

# **PATRICK GERMAIN**

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## **Professional Experience**

### ***Chief Strategy Officer***

*Prior: Director of Strategy and Evaluation*

*Prior: Director of Program Evaluation and Quality Assurance*

**April 2015 - present**

January 2013 – April 2015

January 2011 - January 2013

### **Project Renewal**

Member of the executive team of this health and human services organization with 850 staff and an annual budget of \$65 million.

- **Areas of responsibility:** strategic planning, program development, innovation incubation, government grant writing, performance measurement and evaluation, quality assurance and improvement, compliance, and information technology.
- Increased **government proposal** approval rate from 37% to 80% within eight months, bringing in an additional \$1.05 million in revenue, developing 5 new programs/service lines, and allowing us to serve over 350 more clients each year.
- Lead our **strategic planning** process, including facilitation of annual all-staff forums, creation of a cross-functional Innovation and Strategy Team comprised of sub-Director level staff to co-create organizational solutions, managing the involvement of the executive team, responding to external opportunities, and leading organizational change efforts.
- Facilitate organizational **data-informed management** and continuous improvement, the development of interactive performance dashboards, and a variety of in-depth mixed methods evaluations on a variety of topics, leading to increases in **outcomes** such as: increasing the rate of positive placements out of transitional housing from 60% to 73%, increasing drug treatment completion rate from 34% to 57%, increased productivity of psychiatry department by 32%, and many more.
- Lead the organization's efforts around **policy reform** (with particular emphasis on healthcare financing reform), positioned the organization in light of external opportunities and threats, and represented the agency on external boards.
- Serve as the Medicaid **Compliance Officer** and HIPAA Privacy Officer, and developed **quality assurance** and improvement processes for service delivery across the organization.

### ***Adjunct Professor of Management***

**New York University Wagner Graduate School of Public Service**

**September 2014 – present**

Professor of Performance Measurement and Management of Public, Nonprofit, and Healthcare Organizations.

### ***Director of Policy, Planning, and Evaluation***

**Safe Space**

**February 2008 – December 2010**

Member of the executive team of this children and family serving organization with an annual budget of over \$13 million.

- Played an integral role in managing the transition to a new Executive Director and ensuring the continued vitality of the organization during a period of extreme financial and staffing crisis.
- Designed, built, and managed the quality assurance and performance measurement and management systems.
- Managed the submission process of major government proposals totaling over \$8 million, which included program and budget planning, writing, editing, and submission.
- Guided strategic planning projects, in close conjunction with the President and CEO and external consultants.
- Represented the organization on inter-agency coalitions that worked on legislative and government advocacy, testified at City Council Hearings and participated in other sector level efforts to further our mission.

### ***Research Assistant***

**Elisa Hyman Consulting**

**July 2007 – March 2008**

Provided research and writing support on a Gates Foundation report on parent involvement in public education.

### ***Policy Analyst***

**Advocates for Children of New York, Inc.**

**November 2006 - June 2007**

Worked in the Immigrants Student's Rights Project and the Out-of-School Youth Project on qualitative and quantitative analyses of issues in public education, wrote policy briefs and reports, and drafted City Council testimony.

### ***Bilingual Family Counselor and Assistant Shelter Coordinator***

**Compass Community Services (San Francisco, CA)**

**July 2004 - June 2006**

- Assistant Shelter Coordinator: Assisted in the overall operations of the shelter, including complying with government requests, managing community events, supervising on site staff, and more.
- Bilingual Family Counselor: Assisted Spanish and English speaking families in attaining self-sufficiency through family case management, counseling, advocacy, and referrals.

## **Related Professional Experience and Affiliations**

**New York Nonprofit Excellence Awards - Selection Committee Member** 2015 - present

Run by the Nonprofit Coordinating Committee, New York Community Trust, and Philanthropy New York.

**Coordinated Behavioral Care (CBC) – Board Member** 2014 - present

Chair: Operations Sub-Committee, Member: IT Use-Case Workgroup, Clinical Workgroup on Integrated Care  
Represent Project Renewal on the Board of Directors of this member-owned healthcare intermediary, which runs New York State's largest Health Home, and is developing a behavioral healthcare Independent Practice Association.

**Independent Consulting - Strategy and Performance Management** 2012 - present

Engage in consulting projects to provide strategic planning and capacity building services to nonprofit and public sector organizations. Clients have included: Hollaback!, New York City Department of Consumer Affairs, New York City Department of Corrections, Berrie Professional Foundation, and Birthright Next.

**New York Consortium of Evaluators – Founding President** 2012 – 2014

Built the membership of this local affiliate of the American Evaluation Association to over 150 within one year.

**American Evaluation Association - Member** 2011 – 2014

**Performance Management Professionals – Founder & President** 2009 – 2014

Founded this professional learning community of public and non-profit sector to participate in discussions, share resources, and challenge the field of performance measurement and management in the public and nonprofit sectors.

**Project Associate - Jersey City Housing Authority** 2007 – 2008

Capstone (thesis) project for NYU Wagner Graduate School of Public Service as a member of a five-person team to analyze the impact of the implementation of a federal HOPE VI grant on the lives of the public housing residents, including developing research design, conducting research and data collection, analysis and writing.

## **Presentations, lectures, and publications (selected)**

- “Using Data to Improve Service Delivery and Organizational Performance” National Healthcare for the Homeless Coalition Conference, May 2015, and at the Florida Institute for Homelessness and Supportive Housing, October 2015.
- “Innovative Strategies for Serving Seniors Aging in Supportive Housing” Corporation for Supportive Housing’s Innovations in Supportive Housing Conference, May 2015
- Multiple blog posts on [www.MeasuredNonprofit.com](http://www.MeasuredNonprofit.com), [www.MarketsForGood.com](http://www.MarketsForGood.com), and [www.AnnKEmercy.com](http://www.AnnKEmercy.com)
- “Introducing Evaluation Policies into your Nonprofit” NY Leadership Series, Center for Non Profit Success. Nov 2013.
- American Evaluation Association annual conference: “Making Evaluation Happen When you are not in the Room: Influencing Systems to Support Evaluation Sustainability in Non-Profit Organizations” October 2013, “Successful Strategies for Ensuring the Use of Evaluation Findings in a Large Human Services Nonprofit” October 2012.
- “Program Evaluation and Public Psychiatry” presentation to Public Psychiatry Fellowship at Columbia University’s Mailman Graduate School of Public Health: Annually from 2012 to present.

## **Education**

**New York University, Wagner Graduate School of Public Service** Master’s of Public Administration

**University of California at Santa Barbara** Bachelors of Arts in Spanish Literature

## **Volunteer experience**

- Cabin Counselor at Double H Ranch Camp, a summer camp for children with life threatening illnesses: July 2012
- Cabin Counselor at Camp Ronald McDonald for Good Times, a summer camp for children with cancer: Summer 2001

## **Skills, Languages, and Non-Sequiturs**

- Notable skills: public speaking, group facilitation, relationship cultivation, coalition building, change leadership, complex problem solving, writing and communications, project management, delegation, strategic thinking.
- Technology: High technological literacy with particular emphasis on data collection and analysis (Excel, SPSS, Tableau, relational databases). Direct experience with AWARDS, EClinicalWorks, Salesforce, various government databases, Microsoft Office suite (Outlook, Word, Power Point, Publisher, Sharepoint).
- Fluent in Spanish
- Former professional swing dancer. Still love the music.
- Wedding Officiant