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OFFICE OF THE  
SECRETARY

MURIEL BOWSER  
MAYOR

APR 13 2017

The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
John A. Wilson Building  
1350 Pennsylvania Avenue NW, Suite 504  
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01, and pursuant to section 4 of the Health Services Planning Program Re-establishment Act of 1996, effective April 9, 1997 (D.C. Law 11-191; D.C. Official Code § 44-403), I am pleased to nominate the following person:

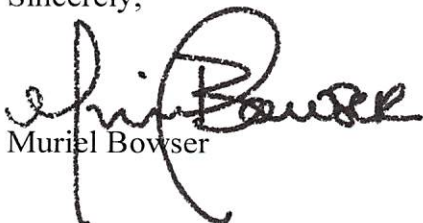
Ms. Jacqueline D. Bowens  
17307 Avenleigh Drive  
Ashton, Maryland 20681

for reappointment as a representative of incorporated associations of health care facilities in the District member of the Statewide Health Coordinating Council, for a term to end February 11, 2020.

Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

  
Muriel Bowser



Chairman Phil Mendelson  
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,  
which was referred to the Committee on \_\_\_\_\_

To confirm the reappointment of Ms. Jacqueline Bowens to the Statewide Health Coordinating  
Council.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this  
resolution may be cited as the "Statewide Health Coordinating Council Jacqueline D. Bowens  
Confirmation Resolution of 2017".

Sec. 2. The Council of the District of Columbia confirms the reappointment of:

Ms. Jacqueline D. Bowens  
17307 Avenleigh Drive  
Ashton, Maryland 20861

as a representative of incorporated associations of health care facilities in the District member of  
the Statewide Health Coordinating Council, pursuant to section 4 of the Health Services Planning  
Program Re-establishment Act of 1996, effective April 9, 1997 (D.C. Law 11-191; D.C. Official  
Code section § 44-403), for a term to end February 11, 2020.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,  
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

# JACQUELINE D. BOWENS

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## SUMMARY

Experienced senior executive leader with over 25 years of successfully managing strategy development and program execution to ensure ability of not-for profit organizations to meet mission and vision objectives. Multi-faceted management and leadership skills in Association management, strategic planning, operations, advocacy and effective Board engagement. Demonstrated leadership and effectiveness in government and regulatory relations, building and sustaining public-sector partnerships, coalition building and, leveraging philanthropy. Particular strength in leading diverse and cross-functional teams to achieve outstanding results in meeting the mission of the organization.

## EDUCATION

University of Maryland, University College, College Park Maryland  
Executive Masters in General Administration (M.A.)

University of Southern California, Los Angeles, California  
Bachelor of Science in Public Policy/Public Administration

## PROFESSIONAL EXPERIENCE

**District of Columbia Hospital Association, Washington, DC**  
**President and Chief Executive Officer**

**November 2016 - Present**

Serve as President and Chief Executive Officer of the DC Hospital Association (DCHA), representing 15 member hospitals, which include acute care, behavioral health, rehabilitation and pediatric facilities. In 2015, DC Hospitals, employed nearly 30,000 people and represent the second largest private employer in the District of Columbia. provided over \$1.1 million days in patient care and over \$100 million in uncompensated care.

Work closely with the Board of Directors and the membership to advocate and advance District hospitals as leaders in innovative patient care, essential drivers of the local economy and change agents to achieve measurable gains in population health

As CEO, report to a 15-member Board of Directors and work closely with the Board to establish and effectively deliver on strategic goals and priorities on value payment reform, quality and patient safety, improved population health, system integration and data management.

**District of Columbia Primary Care Association, Washington, DC**

**June 2013 – November 2016**

Served as the Chief Executive Officer of the DC Primary Care Association (DCPCA). DCPCA is a member driven organization of Federally Qualified Health Centers (FQHCs), community health centers and other advocates, committed to ensuring that all DC residents have access to quality health care that is equitable, easy to navigate and empowering. DCPCA has long been recognized as the community's leading voice on issues of health care equity, quality, data management and access. In 2012, DCPCA's thirteen member health centers provided approximately one million patient visits, representing 200,000 patients, and nearly one out of every three District residents.

## Key Accomplishments:

## **Building Organizational Capacity**

- Redesigned organizational structure to more appropriately align with operational functions and core business strategy, including adoption of new outsourcing model for human resources
- Initiated revenue diversification initiative, resulting in nearly \$3 million in new revenue in year one
- Generated new and renewed relationships, grant funding and contracts with the private sector, federal government, D.C. Department of Health, local agencies, and the Health Benefit Exchange
- Launched new Corporate Partnership Program and Associate Membership Program to leverage partnerships and provide general operating support funding
- Reset advocacy relationships and aggressively, and effectively positioned DCPCA for leadership and engagement in multiple policy arenas

## **Public Policy and Reimbursement:**

- Strengthened reimbursement for health centers – Successful effort resulted in \$18 million in annual revenue to FQHCs – the first significant change in FQHC base rates since 2001
- Working in conjunction with DC Health Care Finance (DHCF) to adopt new reimbursement rules for FQHC's, standards for rebasing, consensus on performance measures and other key policy improvements.
- Partnered with Medicaid managed care leaders, providers and health advocates to address the long-standing obstacles to same-day services
- Launched new initiative to provide technical assistance to support collaboration and system integration models for behavioral and oral health in community based care

## **Transformation/Value Payment Reform Readiness**

- **Pay Reform.** Launched FQHC Value Payment Reform Initiative - Achieved full participation of all District of Columbia FQHC – which serve nearly one in 3 or 200,000 DC residents. The Value Payment Reform and Practice Transformation initiative is aimed at achieving maximum flexibility to deliver care and improve patient outcomes while appropriately managing cost and alignment with public policy goals and objectives. Key outcomes of this effort include:
  - Establishment of a new readiness assessment tool (in conjunction with Health Management Associates (HMA) to assess key indicators of health center operational and clinical readiness to assume greater accountability for clinical and financial outcomes. The HMA/DCPCA readiness tool has been adopted and replicated by other state primary care associations (PCAs) as a best practice model.
  - Serving on the National Association of Community Health Center Pay Reform Workgroup
  - Conducting a comparative analysis and feasibility study to determine options for health center strategic collaborations including considerations for clinical and financial integration, structure, governance, data collection, etc.

## **Data Management/Population Health**

- DCPCA is leading the development of a data management model and approach for stratifying patient risk and determining appropriate care management strategies.

- In October 2015, DCPCA was awarded a \$1.5 million ***“Helping Build Healthier Communities”*** grant from United Health Foundation to support the health center transformation initiative and population health management.
- DCPCA achieved recognition by the Office of the National Coordinator for Health Information (ONC) as the second Regional Extension Center (REC) in the nation in meeting ONC performance goals on meaningful use
- Secured systems integration agreement with DC Department of Health (DOH) to support the implementation of public health reporting interfaces between DCPCA hosted Community health centers and the DC Cancer Registry operated by the DC DOH
- Executed agreement to provide and oversee governance and technology management services for the operation of the Capital Partners in Care (CPC) Health Information Exchange
- Sub grantee/partner with The George Washington University on \$23 million CMS Health Care Innovation grant that will support the development of a fully integrated Prevention at Home counseling, testing and linkage to care system to reduce the growth in STD diagnoses for at risk populations

### **Board Development and Engagement**

- Partnered with national expert on Boards of Directors/Management collaboration , “Board Source” to develop, implement and execute new strategic roadmap for governance and Board Engagement
- Successfully navigated the adoption of a newly aligned Board structure to more effectively deliver on strategic goals and priorities of organization
- Initiated new model of communication and coordination between Boards and Committees to strengthen communication between Board members, key stakeholders and DCPCA staff

## **CHILDREN’S NATIONAL MEDICAL CENTER (CNMC), Washington, D.C.**

**1987 –2012**

Children’s National (Children’s National) Medical Center is a pediatric health care system located in the District of Columbia. As the only free-standing children’s hospital in the Washington metropolitan region, Children’s National is dedicated to improving health outcomes for children, locally, nationally and internationally and; leading the creation of innovative solutions to pediatric health challenges

### **Executive Vice President & Chief Government & External Affairs Officer July 2005 – September 2012**

Member of the executive leadership team providing strategic oversight and direction of corporate external affairs division with an annual budget of nearly \$40 million and approximately 200 staff and health care providers.

#### **Key Accomplishments:**

- Developed and executed multi-year strategy to secure ongoing federal appropriations to support capital, equipment and research. Successful initiative resulted in nearly \$60 million in federal funding
- Secured federal funding (\$9 million) to support the design, planning and construction of the region’s first, state of art pediatric and family decontamination and quarantine unit

- Served as primary manager of multi-hospital coalition's successful effort to persuade Congress to increase DC's federal Medicaid Disproportionate Share Hospital allotment from \$32 million annually to \$49 million
- Serve as accountable executive for a number of community collaboratives including oversight of Children's School Services, a contractual relationship with the D.C. Department of Health to provide nursing coverage in all D.C. Public Schools and select charter schools
  - Secured \$20 million in annual funding from the District of Columbia to support and manage comprehensive school nurse program at Children's National
  - Secured and provided oversight of highly competitive local government contract to manage health care needs of children in the District's foster care program (DC KIDS).
  - Secured nearly \$12 million in local funding to support the building and operations of a pediatric emergency room satellite at the District of Columbia's safety net hospital
    - Conceived, executed and provided management oversight of initiative to reduce the inappropriate use of satellite emergency room by deploying round-the-clock community health educators to provide education, primary care referral resources and support to patients and families
- Led the team, comprised of executives, Board members and staff in developing critical components of the corporate strategic plan for health reform preparedness, strengthening the brand, advocacy and key provisions related to financial strength.
- Led the adoption of formalized Community Benefit policies and program and served as accountable executive for implementation and compliance with newly proposed federal standards for demonstration of community benefit by non-profit hospitals. The program has since become a national model for hospital community benefit programs.
- Initiated and managed a collaborative effort with the RAND corporation to conduct the first comprehensive pediatric needs assessment in Washington Metropolitan region
- Lead corporate marketing, media and branding strategies to maximize national reputation – Children's National is consistently recognized as one of the nation's leading Children's Hospitals by "U.S. News and World Report " and the Leapfrog Organization
- Led strategic marketing and communications campaign, "Transforming Children's Health," which supported the opening the \$175 million Inpatient expansion, marking the first major enlargement of the facility in 30-years. Led interactive marketing strategy to redesign website, promote new URL; enhance recognition of Children's National as a primary destination for pediatric services.

## **Board Engagement**

Participated as an accountable Executive at all Parent Governing Board of Directors meetings including subsidiary Boards

## **Chief Operating Officer, Children's National Advocacy and Public Policy Institute (CNAPPI) July 2010 – September 2012**

Served as Chief Operating Officer for Children's National Advocacy and Public Policy, Inc. (CNAPPI), the governance arm for advocacy and the designated clearinghouse for establishing official public policy positions and community engagement strategies on child health and other relevant issues. Built a culture of partnership and transparency to support and facilitate strong Board engagement. Key responsibilities included working closely with the CNAPPI Chairman of the Board to develop agendas and strategic work plans, establish and execute Board priorities, managed

communication and ensured proper alignment with the Children's National parent Board and Executive team priorities; oversaw Board stewardship and philanthropy

## **Vice President Government & Community Affairs**

**July 1992 – June 2005**

Leader for newly created division of Government and Community Affairs which included the departments of Legislative and External Affairs, Public Relations, Marketing, Corporate Communications, Interactive Marketing, Consumer Support Services and Volunteer Services, Community Partnerships, Children's School Services, D.C. Kids, Child Health Advocacy Institute. Oversight of Divisional Budget was approximately \$15 million with 120 FTEs.

### **Key Accomplishments:**

- Successfully led strategic effort to secure inclusion of CNMC in State of Maryland legislative/regulatory efforts to enhance reimbursement for pediatric trauma services (Trauma Care Fund)
- Managed the transition of highly successful and nationally recognized mobile pediatric health program. Program has increased from one mobile unit to three, offering full service health care to children in the most impoverished neighborhoods in Washington, D.C.
- Developed and executed multi-year strategy to secure ongoing federal appropriations to support capital funding to support the expansion of community pediatric health centers, Children's Research Institute and the Emergency Room. Successful initiative resulted in nearly \$20 million in federal funding.
- Led strategic effort to strengthen and enhance community pediatric health care services with the establishment of two new community clinics including securing nearly \$8 million in federal grant support for construction and renovation as well as all regulatory approvals
- Accountable executive for Advocacy Pillar of corporate strategic plan that resulted in the establishment of the Child Health Advocacy Institute (CHAI). CHAI serves as the vehicle through which Children's National is transforming pediatric health through the discovery, delivery, and dissemination of best practice and policy to benefit the children and families regionally, nationally, and internationally
- Introduced crisis communication strategy which changed the culture of the organization --- transitioned messaging from a passive approach toward crisis communication to a philosophy of "crisis readiness"
- Strengthened fractured relationships with community advocates with the establishment of a Community Liaison program which served as an ongoing link to the community with an emphasis on cultural sensitivity and diversity
- Negotiated organization's participation and exclusive pediatric relationship in new local health care alliance resulting from the closure of the District of Columbia's only public hospital

## **Director, Government & Community Affairs**

**March 1988 - July 1992**

Served as founding director of newly established government and community affairs function responsible for planning, organizing and directing system-wide government and community relations' initiatives.

Provided leadership in communicating the Hospital's advocacy mission on behalf of children to internal and external audiences.

- Developed and managed Children's National Medical Center's first comprehensive government and community relations program that has been replicated by competitor health providers throughout the region.
- Significantly increased Hospital support, involvement in community-based advocacy initiatives, particularly those targeting the underserved

- Successfully guided the Hospital through the development and implementation of program to secure federal funding support for capital and programmatic needs. Approximately \$7.5 million was secured as part of this initiative.
- Strengthened recognition by state of Maryland and key public officials of CNMC as a regional provider including, enhanced public funding and regulatory relief, the establishment of annual open house in Annapolis and, designation as pediatric trauma referral center for five suburban Maryland counties
- Led government relations strategy to secure \$55 million industrial revenue bond issue for facilities improvement plan including seeking congressional waiver of review of pertinent District laws and approval of certificate of need
- Launched successful and award winning "It's Wise to Immunize" Campaign

**Associate Director & Interim Director, Office of Child Health Advocacy, Government Relations  
January 1987 – March 1988**

- Developed a strategic action plan to broaden CNMC's sphere of influence in the public policy arena at all levels of government.
- Strengthened ties with public/private sector organizations and the community-at-large.
- Coordinated the formulation of the Hospital's position and action plan public policy issues and other concerns.
- Preparation of background materials, testimony and speeches for President/CEO and key faculty.
- Implemented a systematic program of introducing key public officials to the hospital.
- Initiated "Adopt-A-School Program.

**United States House of Representatives, Office of the Hon. Louis Stokes, OH  
September 1981 – January 1987**

**Legislative Assistant and Coordinator, Congressional Black Caucus Foundation Health Braintrust**

Directed the Congressman's health legislative agenda, including the establishment of priorities.

Planned and coordinated all health and social policy hearings chaired by the Member. Served as liaison to Senate and House staff on health matters and prepared all health speeches, testimony and background materials. Supervised interns and other staff detailed to the congressional office to work on health policy matters. Represented the Member at various functions and speaking engagements. Major accomplishments included:

- Drafted initial Minority Health Professions Legislation to increase the number of minorities pursuing an education in a health related field.
- Directed the passage of legislation to amend and subsequently lower the interest rate calculation for health professions student loans.
- Coordinated major workshop in Cleveland, Ohio on changes in Social Security and Medicare law. Workshops attended by over 2,000 individuals.
- Served as Coordinator of the Congressional Black Caucus Health Braintrust, a group of over 1,500 health professionals, educators, providers and consumers who meet quarterly in Washington, D.C. for a mutual exchange of ideas and information on key health issues impacting minority communities. Duties included identifying policy priorities; preparation of legislative newsletters; scheduling hearings and workshops and panel selection.



## **PROFESSIONAL MEMBERSHIPS**

Member, Women in Government Relations  
Women in Government Relations, (Former President, Board of Directors)  
Mayor's Green Ribbon Committee on Sustainable DC (2012)  
Member, Leadership Greater Washington  
National Association of Health Services Executives (NAHSE)  
Washington Metropolitan Society of Hospital Marketing and Public Relations  
Capital Press Club

## **CIVIC ENGAGEMENT, VOLUNTEER & AWARDS**

Mayoral Appointee: Member, District of Columbia State Health Coordinating Council (2013 to present)  
Chair, DC Medical Advisory Committee (MCAC), DC Health Care Finance Administration (2016 to present) Member – 2013 - present)  
Member, State Innovation Model Advisory Committee, DC Health Care Finance/Department of Health (DHCF/DOH) 2015-2016, sunset  
Chair, Board of Directors, the Fishing School, Washington, DC (January 2016 – Present)  
Recipient, 2014 National Association Health Services Executives (NAHSE), Women in Leadership Award  
Recipient, National Association of Children's Hospitals' (N.A.C.H.), Third annual Legislative Advocacy Leadership Award, (April 2008)  
Recipient, The American Hospital Association's Grassroots Advocacy Award (2007)  
Recipient, University of Southern California (USC) Alumnus of the Year (2004), awarded by the USC Black Alumni Association  
Recipient, Most Distinguished Member, Women in Government Relations, March 2002  
Recipient, Business and Professional Women's Foundation's Women Mean Business Award, February, 2002  
Recipient, Lantern Award, D.C. Department of Health, February 2002  
Recipient, D.C. Hospital Association's Distinguished Service Award 2000  
Recipient, Best and Brightest." Dollars and Sense Magazine, August 1994  
Member, Steering Committee, Congressional Black Caucus Health Braintrust

## **TESTIMONY, PRESENTATIONS AND OTHER SPEAKING ENGAGEMENTS**

Presented upon request

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Executive Office of the Mayor - Office of Talent and Appointments  
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

## Jacqueline D. Bowens



Jacqueline D. Bowens is the President and Chief Executive Officer of the DC Hospital Association and a current member of the Statewide Health Coordinating Council.

With over 25 years' experience in health policy and executive leadership in both the public and non-profit sectors, Ms. Bowen's leadership roles include Chief Executive Officer of the DC Primary Care Association, where she worked with the Board of Directors and key stakeholders to establish and effectively deliver on strategic goals and priorities on value payment reform, improved population health, system integration and data management. Previously, Ms. Bowens served as Executive Vice President and Chief, Government and External Affairs Officer at Children's National Health System in Washington, DC where she managed a division of nearly 220 staff and held responsibility for a \$25 million budget. Ms. Bowens has been instrumental in creating public-private partnerships with the District of Columbia government to improve DC school children's access to quality healthcare and an improved immunization

program.

Ms. Bowens received a Bachelor of Science in Public Policy/Public Administration from the University of Southern California and an Executive Master of General Administration from the University of Maryland.



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

**To:** Lolita Alston, Steve Walker  
**From:** Betsy Cavendish  
**Date:** April 4, 2017  
**Subject:** Legal sufficiency review of Resolutions reappointing Barbara Ormond, Robert Brandon, Zinethia Clemmons, Jacqueline Bowens, and Goulda Downer to the Statewide Health Coordinating Council

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**This is to Certify** that this office has reviewed the above-referenced Resolutions and found them to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'.

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Elizabeth Cavendish