

## PERSONAL RESUME OF

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### **PROFESSIONAL OBJECTIVE:**

*A career oriented human services position with administrative responsibilities which identify innovative measures to meet the needs of the population served and a focus on systemic advocacy, which advances best practice in the delivery of supports within the public, private and academic sectors.*

### **EXPERIENCE 3/2017 – Present**

**Professor of Practice and Distinguished Health and Social Services  
Administrator in Residence – College of Health Sciences  
Director – UD Partnership for Healthy Communities**

**University of Delaware (UD)** – The role of these positions is to provide strong, effective leadership and coordination of cross college initiatives to improve the health and well-being of individuals, communities and states. The UD Partnership will contribute to the national and growing body of knowledge in this subject area. The initial concentration will be on Delaware residents, particularly those living in neighborhoods characterized by high levels of poverty, low levels of education and other indicators of social disadvantage. The goal is to mobilize the university's research, educational and public service capacities in collaboration with community partners to address the inter-related problems of unsustainable healthcare costs, inequitable access to affordable quality healthcare, and poor population health outcomes – which are among the most significant challenges of our time. These efforts require coordinating with public (local, state and federal) and private (health system and foundation) stakeholders. Examples of Responsibilities and Accomplishments

- Build capacity (inclusive of UD faculty, undergraduate and graduate students) for addressing the social and economic determinants of health, especially among lower income residents
- Founding Managerial Operational Partner for Healthy Communities Delaware -), a collaborative involving business, community and organizational participants, foundations, financial institutions, health systems and local and state government officials, the focus of stabilized

housing, quality, equitable education food access, development of civic and community engagement, along with the advancement of community enhancers is core to our work in building vibrant communities.

- Community Well Being Initiative – Secured \$3 million contract funded through State of Delaware Division of Substance Abuse and Mental Health and serve as PI and lead administrator for project, subcontracting with 3 minority owned businesses whose primary focus is grassroots engagement. The Community Well-Being Ambassador (CWA) Initiative is a community-driven, place- based prevention strategy to increase the capacity of targeted neighborhoods in the City of Wilmington by promoting community well-being and resiliency among their residents across the life span. The newly established initiative is the result of a collective impact approach to bring unique skills in the interest of addressing a common cause. Network Connect and CIT – Center for Structural Equity are the primary grassroots organizations employing community focused Well Being Ambassadors. Network Connect and CIT hire community members to serve as full-time, paid “Community Well-Being Ambassadors” and be based at the host sites. The Community Well-Being Ambassadors provide support to youth, families, and other community members who may be referred by the host sites, other organizations and groups, the community at large, or may be self-identified. The support includes helping the individuals identify their most pressing needs, providing relevant information, and developing strategies for addressing those needs, including connection to behavioral health and other community services and on-going support. The focus is in the follow zip codes in Wilmington – 19801, 19802 and 19805 – communities made most vulnerable due to increased gun violence.
- Expand current work to reduce the growth in healthcare spending in the state – Vice Chair of Delaware Center for Health Innovation, Board Member of Delaware Highmark Blue Cross Blue Shield, and Created and taught ChristianaCare’s Pocket MBA focused on health policy, finances and social determinants.
- Facilitate research to improve the quality, utilization and cost effectiveness of Medicaid healthcare services

- Enhance the research capacity of the University in community health promotion, the social determinants of health, health disparities, health inequities and health policy
- Leverage the capacities of related university-related structures, such as the Center for Drug & Health Studies, the Delaware Clinical and Translational Research Program, the Center for Community Research & Service and the Institute for Public Administration
- Interface effectively with related governmental and healthcare organizations, including the Delaware Health Care Commission, the Delaware Department of Health and Social Services, the Delaware Healthy Mothers Infants Consortium, Delaware General Assembly and Congressional Delegation, and the Agency for Healthcare Research and Quality (AHRQ)
- Build and/or support interdisciplinary teams in health research as well as grants and contracts awarded to the institution for community related work. Secured over \$2 million in funding in 4 years to promote and support multi-disciplinary approaches in advancing health equity along with healthier outcomes with a focus on inner city communities.
- Have a measurable impact on the capacity of the public health and health services workforce in the state of Delaware in terms of skills, diversity, cultural

competencies and other measure of quality. Workforce development includes professional development programs and other activities to strengthen the existing workforce, as well as new interdisciplinary graduate degree offerings and experiential learning opportunities for UD students who will become the future workforce.

- Enhance the capacity of community-based organizations and state agencies to address the health and well-being of residents living in Delaware's highest need communities. This enhanced capacity will be evidenced by new and leveraged resources (funding, staff, multi-disciplinary student and community teams, student interns, etc.) supporting health promotion efforts at the community level, including resources that improve social determinants of health.
- Produce policy research that addresses the key dimensions of health considerations in all public policies, such that local, state, and federal policy-makers appreciate the relationship between their decisions in areas such as housing, education, and transportation on the overall health of the communities they serve.
- Created and teach permanent undergraduate course Public Health in Practice that is offered every spring semester
- Developed and teach High School 11 grade full academic year course Essentials of Community and Public Health being piloted at inner city charter school. (Great Oaks)

Taken together, the Partnership will strengthen UD's capacity and identity as a national leader in research and graduate study on healthy communities. It also will use that capacity to improve the health of communities in Delaware and beyond, and specifically to reduce health disparities based on race and income.

1/2009 – 2/2017

**Cabinet Secretary – Department of Health and Social Services**

**(DHSS)** – The mission of DHSS is to improve the quality of life for Delaware citizens by promoting good health and well-being, fostering self-sufficiency and protecting vulnerable populations. The Secretary is responsible for managing a budget of over \$2 billion and overseeing 11 Divisions including Substance Abuse and Mental Health; Public Health, Social Services, Medicaid and Medical Assistance; Aging and Adults with Physical Disabilities, Developmental Disabilities Services and Long Term Care Residents Protection. In addition, the Secretary oversees an acute residential public behavioral health hospital, two long-term care facilities and one facility for individuals with developmental disabilities. The Department provides services that Delawareans consume every day across the life spectrum from birth to death. The DHSS Secretary is responsible for a wide range of healthcare services, early childhood services and benefits assistance. As Secretary, I coordinated the state's response to the health care reform and focused on the needs of Delaware's rapidly growing older population. Under my leadership at DHSS, the Department has:

- Reformed how public mental health services are provided in the community to the estimated 10,000 Delawareans living with serious and persistent mental illness so they can live in their own homes as engaged members of society. This leadership led to the U.S. District Court releasing the State from a five-year Settlement Agreement with the U.S. Department of Justice, which created benchmarks for the State to meet in transforming the mental health system.
- Increased community-based services for seniors, people with disabilities and individuals with behavioral health challenges, assuring that people get access to the right level of care in the community instead of overreliance on facility-based care. Converted the state's long-term care services into managed care services, which expanded the menu of supports while advancing community based options.
- Responded to the state's addiction epidemic by working across the Cabinet, and with families, advocates, behavioral health providers, legislators and law enforcement to increase prevention, treatment and recovery services; provide for the use of the overdose-reversing medication naloxone by first responders and members of the community; work with providers to restrict access to prescription painkillers; and reduce the stigma associated with the disease so more people living with active addiction could access treatment.
- Created momentum for ongoing change in the way health care is delivered and paid for in our state, tying payments to an increase in positive outcomes and better health for Delawareans, and, beginning in 2014, increasing access to coverage through the expansion of Medicaid and the creation of Delaware's Health Insurance Marketplace.

Secured a CMMI grant for Delaware to transform the health care delivery system by achieving the triple aim, plus one, - better patient outcomes, better patient experience, lowering the cost trend and better provider experience.

- Enhanced opportunities for people with disabilities to live, work, and participate as active members of the community, including creating the Pathways to Employment program in 2015 for young people age 14-25 to support their transition from education to the world of work.
- Supported thousands of individuals and families as they improved their own financial security through \$tand By Me, a financial empowerment partnership between DHSS and the United Way of Delaware that began in 2011 and offers free financial coaching, college financial aid assistance and tax preparation.

**10/2006 – 1/ 2009**

**President – AARP Delaware** – Top leadership position for a prominent 172,000-person Delaware membership organization dedicated to advancing the social impact agenda with a focus on access to quality healthcare and financial solvency. Emphasis further includes advancements in community-based supports, which will promote and allow for aging in place, without isolation, and for increase of healthcare access for all Delawareans.

**8/2007 - 1/2008**

**Co-Chair, Governor’s Task Force for Continued Improvement at the Delaware Psychiatric Center** –This role was responsible to facilitate the process of examining hiring procedures, best medical practices including the restructuring of units to meet the needs of the patients and establishing protocols for enhanced quality of care, creating professional development opportunities with specific emphasis on direct care staff, establishing additional community placement opportunities, and reviewing plans for capital improvements within the center. Presented a set of recommendations for adoption by the Administrative, and Legislative branches. He United States Department of Justice utilize the report for compliance measurements. Task Force was established by the Governor Minner (2001-2008) since state was under pressure based on a USDOJ investigation under CRIPA - Civil Rights of Institutional Persons Act.

**4/2007 – 12/2007**

**Interim Executive Director – The Arc of Delaware** -The Arc is a non-profit agency comprised of 600 family members. The Executive Director is responsible for a wide range of administrative duties: 1) improve the

agency's financial foundation, 2) improve/enhance the quality of programs/services for individuals with cognitive/intellectual disabilities and, hence, enhance the overall quality of life for individuals and their families, and 3) manage/supervise the activities of the staff. The Executive Director carries the overall responsibility for managing The Arc, implementing programs and directing policies set by the Board of Directors.

Under my previous leadership of The Arc from 1989 - 2001, the organization grew from an operating budget of \$200,000 to \$2 million and a \$10,500,000 real estate portfolio. As Executive Director, I led efforts to develop new program initiatives for The Arc, including the administration of an employment program, self-determination training, and development of real estate for individuals with cognitive/intellectual disabilities. I developed a parent mentor program, which assists families in understanding their rights under IDEA (Individuals with Disabilities Education Act) and advocates for inclusive education. I developed employment programs within several companies for hiring individuals with intellectual disabilities and was recognized by The Office of Disability Employment Policy (formally the President's Committee on Employment of Persons with Disabilities) to administer training nationally. I successfully negotiated an Executive Order with Governor Carper and Governor Minner to afford individuals with disabilities the right to choose services within a community setting.

**9/2003 – 2/2017**

**Co Chair - Governor's Commission on Community-Based Alternatives for Persons with Disabilities** –Focus areas are assessment/discharge transitional planning, employment, healthcare, and housing, Money Follows the Person, transportation, and workforce development. Provide direction to focus committees and advocate priorities to be included in state budget process. Commission is made up of stakeholders inclusive of the state administrative branch, legislative branch, community representatives, advocates and consumers.

**7/2003 – 12/2008**

**Executive Vice President of the Board and Agency Operations**  
Delaware CarePlan is a non-profit organization created in 1999 by The Arc during my tenure as Executive Director. Its purpose is to provide special needs trust, trustee and support services to individuals with disabilities. The primary focus is to support families of modest means in establishing a trust for their loved ones.  
Responsible for oversight of day-to-day operations, budgeting, development and implementation of the business plan.

**2/2002 to 2/2003**

**Consultant for Special Education Initiatives (ETS)**

Educational Testing Service -

The responsibilities included the development of an ETS presence in the special education markets, with a specific emphasis on supporting states and locals, advising the NASP Vice President and staff on new initiatives, developing legislation and strategies, and collaborating with parent advocacy groups to advance the assessment process for students in special education programs.

**11/1989 to 12/2001**

**Executive Director (The Arc of Delaware)**

Please refer to The Arc duties as listed on page one.

**3/1989 - 11/1989**

**Executive Director - NAMI**

National Alliance for the Mentally Ill in Delaware

NAMI is a non-profit agency comprised of 700 family members.

The Executive Director is responsible for a wide range of administrative duties designed to: 1) improve the agency's financial foundation and 2) improve the quality of programs/services for individuals with mental illness and their families. The Executive Director carries the overall responsibility for managing NAMI, implementing programs and directing policies set by the Board of Directors. The Executive Director's immediate supervisor is the President of the Board. Specific responsibilities include: assisting families in accessing systems/programs, monitoring the Delaware Psychiatric Center on monthly basis, developing Capital Campaign materials, preparing agency budget, actively lobbying for state budget increases, important bills and Grant-In-Aid, developing long-range plans, developing specific education packages geared toward the public at large, criminal justice professionals, medical community and students.

**9/1986 - 3/1989**

**Assistant Director**

**The Arc**

The Assistant is responsible for a wide range of administrative and programmatic issues designed to improve the quality of life for all persons with intellectual disabilities and their families.

Specific responsibilities include: administer Individual Case Advocacy Program, Information & Referral Program, editor of newsletter, administer Residential Services Committee and Monitoring Team, Prevention Committee, Fund Raising Committee, assisting the Executive Director with Governmental Affairs Program and educating the public regarding intellectual disabilities.



**5/1984 - 8/1986**

**Campaign Associate  
United Way of Delaware**

The Campaign Associate administers the efforts of volunteers and Loaned Executives in the design and implementation of fund-raising activities for employee campaigns within the Education Division, Community Organizations' Division and the Combined Federal Campaign Division. The Associate also prepares statistical reports of past contribution patterns and formulates techniques and strategies aimed at raising a maximum amount of dollars. Other responsibilities included recruitment and training of college interns in addition, administration of special events within the community.

**6/1980 - 5/1984**

**Advisor  
Client Assistance Program**

c/o United Cerebral Palsy

The Advisor acts as an educator by informing clients, as well as the community, of the various services Vocational Rehabilitation has to offer. The Advisor assists clients in obtaining these services and acts as a mediator between the State system and clients when problems or concerns arise. The position also includes acting as information and referral agent when additional services are warranted.

**PROFESSIONAL  
ACTIVITIES**

**Current – Board Member – Delaware Center for Health Innovation  
Advisory Board Member – National Alliance for the Mentally Ill in  
DE  
Executive Advisory Board Member – atTAcK addiction  
Community Education Building – Board Member  
REACH Riverside Redevelopment Corporation, Board Member and  
Chair - Diversity, Equity and Inclusion  
Delaware Academy of Medicine, Board Member  
Chair- ChristianaCare Home Health  
Paid Chair – Highmark BluePrints Community Advisory Committee  
P a i d Highmark BlueCross, BlueShield Board Member  
Pacem in Terris – Board Member  
Trauma Matters Delaware – Board Member  
Legislative DDDS Task Force – Member (2019-2021)  
The Springboard Collaborative – Advisory Council Member  
US Department of Labor - Advisory Council to Increase Competitive  
Integrated Employment of Persons with Disabilities  
Advisor to NGA Agenda on Advancing Integrated Employment for  
Individuals with Disabilities - Governor Markell Chair  
President, AARP Delaware  
Member, AARP National Board Nominating Committee**

Vice-Chair, State Council on Persons with Disabilities, Member Policy & Law Committee  
Chair, Center for Disabilities Studies Council, University of Delaware  
Executive Vice President & Trustee, Delaware Foundation, enhancing the lives of persons with intellectual disabilities  
Co-Chair, Governor's Commission on Community Based Alternatives  
Chair, Exemplary Practices in Discharge/Transition Planning  
Member, United Way Healthy and Independent Communities Council  
Member, Healthy Delawareans Today and Tomorrow  
Co- Founder – SOAR – Survivors of Abuse in Recovery

**EDUCATION:**

Bachelor of Science, Community & Family Services  
University of Delaware  
Newark, DE 19711  
(May 1980)

2013 – Doctor of Humane Letters  
– Goldey-Beacom College

**Honors and Awards**

1998 – MBNA Excellence in Community Service Award  
1999 – United Way of Delaware's Chairman Award  
2002 – Attorney Generals Commendation for Years of Service  
2003 - The Arc of DE Outstanding Dedication Award  
2005 – Goodwill Industries of DE/ DE County Volunteer of the Year  
NAMI/DE - Excellence in Advocacy Award  
Governor's Outstanding Volunteer Award  
2006 – SCPD Lifetime Achievement Award  
Opportunity Center Founders Award for Lifetime Achievement  
2008 – DART First State Distinguished Service Award  
2009 – University of Delaware Outstanding Alumni Award – College of Human Services,  
Education and Public Policy  
2011 - University of Delaware Inducted into the Alumni Wall of Fame  
2011 – Food Bank of Delaware Government Visionary  
2014 - Girl Scouts Woman of Distinction - Delaware  
2015 - Inducted into the Delaware Women's Hall of Fame  
2015 – Medal of Honor - Attack Addiction  
2015 - Delaware Family Physicians Friend Award  
2015 – Inspiration Award 321 Foundation  
2016 - National PACE Award  
2016 – NAMI – Simon and Jill Shute (Founders) Award  
2016 - Wilmington Senior Center Legacy Award

2017 - Outstanding Leadership Award - Delaware Telehealth Coalition  
2017 - G o v e r n o r Markell Selection for the Order of the First State  
2018 – Association of University Centers for Disabilities State Policy  
Leadership Award

**Testified Before the Committee on Health, Education, Labor and Pensions – United States Senate  
Hearing on *Olmstead* Enforcement Update: Using the ADA to Promote Community Integration-  
June 21, 2012**

**Writing Sample**

• Rita Landgraf, “Treating Financial Well-Being as a Public Health Issue: Lessons from Delaware,” in *What It’s Worth: Strengthening the Financial Future of Families, Communities and the Nation*. San Francisco/Washington, D.C.: Federal Reserve Bank of San Francisco and CFED, 2015, pp. 173–178,

[www.delawareonline.com/story/opinion/contributors/2016/01/15/state.../78863150/](http://www.delawareonline.com/story/opinion/contributors/2016/01/15/state.../78863150/).

**References Furnished Upon Request**