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OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

APR 28 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 5115 of the Not-For-Profit Hospital Corporation Establishment Amendment Act of 2011, effective September 14, 2011 (D.C. Law 19-21; D.C. Official Code § 44-951.04), I am pleased to nominate the following person:

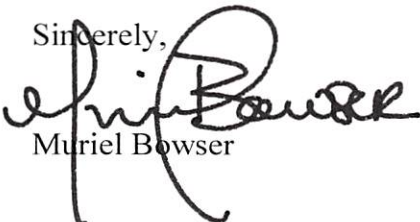
Mr. Wayne Turnage
1345 S Capitol Street SW
Washington, DC 20003
(Ward 6)

as a member of the Not-For-Profit Hospital Corporation Board of Directors, replacing Chris Gardiner, to fill the balance of an unexpired term ending July 9, 2019.

Enclosed, you will find biographical information detailing the experience of the above-mentioned nominee, together with 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 appointment of Mr. Wayne Turnage to the Not-For-Profit Hospital Corporation
Board of Directors.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
resolution may be cited as the "Not-For-Profit Hospital Corporation Board of Directors Wayne
Turnage Confirmation Resolution of 2017".

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

Mr. Wayne Turnage
1345 S Capitol Street SW
Washington, DC 20003
(Ward 6)

as a member of the Not-For-Profit Hospital Corporation Board of Directors, established by
section 5115 of the Not-For-Profit Hospital Corporation Establishment Amendment Act of 2011,
effective September 14, 2011 (D.C. Law 19-21; D.C. Official Code § 44-951.04), replacing
Chris Gardiner, to fill the balance of an unexpired term ending July 9, 2019.

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.

Wayne M. Turnage

Education: Masters of Public Administration
Ohio State University
Columbus, Ohio 1982

Bachelor of Science, Social Science
North Carolina Agricultural and Technical State University
Greensboro, North Carolina, 1980

Professional Experience:

Winter 2011 – Present

Director, Department of Health Care Finance

Serves as director and manager of the District of Columbia's health care agency which has a more than \$3.0 billion budget, most of which is related to financing health care services for Medicaid beneficiaries. An additional \$60 million program is funded and managed to pay for health care services provided to District residents who do not have United States citizenship. General duties include: works as the chief advocate for the agency's annual legislative and budget priorities. Primary focus is on agency budget development, external agency relations -- working with the Mayor's office and City Council, meeting with and addressing concerns of stakeholders -- and establishing the high-level internal agency priorities. Works with the executive management team to ensure that agency priorities are efficiently and productively carried out. Closely monitors the status of all major projects which are integral to achieving the major priorities of the agency.

Winter 2010 – Winter 2011

Chief of Staff, Virginia Commonwealth University (VCU)

Served as principal aide to the President of VCU. General duties included the following: worked as a liaison between the President and his senior management team of vice presidents; provided policy analysis and strategic advice to the President on key issues affecting VCU; interacted with university staff, industry, government officials, and other external stakeholders on behalf of the President; prepared or contributed to the preparation of reports, briefings, presentations, and responses on university issues; managed the staff and operations in the President's office, ensuring compliance with state laws and university operating agreements.

Spring 2007 – Winter 2010

Chief of Staff, Governor Timothy Kaine

Served as Virginia's chief operating officer with the following duties: general management and direction of State government operations; managed the staff and budget of the Governor's office and Cabinet; assisted the Governor in crafting the Commonwealth's \$77 billion biennial budget; provided oversight of the State's personnel system that consisted of more than 100,000 classified employees; and worked with Governor's office staff, Cabinet Secretaries, and agencies to develop and implement Governor Kaine's legislative policy agenda.

Winter 2006 – Spring 2007

Deputy Chief of Staff, Governor Timothy Kaine

Served as second in command for Governor Kaine with primary responsibilities for government operations. Central duty in this capacity was the development and day-to-day management of a performance measurement system for executive branch agencies. Also served as advisor to the Governor on health care reform for the Commonwealth's Medicaid and employee health insurance programs.

Key Accomplishment

Performance Management System. Played a principal role in moving state government to a performance-based system for each executive branch agency. The newly developed system includes key outcome-based measures which are used to assess agency performance in achieving mission-related goals as well as productivity measures which are used to evaluate the efficiency of government operations in the agencies.

Winter 2004 – Winter 2006

Advisor to the Governor for Special Health Care Projects, Governor Mark R. Warner

Served in role as advisor to Governor Warner on Medicaid reform and general health care issues. Responsibilities in this capacity included: developing issue briefs and white papers for the Governor on the various proposals to reform the Medicaid program; working with Congressional staff and the National Governor's Association to develop legislative proposals for Medicaid reform; and representing the Governor at various meetings with advocates for the program who wanted a voice in the process for national Medicaid reform.

Key Accomplishment

National Medicaid Reform. Played a principal role in convincing congressional staff to moderate potentially harmful cuts for the Medicaid program. Briefings to staff were developed and a range of alternative proposals -- supported by data analysis on the Medicaid program -- were the vehicles used to influence shifts in the national plans for reducing the size and cost of the Medicaid program.

Director of Policy and Research, Department of Medical Assistant Services

Responsible for directing the work of the policy staff in Virginia's Medicaid program, conducting health care research studies, developing related reports, and providing briefings to the Secretary of Health and Human Resources, Governor Mark Warner, and the Virginia General Assembly. Activities of division staff subject to direction and supervision included: research and report writing; development of policies to guide the operation of the Medicaid program, promulgating regulations to ensure that program policies were consistent with federal and state law; design of disease state management programs; participation on interagency task forces to enhance coordination of Medicaid-funded activities; and development and presentation of briefings on various aspects of the Medicaid program.

Key Accomplishments:

Impact Analysis of Preferred Drug List (PDL) Program. As principal author and researcher, developed the first net impact study of the PDL program in the nation which demonstrated that preferred drug lists could be used to lower the costs of prescription drugs in the Medicaid program without endangering patient health.

Analysis and Reporting on FAMIS enrollments. Developed and implemented complex algorithms to establish a longitudinal file that was used to track the impact of Governor Warner's efforts to increase enrollment in Virginia's child health program.

Winter 2002 – Winter 2004

Office of Health and Human Resources, Deputy Secretary of Health and Human Resources

Served as a designee for the Secretary of Health and Human Resources. Duties included the following: assisted with the development of policy to guide the delivery of health and human services by the agencies in the health and human resources Secretariat; provided oversight and monitoring of agency activities in the Secretariat; developed and presented issue or policy briefings to the Secretary of Health and Human Resources, the Governor's policy staff, and the Governor; implemented special projects at the request of the Secretary, and represented the Secretary at public meetings and speaking engagements.

Key Accomplishments

Virginia Academic Health Centers (2002). Conducted an analysis of hospital operations and a funding plan to support Virginia's academic hospitals at a time of fiscal stress for both the State of Virginia and the federal government. As a result of the work on this study, Virginia's AHCs were fully funded in both the Governor's budget and the 2003 Appropriations Act.

Mitigating Impact of Budget Cuts. Worked with staff in three major human resource agencies and major providers groups to develop budget reduction plans for human services that were adequate to meet the targets imposed by the Governor while minimizing the impact on services to vulnerable citizens.

Statewide Database for \$300 million Program. Headed an interagency task force to develop a database (without State funding) that allowed the Office of Comprehensive Services to report on the demographics, services, and cost for more than 11,000 children served by the Comprehensive Services Act.

Winter 1988 – Winter 2002

Joint Legislative Audit and Review Commission, Chief Legislative Analyst

Designed and implemented studies in the field of program evaluation and policy analysis. Directed and monitored research activities of study teams, prepared detailed planning documents, conducted quantitative and qualitative data analysis, wrote reports, and prepared and presented briefings for a 15-member commission of State legislators. Research topics include health and human services, public safety, and general government administration.

Sample of Studies Completed As Principle Investigator

Review of Capital Punishment in Virginia (2001). Principle investigator for a study of the administration of capital punishment in Virginia. Primary responsibilities included the development and implementation of a research plan to examine the use of prosecutorial discretion and the fairness of judicial review for persons sentenced to death. To assess the impact of prosecutorial discretion, a decision making model was developed using logistic regression analysis.

Review of the Medicaid Hospital Inpatient Reimbursement System (1999). Principle investigator for a study of the adequacy of Medicaid payment rates to hospitals. Analyzed the impact of Virginia's DRG payment system for hospitals, including an assessment of payment adequacy.

Review of the Comprehensive Services Act (1998). Principle investigator responsible for the design and implementation of a study to examine the effectiveness of one of the nation's first comprehensive treatment programs for children with emotional and behavioral problems.

Welfare Reform In Virginia: Implementation and Participant Outcomes (1997). Principle investigator for a study designed to examine the impact of Virginia's new welfare reform program. Study included a labor market analysis of participant outcomes and an overall assessment of program implementation.

Juvenile Delinquents and Status Offenders: Court Processing and Outcomes (1996). Principal investigator for a study of the State's juvenile justice system. Primary responsibilities included the development and implementation of an analysis designed to determine the outcomes of the juvenile court intake and adjudication processes.

A Review of Medicaid-Financed Long-Term Care Services (1992). Principal investigator for a study of the effectiveness and efficiency of Virginia's long-term care program for low-income residents. Primary responsibilities included the analysis of large recipient and payment automated files and the use of multivariate analysis to assess the soundness of the State's reimbursement system.

Summer 1985 - Winter 1988

Governor's Employment and Training Department, Policy Analyst

Worked in the Evaluation and Research Unit of the agency responsible for the general administration of the federally funded Job Training Partnership Program. Major responsibilities included the development of evaluation reports and policy recommendations based on the analysis of participant and labor market data from the program, and the use of statistical modeling to examine the impact of the program on the labor market experiences of special target populations.

Winter 1983 - Summer 1985

Westat, Incorporated, Research Associate

Worked as a member of a research team responsible for designing and conducting a national study of the Job Training Partnership Act. Primary responsibilities were analyzing strategies used by a sample of States and Service Delivery Areas to organize and implement this \$1.6 billion job training program. Other duties included a case study evaluation of the Title III dislocated worker program, and assisting in the writing of various proposals for federally-funded research projects.

Summer 1982 - Winter 1983

Manpower Demonstration Research Corporation, Research Associate

Worked as a member of a research team responsible for studying the impact of state work programs for recipients of public assistance. Also, worked extensively with a large database to study the impact of teenage parenting on the school and work experience of teen mothers and fathers.



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

Wayne Turnage



Wayne Turnage is the Director of the District of Columbia Department of Health Care Finance (DHCF). As Director, Mr. Turnage serves as the manager of the agency and the chief advocate for the annual legislative and agency budget priorities. He works closely with the Mayor's office and City Council to address the concerns of Medicaid stakeholders and the citizens of the District. Director Turnage was reappointed to the position by Mayor Bowser in January 2015. Since his initial appointment in 2011, Director Turnage has spearheaded efforts to reform several of DHCF's major provider reimbursement systems, established a program of accountability for the agency's redesigned

managed care program, and, more recently, organized and oversaw the implementation of a plan to reduce fraud in the Medicaid home care program – reducing those costs by nearly \$11 million per month.

Prior to this appointment, Mr. Turnage served as the Chief of Staff at Virginia Commonwealth University. Director Turnage accepted this position after serving in the cabinet of two Virginia Governors. He served as Chief of Staff to Governor Timothy M. Kaine and served in dual positions for Governor Mark Warner as Director of Policy and Research at the Virginia Department of Medical Assistance Services and Advisor for Special Projects from 2004 to 2006.

Director Turnage served as the Deputy Secretary of Health and Human Resources from 2002 to 2004 under Governor Mark Warner and as a researcher for both public and private organizations from 1985 to 2002. As the principal analyst at the Virginia Joint Legislative Audit and Review Commission, he authored more than 15 studies.

His work includes studies of health care and public safety. Some of the topics addressed in these studies include the adequacy of Virginia's Medicaid hospital reimbursement system, the use of Medicaid asset transfers and estate recovery, and the financing of Medicaid long-term care services. While working in the Governor's Cabinet, Director Turnage authored a study on funding the mission-related activities of Virginia's Academic Health Centers. The National Legislative Program Evaluation Society selected two of Director Turnage's studies for excellence in research methods awards.

A Ward 6 resident, Director Turnage received a Master of Public Administration from Ohio State University and a Bachelor degree from North Carolina A&T State University.



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 27, 2017
Subject: Legal Sufficiency Review of Resolution appointing Wayne Turnage to the Not-for-Profit Hospital Corporation Board of Directors

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 Karuna Seshasai, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

Elizabeth Cavendish