lecturer**

Ypsilanti, MI

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
Research Assistant II**

Ann Arbor, MI

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**

Washington, DC

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

Ann Arbor, MI

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:

Baum, N., Campbell, E., DesRoches, C. and Goold, S. (2011). Resource Allocation in Public Health Practice: A National Survey of Local Public Health Officials. *Journal of Public Health Management and Practice*. Vol. 17(3):265-274.

Cinti, S., Barnosky, A., Gay, S., Goold, S., Lozon, M., Kim, K., Rodgers, P., Baum, N., Blessing, T., Cadwallender, B., Loik, P., Wright, C., and Winfield, R. (2010). The Ethics of Scarce Resource Allocation and the Need for a Hospital Scarce Resource Allocation Committee. *Journal of Emergency Management*. Vol.8(4):37-44.

Baum, N., Jacobson, P., and Goold, S. (2009) 'Listen to the People.' Public Deliberation about Social Distancing Measures in a Pandemic. *American Journal of Bioethics*. Vol. 9(11):4-14.

Cinti, S., Barnosky, A., Gay, S., Goold, S., Lozon, M., Kim, K., Rodgers, P., Baum, N., Cadwallender, B., Collins, C., Wright, C., and Winfield, R. (2009) Bacterial Pneumonias During an Influenza Pandemic: How Will We Allocate Antibiotics? *Biosecurity & Bioterrorism: Biodefense Strategy, Practice & Science*. Vol. 7(3):311-316.

Baum, N., Gollust, S., Goold, S. and Jacobson, P. (2008) Ethical Issues in Public Health Practice in Michigan. *American Journal of Public Health*. Vol. 99(2):369-374.

Baum, N., Gollust, S., Goold, S. and Jacobson, P. (2007) Looking Ahead: Addressing Ethical Challenges in Public Health Practice. *Journal of Law, Medicine and Ethics*. Vol. 35(4):657-667.

Gollust, S., Baum, N. and Jacobson, P. (2007) Politics and Public Health Ethics in Practice: Right and Left Meet Right and Wrong. *Journal of Public Health Management and Practice*. Vol. 14(4): 340-347.

Lopez, E., Lichtenstein, R., Lewis, A., Banaszak-Holl, J., Lewis, C., Johnson, P., Riley, S., and Baum, N. (2007), Drawing from Freirian Empowerment Methods to Develop and Use Innovative Learning Maps:

Increasing Enrollment of Uninsured Children on Detroit's Eastside. *Health Promotion Practice*. Vol. 8(2):181-191.

Other publications:

Goold, S. and Baum, N. (2008), Editorial: Where Are We in the Rationing Debate? Improved Tools and Public Participation Can Inform Fair Systems. *British Medical Journal*, 337:a2047.

Goold, S. and Baum, N. (2006), Define Affordable. *Hastings Center Report*, Vol. 36(5):22-24.

Goold, S., Damschroder, L., and Baum, N. (2007) *Deliberative Procedures in Bioethics*, in Empirical Research in Bioethics: Theoretical and Practical Approaches. L. Siminoff and L. Jacoby, eds., pp. 183-201; New York: Elsevier.

Manuscript reviews:

American Journal of Public Health; Health Policy; Journal of Public Health Management and Practice.

INVITED PRESENTATIONS

Johns Hopkins School of Public Health, Baltimore, Md. "Ethical Issues in Pandemic Preparedness." Spring, 2010.

University of Michigan Bioethics Symposium, Ann Arbor, Mi. "Understanding the Resource Allocation Decisions of Public Health Officials." Spring, 2010.

University of Michigan Bioethics Grand Rounds, Ann Arbor, Mi. "Understanding the Resource Allocation Decisions of Public Health Officials." Spring, 2010.

American Public Health Association Annual Conference, Philadelphia, Pa. "Understanding the Resource Allocation Decisions of Public Health Officials." Poster presentation, Fall 2009.

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

Academy Health Annual Research Meeting, Chicago, Ill. "Understanding the Resource Allocation Decisions of Public Health Officials in the U.S., Summer, 2009.

Academy Health Annual Research Meeting, Chicago, Ill. Public Health Systems Research Special Interest Meeting. "Pandemic Influenza Preparedness: Public Response to Social Distancing Measures," Poster presentation, Summer, 2009.

International Society on Priorities in Health Care 2008 Conference, Newcastle, England, UK. "Understanding the Resource Allocation Decisions of Public Health Officials in the U.S." Fall, 2008.

University of Michigan School of Public Health, Ann Arbor, Mi. HMP 615, Introduction to Public Health Policy, "Policy Issues in Pandemic Preparedness," Fall, 2008.

National Association of County and City Health Officials/Association of State and Territorial Health Officials Annual Conference, Sacramento, Ca. "Public Health Ethics in Practice." Fall, 2008.

Johns Hopkins School of Public Health, Baltimore, Md. "Ethical Issues in Pandemic Preparedness." Summer, 2009.

Public Health Systems Research Keeneland Conference, Lexington, Ky. "Understanding the Resource Allocation Decisions of Public Health Officials in the U.S." Spring, 2008.

American Public Health Association Annual Conference, Washington, DC. "Public Health Ethics in Practice." Fall 2007.

American Society for Bioethics and the Humanities Annual Conference, Washington, DC. "Public Health Ethics in Practice." Fall 2007.

Michigan Association of Local Public Health Annual Conference, Dearborn, Michigan. "Public Health Ethics in Practice." Full session presentation and discussion. Fall 2007.

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