

PATRICK GERMAIN

Professional Experience

Executive Director of NYC Department of Health & Mental Hygiene

Policy, Planning & Strategic Data Use

2016 – present

Office of the First Deputy Commissioner

Report to the First Deputy Commissioner and directly manage a team of 20 to support executive-level priorities and functions of the largest public health department in the nation with 6,000 employees and a \$1.6 billion annual budget. Areas of responsibility include: strategy development and implementation, community and stakeholder engagement, policy analysis and development, cross-divisional coordination on key agency priorities, healthcare reform monitoring, performance measurement and management, research and evaluation. Notable highlights include:

- **Strategy:** Manage the development and implementation of Take Care New York 2020, DOHMH's blueprint for advancing public health and health equity in NYC.
- **Healthcare policy reform** monitoring during turbulent times to brief and strategize with the Commissioner and other agency leaders.
- **Lead policy development** to support cross-divisional efforts at the intersection of health and housing, a space in which the health department has limited experience.
- **Partnerships:** Within the context of challenging historical relationships with Medicaid Managed Care Organizations, collaborated with executives in all 8 MCOs to implement key strategies to improve birth equity in NYC.
- **Health economics research** and analysis on a range of health-related issues, including a manuscript that was rated as one of the top 10 public health articles in the nation in 2016.

Adjunct Professor

2014 - present

NYU Wagner Graduate School of Public Service

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

Chief Strategy Officer

2015 – 2016

Project Renewal

Executive team member of this health and human services organization with 850 staff and an annual budget of \$65 million. Areas of responsibility included: strategic planning, program development, innovation incubation, grant writing, performance measurement, evaluation, quality assurance and improvement, compliance, and IT.

Previous positions:

Director of Strategy and Evaluation
2013-2015

Director of Program Evaluation and Quality Assurance
2011-2013

- **Increased government proposal approval rate** from 37% to 80% in eight months, bringing in an additional \$1.05 million in revenue, developing five new programs, and allowing us to serve over 350 more people a year.
- **Program Evaluation:** Managed a team of 4 evaluators who conducted a range of program evaluation functions across the agency.
- **Lead strategic planning**, including facilitation of annual all-staff forums, creation of a cross-functional Innovation and Strategy Team comprised of front line staff to co-create organizational solutions, and lead organizational change efforts.
- **Results focused management:** Facilitate data-informed management and continuous improvement systems 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%, and increased productivity of psychiatry department by 32%.
- **Strategic positioning:** Respond to external opportunities and threats, with particular emphasis on healthcare financing reform and performance-based contracts, and represent the agency on external boards.
- Serve as the Medicaid **Compliance Officer** and HIPAA Privacy Officer, and developed **quality assurance** processes for services across the organization.

Director of Policy,
Planning, and
Evaluation
2008 - 2010

Safe Space NYC

Executive team member of this children and family serving organization with an annual budget of \$13 million.

- Managed all program evaluation and performance measurement functions of the agency, including supervising an analyst who supported those functions.
- Played an integral role in managing the transition to a new Executive Director and ensuring organizational vitality during extreme financial and staffing crisis.
- Managed submission of major government proposals totaling over \$8 million, including consultant management, program and budget planning, and writing.
- Built and managed the quality assurance and performance measurement systems.
- Guided strategic planning projects with the President & CEO and consultants.
- Represented Safe Space on inter-agency advocacy coalitions, testified at City Council hearings, and participated in sector level efforts to further our mission.

Bilingual Family
Counselor &
Assistant Shelter
Coordinator
2004 – 2006

Compass Community Services (San Francisco, CA)

- Assisted Spanish and English speaking families in attaining self-sufficiency through family case management, counseling, advocacy, and referrals.
- Assisted the overall operations of the shelter, including complying with government requests, participating in City-wide planning meetings, supervising on site staff, facilitating resident community meetings, and more.

Related Experience and Affiliations

Selection Committee
Member
2015 – 2016

New York Nonprofit Excellence Awards

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

Ambassador
2015 – present

Leap of Reason Community

One of 100 national leaders working together to inspire, motivate, and support nonprofit and public sector leaders to build great organizations for greater societal impact. See www.LeapOfReason.org for more information.

Board Member
2014 - 2016

Coordinated Behavioral Care (CBC)

Represented Project Renewal on this member-owned healthcare intermediary, which runs one of New York State's largest Health Homes, and an Independent Practice Association. Chair: IPA Operations Sub-Committee. Member: IT Workgroup, Program Implementation Committee

Independent Consultant
2012 - 2016

Strategy and Performance Management

Strategic planning and capacity building services to nonprofit and public sector organizations, including: Hollaback!, NYC Department of Consumer Affairs, NYC Department of Corrections, Berrie Professional Foundation, and Birthright Next.

Founding President
2012 – 2014

New York Consortium of Evaluators

Founded this local affiliate of the American Evaluation Association, and built membership of over 150 within one year.

Founder and President
2009 – 2014

Performance Management Professionals

Professional learning-community on developing the field of performance measurement and management in the public and nonprofit sectors.

Research Assistant
2006 – 2008

Advocates for Children, Elisa Hyman Consulting, & NYU

- Immigrant Students Rights and Out of School Youth policy analysis.
- Gates Foundation research study on parental engagement in public education.
- Impact of a federal HOPE VI grant on the lives of the public housing residents.

Presentations, Lectures, and Publications (selected)

- *Report:* Take Care New York 2020, Second Annual Update, To be published December 2017
- *Presentation:* “Bridging Public Health and Health Care to Advance Health Equity in NYC” Regional Office of the United States Center for Medicaid and Medicare Services: Conference on Quality Improvement for Vulnerable Populations: Data, Disparities, and Interventions.
- *Presentation:* TCNY2020: Partnering to Improve Health Equity,” Bronx Health Summit, April 2017 hosted by NYC DOHMH at Hostos Community College.
- *Report:* Take Care New York 2020, [First Annual Update](#), Published December 2016
- *Presentation:* “Using Data to Improve Service Delivery and Organizational Performance” National Healthcare for the Homeless Coalition Conference, May 2015 and the Florida Inst. for Homelessness and Supportive Housing, Oct 2015.
- *Multiple blog posts* on www.MeasuredNonprofit.com, www.MarketsForGood.com, and www.AnnKEmercy.com
- *Presentation:* “Program Evaluation and Public Psychiatry” Public Psychiatry Fellowship at Columbia University’s Mailman Graduate School of Public Health: Annually from 2012 to 2016.

Education

New York University, Wagner Graduate School of Public Service
University of California at Santa Barbara

Master’s of Public Administration
Bachelors of Arts in Spanish Literature

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).
- **Languages:** Fluent in English and Spanish
- Wedding Officiant
- Former professional swing dancer; still love the music.