

# **Daphene D. Johnson, MPA**

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## **SUMMARY OF QUALIFICATIONS**

A master's prepared health care administrator with over twenty-five years of experience in planning, developing, implementing and evaluating primary health care delivery services and systems. As a senior health care executive I have extensive experience in strategic operational management, market analysis and identification; needs/demand assessments; feasibility analyses; developing strategic alliances with health care and non-health related organizations; developing and negotiating contracts; new business development; joint venture development; primary care development and expansion; developing and implementing growth strategies for the organization and developing and managing a comprehensive fund development and grants/contract management program.

## **PROFESSIONAL EXPERIENCE**

### **SYRACUSE COMMUNITY HEALTH CENTER, INC.**

**Syracuse, New York**

**1991-Present**

Serve as the chief strategist and thought leader to Syracuse Community Health Center, Inc.'s President and Chief Executive Officer (CEO). As the Chief Administrative, I am the major catalyst for the corporation's planning and development initiatives. Responsible for identifying, monitoring and analyzing healthcare marketplace trends and their potential impact on the organization. As a member of the organization's senior management team, with primary responsibility for the organization's corporate development activities, my scope of responsibilities include: strategic planning; product development and diversification; creation of new business opportunities; development of primary care capacity including new site development; strategic alliance development, program planning, development and implementation; contract negotiation and implementation and fund development.

#### **Major Accomplishments**

- Appointed the organization's primary staff person for DSRIP related activities; representing the President and CEO as required
- Coordinated the organization's efforts to ensure compliance with HRSA's 19 Program Requirements
- Secured \$3.1 Million Regional Economic Development grant to support construction of a new primary health care facility as part of the organization's planned health care campus.
- Co-spearheaded efforts to obtain National Committee on Quality Assurance (NCQA) Patient-Centered Medical Home Recognition, an external validation of quality and the provision of patient-centered care.
- Generated in excess of \$500,000 annually in supplemental Medicaid revenue as a result of obtaining NCQA Patient-Centered Medical Home recognition.
- Developed and implemented a collaborative, agency-wide strategic planning process which involved the Board of Directors, providers and all levels of staff, and identified strategic goals for the organization.

- Established five primary care/ambulatory care centers which emanated from the organization's strategic planning process.
- Led joint venture planning efforts to develop a community health center sponsored managed care negotiating network.
- Coordinated and led planning efforts for a \$4 million, 77, 880 sq. ft. renovation project.
- Developed joint ventures and alliances with health and non-health related entities inclusive of hospitals, managed care organizations, health centers, behavioral health care organizations and community based organizations.
- Awarded managed care contract from New York State Department of Health (through a competitive bidding process) to become a contractor for the Child Health Plus Program, New York State's health insurance program for uninsured children.
- Authored approved certificate of need applications to establish comprehensive primary care centers.
- Completed health professional shortage area (HPSA) designation applications securing medical and dental HPSA designation for the underserved population of Syracuse, NY.
- Authored capital improvement project application funded for \$1,500,000 for renovation of Syracuse Community Health Center's main site.
- Obtained \$500,000 in federal VA-HUD appropriations for renovation of Syracuse Community Health Center's main site.
- Coordinate all aspects of the Health Center's \$2.5 million annual grant application to the United States Public Health Service.
- Fundraising efforts resulted in a 290 % increase in the Center's grant funds.
- Responsible for all aspects of the Corporation's grants management functions.
- Sought and secured approximately \$741,367 in capital and operational funding to establish a comprehensive ambulatory health care center which commenced operations September, 1995.
- Secured \$215,000 grant award to establish a managed care integrated services network linking ten community/migrant health centers in Upstate New York to Syracuse Community Health Center's managed care plan.
- Authored application funded for \$194,000 for major capital improvements at Syracuse Community Health Center's main site.
- Secured \$300,000 grant award to establish and operate a comprehensive ambulatory health care center located on the east side of the City of Syracuse. To date, funds specific to the operation of this project have approximated \$2,700,000.
- Obtained \$160,000 in grant funding to establish a computerized immunization tracking system.

- Secured \$60,000 annual grant award to develop an HIV outreach and education program for pregnant women and their children. To date, funds specific to the operation of this project have approximated \$300,000.
- Authored application funded for \$40,000 to assist the organization in preparing for dental managed care.
- Authored application funded for \$65,000 to upgrade dental equipment and purchase a state of the art dental sterilization system.
- Secured \$40,000 grant award to increase the immunization rates of two year old children.
- Co-chaired 20<sup>th</sup> Anniversary celebration spearheading the corporate solicitation program resulting in approximately \$50,000 in corporate sponsorships.
- Awarded \$200,000 Healthy Start subcontract (through a competitive bidding process) to develop a comprehensive adolescent health center.
- Collaborated with the National Association of Community Health Centers and six other community/migrant health centers/primary care associations in the development of an AmeriCorps funded application to establish a Community HealthCorps demonstration program. This program is designed to evaluate the effectiveness of outreach, education and case management in improving access to health care services. To date, funds for this project have approximated \$680,000.
- Collaborated with the local health department in the submission of a funded Healthy Start replication application for which the Center was awarded \$215,000 to develop a full-scope midwifery service.
- Collaborated with the Head Start program in an initiative to provide health center based early head start services for infants of substance abusing parents.
- Developed and implemented a primary care residency training program with an academic teaching institution.
- Planned, developed and implemented an eight week primary care training program with State University of New York Health Science Center at Syracuse designed to expose medical students and pre-medical students to the practice of community based medicine.
- Coordinated research efforts with Research Triangle Institute, a national research institution to evaluate the impact of diabetic teaching on controlling diabetes.
- Coordinated research efforts with Mathematica Policy Research and the United Public Health Service to assess access to care and service utilization patterns of community health center users.
- Planned, developed and implemented a strategic marketing plan for SCHC Companies Inc. and its corporate entities (Syracuse Community Health Center, Inc. and SCHC Total Care, Inc.).
- Coordinated various aspects of SCHC, Inc's governmental relations program.
- Planned and implemented special events designed to increase awareness relative to the organization and its scope of services and to increase utilization of services.

**Administrative Fellow and Acting Director of the Missouri Coalition for Primary Care:** Completed an Administrative Fellowship at People’s Health Center, Inc. under the direction of the Corporation’s President and CEO. As part of the fellowship experience I also served as the Acting Director of the Missouri Coalition for Primary Care. Major responsibilities included facilities management for three comprehensive health care centers, serving on the project team for the organization’s \$4,000,000 construction project, targeted operational systems analysis and health center advocacy.

**Major Accomplishments**

- Coordinated completion of the Corporation’s \$4,000,000 annual grant application to the United States Public Health Service.
- Completed targeted systems analyses and made recommendations for operational enhancements.
- Obtained a 20 % reduction in facility contract costs through successful vendor negotiation.
- Under a memorandum of agreement between the Missouri Coalition for Primary Health Care and the Missouri Department of Health, developed, administered and analyzed a recruitment and retention survey administered to the President and Medical Director of health centers throughout Missouri for the purpose of developing strategies for the recruitment and retention of primary care providers to underserved areas.
- Planned and implemented a primary care conference for health centers which focused on strategy development for achieving cost-based reimbursement for community and migrant health centers in Region IV.
- Coordinated and organized state and local advocacy efforts on behalf of community and migrant health centers relative to cost-based reimbursement and other critical health care reform efforts.

**MEMPHIS AND SHELBY COUNTY HEALTH DEPARTMENT**

**Memphis, Tennessee**

**1988 - 1990**

**Environmentalist:** Responsible for conducting environmental health seminars at various institutions and corporations to heighten community awareness relative to the transmission of communicable diseases. Investigated alleged food borne illness outbreaks, consulting with the Epidemiologist as appropriate. Protected the populace of Memphis and Shelby County for the spread of communicable and food borne illnesses by regularly monitoring the activities of local institutions to ensure their compliance with federal, state and local environmental health policies. Determined the appropriate enforcement actions when cited deficiencies were not corrected. Reviewed and approved plans for the construction, conversion and renovation of proposed establishments.

**REGIONAL MEDICAL CENTER AT MEMPHIS**

**Memphis, Tennessee**

**1987 - 1988**

**Administrative Resident:** Responsible for cost-benefit analysis of select programs; completed feasibility analysis which resulted in the development of an on-site Medicaid certification unit designed to reduce the hospital’s uncompensated care costs; completed special assignments for the President and Chief Operating Officer. Attended meetings of Executive Staff.

**TENNESSEE DEPARTMENT OF HUMAN SERVICES**

**Memphis, Tennessee**

**1980 - 1987**

**Eligibility Counselor:** Responsible for determining client eligibility for public assistance services such as Medicaid, food

stamps and medical assistance. Coordinated other client services inclusive of educational and employment counseling and training to assist clients in their transition towards self-sufficiency.

## **EDUCATION**

### **University of Tennessee, Knoxville, Tennessee**

Bachelor of Arts, Microbiology

May, 1978

### **Memphis State University, Memphis, Tennessee**

Masters of Public Administration, Health Services Administration

June, 1987

### **Johns Hopkins University, Baltimore, Maryland**

Certificate

June, 1990

### **National Association of Community Health Centers, Washington, DC**

Certificate

MATCH Fellow

June, 1991

### **Dale Carnegie Institute, 1993**

### **Leadership Greater Syracuse, Class of 1994**

## **PROFESSIONAL AFFILIATIONS**

- The American Academy of Medical Administrators
- The American Society of Public Administrators
- National Association of Community Health Centers
- National Association of Health Services Executives
- Leadership Greater Syracuse
- United Way of Central New York
- Delta Sigma Theta Sorority, Inc.
- Thursday Morning Roundtable

## **PRESENTATIONS**

- “Strategic Planning - No Alternative in the Current Marketplace”, National Association of Community Health Centers, Inc. 21<sup>st</sup> Annual Policy and Issues Forum, February, 1996
- “Medicaid Managed Care and Its Implications for Dentistry: Community/Migrant Health Center Dental Program Partnerships, Preserving our Mission in the Changing Health Care Marketplace”, Columbia University Dunning Symposium, March, 1998
- “Improving Oral Health Access for Vulnerable Populations”, Community Health Care Association of New York State Forum on the Safety-Net
- “Partnering to Increase Access to Healthcare”, National Faith Health Leadership Forum, Reston Virginia

