

## Patricia MacTaggart

Track Director MPH@GWU Graduate Program – Health Informatics Concentration and  
Teaching Instructor, HSML/Milken Institute School of Public Health, GWU  
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### Expertise:

*Putting puzzles together* – leaders have a health care vision and I take that virtual “picture”, identify the puzzle pieces that are needed from what already exists and where the gaps create the need for new puzzle pieces, and put them together so they smoothly, consistently align to transform the pieces into a completion of the “whole” within the time and funding available.

- *Strategic and operational planning and implementation to support the transformation of health care delivery and payment reform* through purchasing options, administrative changes, information technology optimization and financial and quality oversight innovative approaches. This includes translating state Medicaid, VA and private policy and financial objectives into federally-approved initiatives. Provide subject matter expertise on federal health-IT initiatives, priorities and parameters.
  - February 2018 thru January 31, 2022: Program Manager, VA/VHA/Product Effectiveness providing leadership relating to access to services for Veterans, including scheduling, Highly Reliable Organization, and EHRM efforts.
  - Between 2014 and 2017: Senior Advisor to the Office of Care Transformation/Office of the National Coordinator (OCT/ONC) providing technical assistance to CMS/CMMI State Innovation recipients on health IT to support payment reform and service delivery transformation as a part of the ONC HIT Resource Center team.
  - Between 2013 and 2014: Contracted state management technical assistance to support the various state efforts, including (1) Oregon Health Authority for their HIT/HIE efforts to support global budget payment reforms and Coordinated Care Organization service delivery; (2) Alabama for their Meaningful Use and HIE efforts, including Public Health, to support their conversion from fee-for-service to a Regional Care Organization service delivery system and the design, development and implementation of their Medicaid Medical Home initiative, and (3) Pennsylvania HIT for their Clinical Quality Measures (CQMs) and Repository to support both the state and its Medicaid Managed Care plans operations and oversight.
- *Initiative and leadership to support public-private partnerships*, for individual, population and public health for healthy and chronically ill babies, toddlers, children, adolescents, adults and elderly (Medicaid, Medicare, CHIP, VA).
  - Between February 2018 and February 2022: Provided guidance to VHA internal leadership regarding Veteran care whether within the VA or through community providers.
  - 2014 through 2017: Leadership to SIM states through OCT/ONC. Knowledge of the people, processes and policies critical for implementation and ongoing operations.
  - 2013 through 2014: Leadership in support of Wisconsin’s public/private “value” efforts, including use of CQMs, performance metrics and public reporting. Provided management and SME to advocacy groups, national associations such as NGA, federal and state leaderships and employees, private industry, private and public purchases and the vendor community.
- *Executive management experience of over 40 years in non-profit (small staff of less than 10), for-profit (large staff of over 300), state government (direct of less than 100 and indirect of over 100), and federal government (direct over 50 staff)*. Executive management experience of corporate (vice

president), federal (GS15, IPA-Senior Advisor), state (SES equivalent), consultant (principal) and vendor (Client Delivery Executive).

- 1996 through 1997: Minnesota Medicaid Director with overall responsibility for the \$2B+ Medicaid program federal compliance, ongoing operations, program integrity and managed care
- Entire career leadership positions: Developed staff, translated the "vision" and initiated efforts that teaches, encourages and maximizes the qualities and capabilities of the team. I am an engager, "provider", "identifier of the best of the best" and fully utilize team members to gain the maximum potential from them. I have the ability to identify, and utilize, the potential that all career individuals with the right guidance inherently have. I also do not tolerate inappropriate behavior, discrimination or engaging in a negative environment and act upon those issues immediately but with foresight as to the best potential outcome.
- *Cultural change agent through innovative use of information technology.*
  - February 1, 2022 through current date: Track Director for the GWU-MPH Health Informatics Concentration and MHA-residential area of focus with emphasis on optimizing the use of informatics and data analytics to support the transformation of health care delivery and administration. Department of Education scholarship to Sweden under the GW-CIBER's faculty and professional development program.
  - 2018 through January 31, 2022: Management at VA/VHA focusing on the technical, operational and clinical/organizational strategic access, HRO and EHRM benefit realization assessments.
  - 2015 through 2017: Leadership at OCT/ONT providing TA through CMS to SIM grantees on the health IT to support their SIM grant vision. States ranged from Colorado to Washington to Minnesota to Oregon to Massachusetts to Wisconsin to Connecticut to Ohio to Washington, DC. Also worked with states, such as Alabama, Washington, DC and Rhode Island, on Medicaid involvement in state HIEs.
  - 2006 through 2013: Lead the effort within EDS to move from claims processing to the “e-health” environment of electronic health records (EHRs) and health information exchanges.
  - Since 2007: Through George Washington University, contracted support to multiple states as they transform their acute, behavioral and long-term care health systems to be HIT-optimized, including policy, technical, legal, operational, governance and financing issues.

I have a national reputation for effectively and efficiently working with stakeholders to get things done. I am an implementer - people are excellent at conceptual ideas, but they fail taking the idea from concept through implementation and operations – this is my strength.

**Education:**

- *CAHIMs™ Certificate* (February 2021)
- *Master's Degree in Business Administration:* Metropolitan State University, St. Paul, Minnesota (August 1997)
- *Master's Degree in Management/Administration:* Metropolitan State University, St. Paul, Minnesota (June 1988)
- *Bachelor of Arts in Mass Communications/Public Relations and Speech/Rhetoric:* Moorhead State University, Moorhead, Minnesota (May 1973)
- *HIMSS Health IT Foundations Certificate:* an online non-credit course authorized by HIMSS and offered through the Center for Evidence Based Evidence (May 2020 and June 2020)
- *HI-FIVE Health Informatics for Innovation, Value & Enrichment (Clinical Perspective) Certificate:* an

online non-credit course authorized by Columbia University and offered through Coursera (March 2017)

- *CCHIM Clinician/Practitioner Consultant Health Information Technology Professional (HIT Pro) Certification: (July 2012)*

#### **Employment:**

- **7/1/2007 – present The George Washington University, Washington, DC:** Director of the Masters of Public Health – Health Informatics Concentration, former Director of Masters of Health Informatics, and Director of the MHA-Health Informatics and Data Analytics Area of Concentration (appointment 2003 & full-time 7/1/07- present) instructing graduate students in health information technology (health IT) policy, quality and state health policy, and full-time faculty at the Milken Institute of Public Health.
  - Previous co-investigator and instructor under the GW-HITECH University Based Training Grant, and provided leadership, experience, and technical expertise related to health care administration, Medicaid/SCHIP, e-health and health information informatics and data analytics for policy and program operations.
  - Technical assistance/consulting: (1) NGA for High Utilizers and SIM grant implementation (2014); (2) Principle Investigator for RWJF TA for Oregon, Pennsylvania and Wisconsin (2014); (3) Principle Investigator for Oregon HIE (2013-2014), (4) Navigant/Alabama RCOs (2014), (5) NCAHCA (2013), (6) AHCA (2013), (7) Aquilent as SME for CMS (2013-2014), (8) Alabama Strategic, Operational and SMHP Plan Technical Assistance contract (2010-14), (9) Alabama Health Home contract (2011-12), (10) NASHP Maximizing Enrollment (2010-12), (11) California CIO Health Care Reform contract (2010), (12) Navigant/PA Medicaid (2011), (13) NASHUAD Medicaid Administrative funding (2010-11), (14) RTI/ONC contract on Barriers to Meaningful Use (2011-12), (15) ONC Intersection of Health Information Exchanges and Health Insurance Exchanges (2011), (16) DC DHCF MCO oversight and policy, organizational management and health care policy and administration (2007-10), (17) Pediatric Health and Health Care Quality Measurers Committee (2010), (18) SHADAQ for TA to states (2012), (19) AHIMA for Report to Congress (2012), (20) Academy Health for EDP/MMD (2012), (21) Nurse Family Partnership (2008-12) and (22) NASMD Medicaid Transformation Grants.
  - Instructional accomplishments include designing and implementing a Health Information Policy graduate level class at both George Washington University (GW) and UNC-Chapel Hill, State Health Policy, Advanced State Health Policy, and a Quality class with a focus on implementation of the concepts at GW.
- **2/9/2018 – 1/31/2022:** VHA-Performance Effectiveness IPA supporting access to services for Veterans workflow validation, external and internal demand factors impacting timely access to services, supply and other influencers and impactors of care delivery, including development and implementation parameters for metrics and evaluation. Management of the benefits realization of the optimization of health IT through engagement in the VA High Reliability Organization effort, access and EHRM.
- **12/23/2014 –9/30/2017:** HHS Office of National Coordinator IPA providing leadership and technical assistance to State Innovation Grant (SIM) design and test states as a senior advisor to the ONC Office of Transformation. TA includes group cross-state efforts related to critical functional areas, including governance, e-CQMs, integration of clinical and claims data, establishment of APCD systems, enhancements of HIEs, development of provider directories and individual matching, etc. In addition, individual state specific TA related to health IT to support their SIM service delivery and payment

reform initiatives.

- **8/1/2004 – 8/1/2010 UNC, Chapel Hill:** Adjunct Associate Professor for MPH Executive Program teaching the policy side of health information technology (HIT). Previously taught in the Executive PHD Program on (HIT) and guest lecturer in the MHP on quality, rate setting and HIT.
- **8/14/2006 – 6/30/2007 Health Management Associates, Washington, DC:** Principal at Health Management Associates, a national research and consulting firm specializing in complex health care program and policy issues. Provided leadership, and technical expertise related to health care administration, Medicaid impacts on national initiatives and legislation, e-health and health information exchange, and other health information technology and electronic health record-systems aspects from a public purchasing and participation perspective to local, state, and federal governmental agencies, regional and national foundations, multi-state health system organizations and single site health care providers, as well as public/private purchasers.
- **3/24/2003 – 7/31/2006 EDS, Herndon, VA:** Executive State and Local Government East Region (10/4/04 – 7/31/06), Client Executive State and Local Government SE Region (5/3/04 – 10/4/04), and Vice President U. S. Government Solutions (3/24/03 – 5/3/04) serving as Client Delivery Executive for EDS as the North Carolina Medicaid fiscal agent, North Carolina HIPAA contractor and South Carolina HIPAA contractor, managing a budget of over \$50M and over 330 employees.
- **3/1997 – 3/21/1903 Centers for Medicare and Medicaid Services/Health Care Financing Administration, Baltimore, Maryland:** Senior Advisor, Center for Beneficiary Choices (8/02-3/21/03), Division Director Plan Improvement and Quality, Health Plan Policy Group (11/00- 8/02), Senior Advisor, Health Plans and Providers Group, Center for Health Plans and Providers (3/00-11/00), Director Quality and Performance Management Group, Center for Medicaid and State Operations (7/97-3/00) and Director State Health Care Demonstrations – 1115 Waivers (3/97-7/97). As the Director Quality and Performance Management Group I was responsible for financial management of Medicaid, Survey and Certification, CLIA and Fraud and Abuse, the quality management for both fee-for-service and managed care, and the liaison with external stakeholders for value-based purchasing.
- **4/1985 – 3/1997 Minnesota Department of Human Services, St. Paul, MN:** State Medicaid Director-Health & Continuing Care Strategies (7/95-3/97), Multi-divisional Director of Purchasing & Health Care Delivery (3/94-7/95), Assistant Director of Health Care Management-Health Care Management (11/90-11/92), Health Care Program Supervisor-Health Care Management & Income Maintenance Program Administrative Supervisor-Health Care Management (2/88-11/90) and Income Maintenance Consultant-Health Care Management & Income Maintenance Representative-Long Term Care Management (4/85-2/88)
- **11/1992 – 3/1994 Delta Dental Plan of Minnesota, Minneapolis, MN:** Vice President of Managed Care managing budget and personnel in Managed Care Division, managing and expanding current managed fee-for-service dental networks, managing and expanding dental managed care options, including capitation products, locally and nationally, creating and managing innovative dental delivery network options and initiating and managing a quality assurances research project.

#### Courses: Graduate Programs

- **MPH@GWU Health Informatics Certificate Program:** Director, designer and instructor starting fall 2020 with first class offered January 2021 - current.
- **MHI@GWU Graduate Program:** Program Director for Master's in Health Informatics Graduate Program (2019 through 2021); Designer, Course Director, and instructor (spring 2017 - present). Program put on hold by university 2022.
- **MHA@GWU Graduate Program:** HSML 6265-DE Medical Informatics and Decision Management on-

line co-course director, designer & instructor starting fall 2014-current.

- **MHA Graduate Residential Health Informatics:** Graduate course director and instructor for two semesters a year (starting fall 2015 - current).
- **Bridging HIT and Health Policy:** Course Director and taught spring semester for 6 years (through 2016)
- **GW HITECH Certificate Program Bridging HIT and Health Policy:** Course Director and taught every semester for 3 years (year around through 2013)
- **State Health Policy:** Instructor and taught 4 years (solo) fall semester and co-instructor 3 years through fall semester 2015
- **Advanced State Health Policy:** Course Director and taught two years through 2011
- **Quality:** Course Director (solo for 4 years) and Co-instructor 2 years fall semester through 2012

#### 2020-2022 Publications:

- **Innovative Comprehensive Care Model: Pittsburgh VA Oncology.** MGMA Connection – the Leadership Issue (July 2022)
- **VHA' Scheduling System- The Pathway to Access High Reliability Realization.** Journal of Health Care Management (September 2021)
- **Key Health Data and IT Considerations in Response to COVID-19 Blog.** Academy Health (May 2020)
- **Various VA/VHA PE Reports on Scheduling and Access to Services for internal and external distribution.** (2019-2021)
- **Book Chapter Prior to 2016 - Adolescents and Health Information Technology,** Int J Child Adolesc Health 2012; 5(2): 119-131, Special Issue: Adolescence and health, ISSN: 1939-5930, Nova Science Publishers, Inc.

#### 2020 - 2023 Health Care Presentations

- **MGMA- INNOVATIVE COMPREHENSIVE CARE MODEL: PITTSBURGH VA ONCOLOGY Orlando** (March 2023 and June 2023)
- **ACHE 2023 Congress: Innovative Comprehensive Care Model: Pittsburgh VA Oncology, Chicago** (March 2023)
- **CBO: Medicaid** (September 2022)
- **17th AUPHA Virtual Academic Forum, HIMSS22 Orlando, Using an Immersion Approach - Informatics and Health Care Administration – Content, Location and Scope** (March 2022)
- **GWU Research and Policy Issues seminars: Immunizations** (January 2022)
- **GWU Research and Policy Issues seminars: The New Virtual World of Health Care:** webinar moderator (December 2021)
- **Academy Health Meet the Project Offices: How to Get and Maintain Funding:** webinar (June 2021)
- **HIMSS NCA April Member & Volunteer Appreciation Webinar Everything You Want to Know About Certification CAHIMS & CPHIMS Certification Beta Test Certification Renewal:** webinar (April 2021)
- **2021 GW/Shenandoah University Inter-Professional Pain Panel:** webinar (April 2021)
- **Government Health Policy:** GWU (March 2021)
- **VHA' Scheduling System-The Pathway to Access High Reliability Realization:** BTOES Virtual Conference (September 2020)
- **Data and Health IT - Who, What How: COVID-19:** 9th International conference on Hospital Management and Health Care- Virtual Spain (May 2020)
- **COVID-19 Operationalizing Effort: Data and Health IT:** GWU (April 2020)

**2020-2022 Service to Community (Boards and Committees):**

- **CBO** (2021-2023): Healthcare Advisors
- **Association of University Programs in Health Administration (AUPHA)** (2022-23 and 2020-21): Annual Meeting Planning Committee (2022-2023) Leadership Training Institute Strategic Planning Committee (2020-21). (non-paid)
- **GWU** (2022-2023): HPM Student and Alumni Affairs Committee
- **HIMSS** (2022-2023): Faculty for CPDHTS review course
- **HIMSS** (2022-2023): Co-chair of HIMSS Value Based Care Task Force (non-paid)
- **HIMSS** (2022-2023): Global TIGER Network (GTN)
- **HIMSS** (2020-2023): TIGER International Task Force (non-paid)
- **HIMSS** (2022-2024): HIMSS Public Policy Committee (PPC)
- **Academy Health** (2020-2024): Academy Health Education Council (non-paid)
- **eHealth Initiative Leadership Council/ Executives of Health Innovation** (2020-2022): (non-paid)
- **NASI** (2007-22): non-paid
- **HIMMS** (2019-2020): TIGER (Technology Informatics Guiding Education Reform) Scholars Workgroup (Former National Policy Committee and National Conference Planning Committee and HIMSS-NCA Secretary and President) (non-paid)