

PROFESSIONAL EXPERIENCE (Continued)

Deputy Area Director/Area Chief Medical Officer, Aberdeen Area, USPHS Indian Health Service, Aberdeen, South Dakota (1985-1989).

- Planned, managed, and evaluated preventive/direct health care delivery program for a 4-state area serving 70,000 Native Americans in 16 Tribes.
- Supervised day-to-day operations of 9 hospitals, 4 health centers, and numerous clinics staffed by approximately 1,000 employees, including inpatient/outpatient programs, contract care, environmental and sanitation programs and health care training programs.
- Managed an operating budget of \$120 million; established priority of needed services, determined annual health care budget, and assured allocation of funds in compliance with Public Health Service policies.
- Worked closely with Tribal Chairmen and Tribal Health Boards to improve the health care delivery system.

Chief, Clinical Services, Division of Health Services Delivery, USPHS Region II Office, New York, New York (1984-1985).

- Directed the development of the regional Clinical Support program for New York, New Jersey, Puerto Rico, and the Virgin Islands.
- Planned, directed, and evaluated a regional program of continuing education and placement for National Health Service Corps field professionals.
- Provided management and oversight of grant programs with universities, urban and rural community and migrant health centers, AHEC's, and the New York City Health Department.

Special Projects Officer, American Indian Health Care Association, Urban Indian Programs, St. Paul, Minnesota [Loaned Executive from USPHS Indian Health Service, Rockville, Maryland] (1984).

- Initiated and coordinated quality assurance systems and a program to recruit medical providers for Urban Indian health care centers nationwide.
- Expanded and improved the clinical-administrative management data collection system to quantify the medical needs of the patient population.

Clinical Fellowship, Division of Preventive Medicine, Department of Internal Medicine, Mayo Clinic, Rochester, Minnesota (1982-1984).

- Conducted research on DRG reimbursement to hospitals and physicians; on the effects of severity of illness on prospective payment methodologies; and on inpatient and ambulatory case-mix methodologies.
- Consulted on a grant proposal to integrate financial and clinical information systems of medical group practices to improve access of data utilization, productivity, and predictive studies, which was funded for \$650,000 by the Kellogg Foundation.
- As a Clinical Fellow, provided clinical care within the Division of Preventive Medicine.

Director, Clinical Support Center, Division of Program Operations, USPHS, Phoenix, Arizona (1981-1982).

- Consolidated IHS Headquarters clinical field programs and staff into a new central office.
- Initiated policies, operating guidelines, goals and objectives, fiscal and personnel resources.
- Directed the Clinical Continuing Education Center, which provided continuing clinical education and accreditation for health care providers in Tribal programs and the IHS nationwide.
- Served as staff internist at the Phoenix Indian Medical Center.