



MURIEL BOWSER  
MAYOR

DEC 6 2019

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

2019 DEC -6 PM 2:03  
OFFICE OF THE  
STREET

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 203 of the Clemency Board Establishment Act of 2018, effective December 13, 2019 (D.C. Law 22-197; D.C. Official Code § 24-481.03), I am pleased to nominate the following individual to the Clemency Board:

Dr. Patrick Canavan  
T Street, NW  
Washington, DC 20009  
(Ward 1)

for appointment as a mental-health professional member of the Clemency Board, for a term to end April 9, 2022.

Enclosed you will find biographical information detailing the above nominee's experience, 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,

A handwritten signature in black ink, appearing to read "Muriel E. Bowser".  
Muriel E. 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 appointment of Mr. Patrick Canavan to the Clemency Board.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this  
resolution may be cited as the “Clemency Board Patrick Canavan Confirmation Resolution of  
2019”.

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

Dr. Patrick Canavan  
T Street, NW  
Washington, DC 20009  
(Ward 1)

as a mental-health professional member of the Clemency Board, pursuant to section 203 of the  
Clemency Board Establishment Act of 2018, effective December 13, 2019 (D.C. Law 22-197;  
D.C. Official Code § 24-481.03), for a term to end April 9, 2022.

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.

**PATRICK J. CANAVAN, Psy.D.**

**PROFESSIONAL EXPERIENCE**

**Vice President for Consulting Services, IdeaCrew, Inc.**

February 2017 – Present

Direct the consultation work of IdeaCrew, Inc. the health care IT leader which built the technology powering the D.C. Health Benefits Exchange. An agile, open-source, in the cloud, modular software as a service technology. Serve as IT project leader customizing and deploying this technology to the first partner state, the Commonwealth of Massachusetts. Successfully deployed the technology on time and on budget, offering Massachusetts members an excellent online benefits shopping experience.

Consultation work is focused on hospitals, healthcare systems and other large organizations seeking clinical and operational improvements. Led the assessment of a five-hospital state behavioral health system, making recommendations that impact all aspects of treatment, administration and quality of care issues.

**Senior Managing Director, Paladin Healthcare Management**

June 2015 – January 2017

Served as the Chief Operating Officer (COO) of Howard University Hospital (HUH), under management contract with Paladin. HUH is a 288 licensed bed facility, with an average census of 130 and academic affiliation with Howard University, training more than 200 residents and supporting medical student training. As the COO, was a key member of the Chief Executive Officer's management and advisory staff, and participate in recommending and formulating policies and strategies on business process engineering, information systems technology, budgeting, human resources, procurement, security, facilities management, and property management and provide managerial direction and guidance in support of the operation of the various programs within the hospital.

Key accomplishments include:

- Management lead for all non-Nursing unionized employees (techs, ancillary and support services workers. Negotiated a contract that will greatly expand management rights and a continuation of benefits package that will give management flexibility to modernize clinical practices, respond to changing conditions and lower costs.
- Supervised Patient Experience improvements throughout the hospital using the Press Ganey survey results. Worked with faculty and emergency services leadership to attain coordinated renovation of waiting room and increased ED beds. Increased customer satisfaction ratings in the key categories such as timeliness and the overall patient experience;
- Led the renovation of the Emergency Department clinical, patient, administrative and public areas;
- Initiated top to bottom review of ancillary services with focus on laboratory processes, contracts and equipment; radiology staffing and services; respiratory staffing; sleep center.

**Chief Executive Officer, Saint Elizabeths Hospital**

D.C. Department of Behavioral Health

January 2007 – May 2015

Managed the operation of the public psychiatric inpatient facility for the District of Columbia. With more than 290 licensed beds, and average census near 275 patients, Saint Elizabeth's Hospital had both court-ordered and civil patients. Operating budget exceeded \$90M with almost 830 approved positions in FY15. Directed all clinical and administrative operations and represented the hospital on key budgetary and resource issues to the Mayor's Office, City Council, and other important constituencies.

**Key accomplishments included:**

- Successfully managed the U.S. Department of Justice (DOJ) Settlement Agreement by instituting significant improvements across a wide range of clinical practices, including assessments, the day treatment program, infection control, pharmacy and direct care staffing. The hospital fully complied with the 224 requirements under DOJ and the Federal lawsuit was dismissed September 16, 2014.
- Revitalized the professional nursing staff by hiring over 160 new registered nurses in two years to successfully meet a DOJ requirement of 6 hours of nursing care per day for each patient, with a staff mix of 50% registered nurses.
- Planned and oversaw a reduction in expenditures and non-clinical staff to meet mandated budgetary cuts resulting in reduction of staff by over 120 employees since January 2009 resulting in approximately \$7,200,000 in annual savings.
- Managed the completion and transition to the new \$143M replacement hospital on time and with minimal disruption to individuals in care and staff.
- Created a new "one hospital" culture which emphasized treatment and rehabilitation for both court-ordered and civil individuals in care by eliminating forensic-specific units and treatment and assigning individuals in care to units based on therapeutic need
- Streamlined administrative services and ensured higher levels of staff accountability including a major reorganization of the clinical programs including the creation of a new Therapeutic Learning Center
- Reinvigorated the Performance Improvement Department resulting in the completion of significant routine audits and reports and a greatly enhanced investigatory capability.
- Implemented a hospital-wide electronic medical records system which included all patient information.
- Improved the quality of life for patients through the initiation of programs such as a Summer Concert series and an Annual Friends and Family Day,

**Director, Department of Consumer and Regulatory Affairs**

Government of the District of Columbia

January 2005 – January 2007

Leader of the major regulatory agency in the District of Columbia. Supervised 430 full time staff and more than 100 contractors with a budget of \$50.4M and revenues of \$49M. Major areas of regulation included land use/zoning, construction permitting, business licensing, housing inspection, commercial compliance, administration of boards and commissions, professional licensing, rent control, consumer protection, and commercial investigations.

**Key accomplishments included:**

- Realigned of the agency to focus on two major business activities: 1) issuing important business and construction documents, and 2) enforcing housing and commerce laws and regulations.
- Created the Office of the Chief Tenant Advocate.
- Restored the Office of Consumer Protection.
- Created the Homeowners Center for small home renovation projects.
- Formed the Illegal Construction Unit to increase safety in construction.
- Reduced the permit application backlog from over 5,200 to less than 400.
- Lowered the vacancy rate by 12% over two years.
- Consolidated 51 stand-alone databases into nine integrated systems.
- Achieved legislative successes including Rent Control reform, the establishment of the Green Building construction code, and expanded Civil Enforcement authority.

**Director, Neighborhood Services, Office of the City Administrator**  
Government of the District of Columbia

July 2000 – January 2005

Created and led this cutting-edge, 16-agency Neighborhood Services program, a community-based, interagency collaborative problem-solving approach to create and sustain clean, safe, healthy, and economically vibrant neighborhoods. Key accomplishments included:

- Successfully implemented an innovative model for achieving positive outcomes in areas formerly plagued with persistent problems such as addressing highly violent neighborhoods with infrastructure and other problems.
- Established interagency, collaborative teams of agency Senior Staff and empowered ward Core Teams to lead, champion, and implement cultural and performance change that mattered to neighborhoods.
- Facilitated systemic change toward performance-based accountability by integrating and linking neighborhood outcomes with agency performance contracts, citywide strategic planning, and budgeting.

**Special Assistant, Office of the City Administrator**  
Government of the District of Columbia

March 1999 – July 2000

- Implemented Mayor's Short-Term Action Team (STAT) activities for the human services cluster to support the public commitments of the Mayor's First 100 Days
- Managed day-to-day interaction between the City Administrator and health and human services agencies with a particular focus on policy and budget issues.
- Managed the complex negotiations regarding the bankruptcy of a hospital in an economically depressed ward with minimum health care options.

**Clinical Administrator, D.C. Commission on Mental Health Services**  
Saint Elizabeths Hospital, John Howard Pavilion

April 1996 – March 1999

- Administered the Forensic Special Treatment Unit and the Forensic Women's Unit.
- Coordinated treatment, evaluations, and facilitated day-to-day operations of units for court-ordered individuals.
- Provided expert testimony in court.
- Supervised psychology trainees in APA accredited training program.

**Forensic Psychology Fellow/Psychology Intern, D.C. Commission on Mental Health Services**  
Saint Elizabeths Hospital, John Howard Pavilion

September 1993 – April 1996

**EDUCATION**

**Doctor of Psychology**, Illinois School of Professional Psychology, March 1995.

**Master of Education**, Counseling & Student Personnel, University of Delaware, June 1986.

**Bachelor of Arts**, English & Religious Studies, Villanova University, June 1984.

**LICENSURE**

Licensed Psychologist

District of Columbia

## **AWARDS**

- 2015 Robert L. Sloan Leadership Award, D.C. Hospital Association
- 2015 Meritorious Service Award, Government of the District of Columbia
- 2009 Distinguished Alumnus Award, Argosy University

## **ASSOCIATIONS**

- American Psychological Association

## **COMMUNITY INVOLVEMENT**

- Board of Trustees, Capital City Public Charter School: authorized and facilitated the establishment of an Upper School, extending the existing program (Pre K 3 to Grade 8) to include high school, now Pre K 3 to Grade 12 (2009 through 2014).
- Completed seven Century Rides (100-mile bike rides) to raise funds for the Leukemia and Lymphoma Society.

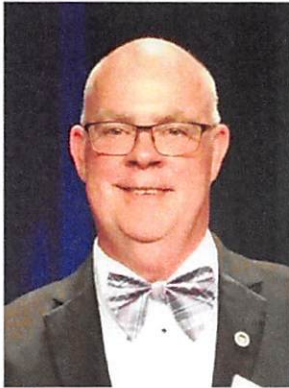
## **PROFESSIONAL DEVELOPMENT**

- Program for Senior Executives in State and Local Government, Harvard University, John F. Kennedy School of Government, February 2000.
- Panelist at the Historical Society of the U.S. District Court of the District of Columbia for the presentation: "Duran and the Evolution of the Insanity Defense."
- Faculty member, Psychiatry Residency Training Program, taught two courses: "Clinical Case Conference" and "Administrative Psychiatry" to third and fourth year residents at Saint Elizabeths Hospital.
- Graduate of the District's first Certified Public Manager program class in 1998.



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

## Patrick Canavan



Patrick Canavan, Psy.D. is Vice President of Consulting Services at IdeaCrew.

Dr. Canavan has executive level experience in healthcare and an outstanding track record in health facility turnaround and financial, regulatory, and treatment reform. He oversees IdeaCrew's work in a fast-growing new area: IT-enabled behavioral support to improve outcomes for people in recovery from mental illness. His comprehensive approach to behavior support elevates access to care, reduces red tape, and delivers transparency at a fraction of the price. Dr. Canavan has also worked with a number of prestigious hospitals in the Northeast. He has also led the successful resolution of federal civil rights and financial management suits. His leadership experience includes serving as CEO of St. Elizabeths Hospital and as Director of the DC Department of Consumer and Regulatory Affairs, a key regulatory agency in the District of Columbia.

A Ward 1 resident, Dr. Canavan received a Bachelor of Art in English and Religious Studies from Villanova University, a Master of Education in Counseling and Student Personnel from the University of Delaware, and a Doctor of Psychology from the Illinois School of Professional Psychology.





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



Office of the General Counsel to the Mayor

**To:** Gianelle Rivera, Steve Walker  
**From:** Betsy Cavendish  
**Date:** November 8, 2019  
**Subject:** Legal sufficiency review of Resolutions nominating Patrick Canavan, Phylisa Carter, Samuel Whittaker, and Andrew Fois to the Clemency Board

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**This is to Certify** that this office has reviewed the above-referenced legislation and found it 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