



**MURIEL BOWSER
MAYOR**

October 28, 2024

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 individual:

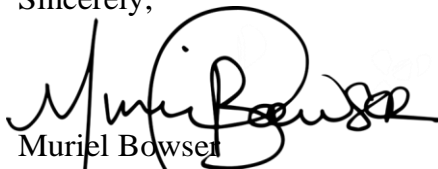
Ms. Ruth Fisher Pollard
Finchingfield Way
Upper Marlboro, MD 20774
(Maryland Resident)


for appointment as a representative of an incorporated association of health care facilities in the District member of the Statewide Health Coordinating Council, replacing Jacqueline Bowens, for the remainder of an unexpired term to end February 11, 2026.

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
Mayor


Chairman Phil Mendelson
at the request of the Mayor

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6 A PROPOSED RESOLUTION
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10 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA
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15 To confirm the appointment of Ruth Fisher Pollard to the Statewide Health Coordinating
16 Council.

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18 RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That this
19 resolution may be cited as the “Statewide Health Coordinating Council Ruth Fisher Pollard
20 Confirmation Resolution of 2024”.

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

22
23 Ruth Fisher Pollard
24 Finchingfield Way
25 Upper Marlboro, MD 20774
26 (Maryland Resident)
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28 as a representative of an incorporated association of health care facilities in the District member
29 of the Statewide Health Coordinating Council, established by section 4 of the Health Services
30 Planning Program Re-Establishment Act of 1996, effective April 9, 1997 (D.C. Law 11-191;
31 D.C. Official Code § 44-403), replacing Jacqueline Bowens, for the remainder of an unexpired
32 term to end February 11, 2026.

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

35 Sec. 4. This resolution shall take effect immediately.

Ruth Fisher Pollard, MS, MBA, FABC

Professional Summary

Executive leader who catalyzes people, resources and processes to drive change and innovation. Demonstrated experience in strategic planning and execution, program and service line development and business operations, policy research, fundraising, and community and board engagement. Progressive levels of leadership experience in public and private non-profit sectors serving diverse populations. Particular strengths in aligning organization's mission and services with needs of the community to deliver on business goals. Skilled facilitator with C-suite presence and passion for developing top talent, co-creating an inclusive and equitable culture.

Professional History

DC Primary Care Association | DC Connected Care Network

2024-PRESENT

DC Primary Care Association is a nonprofit advocacy organization with a mission to sustain community health centers, advance racial and health equity, and transform DC care delivery. The DC Connected Care Network (DC CCN) is a clinically integrated network of federally qualified health centers with a mission to increase quality and decrease cost, therefore, improving the value of care in the District of Columbia.

President and Chief Executive Officer | Executive Director

- Serves as the chief executive for the DCPCA and DC CCN organizations with primary responsibility of managing \$8 million in assets.
- Spearheads DCPCA's and DC CCN's strategic direction, collaborating with the Board, senior team, and key stakeholders to set and achieve goals aligned with the respective organization's mission, vision, and values, resulting in measurable improvements in community health outcomes.
- Builds and maintains authentic relationships with key stakeholders, including District of Columbia Government and community organizations.

DEVELOPING FAMILIES CENTER

2020 – 2023

Developing Families Center is a small, private operating foundation with a legacy mission of improving maternal and infant health outcomes through evidenced-based midwifery model of care.

Executive Director (Part-time)

- Served as the chief executive for the organization as designated by the Board of Directors with primary responsibility of managing \$7 million in assets, sustaining relationships, and executing *Vision 2023*.
- Developed and implemented framework to launch strategic process of engagement for community investment, donor cultivation and fundraising strategy, and a community-led leadership council.
- Led design of community assessment to inform prioritized areas of impact for \$5 million grant fund.
- Identified innovative community initiatives for funding to catalyze investments in historically economically distressed communities.
- Managed \$10 million real estate purchase and sales agreement.

PINNACLE NETWORK SOLUTIONS, LLC (DBA PINNACLE SOLUTIONS)**2019-2023**

Pinnacle Solutions is a small, minority-owned management and technology firm providing sustainable IT and management solutions.

Management Consultant and Partner (Part-time)

- Strategically repositioned the firm to focus on three primary business service lines.
- Onboarded three senior professionals to design and implement business processes, lead service lines, and govern operational functions.
- Secured consulting contracts valued at \$500,000.00.
- Provided management consulting services to the District of Columbia Hospital Association (DCHA):
 - Secured public and private grant funding for workforce development programs and projects,
 - Led establishment of citywide sector-based workforce development alliance with more than 60 partners, and
 - Developed annual report of strategic recommendations to inform public investments in workforce training and education for high-school career ready and adult learners.

PROVIDENCE HEALTH SYSTEM, ASCENSION**2014 – 2019**

Ascension Providence Health System served all populations with spiritually centered, holistic care to sustain and improve the health of individuals and communities.

Vice President and Chief Strategy Officer / Hospital System Advocacy Leader (2017 – 2019)

- Served on the President/CEO core team overseeing strategy, advocacy, and community health programs for health system.
- Engaged hospital leadership and governance board to develop integrated strategic, operational, and financial annual plan budgeted at \$200 million (operating revenue) for hospital system, including collaboration with foundation leadership to support strategic priorities at approximately 25% of annual budget.
- Led, coached, and developed senior staff to achieve system and departmental goals, professionally develop, and advance the mission and vision of the organization. Served as a mentor to management staff to champion professional advancement.
- Negotiated multi-year \$3 million contractual agreement to operate a university's student health center staffed with primary care providers and clinicians. Expanded contract to include behavior health services; reduced operations costs; and increased revenues with net zero cost to partners.
- Developed and operationalized strategy to implement a value-based, per member per month (PMPM) primary care program with local Medicaid department at approximately \$400,000.00 per year for 3-year contractual period for attribution of 3,000+ patients. Primary care coordination program named best practice by local Medicaid department.
- Planned and executed service line growth strategies including new tele-behavioral health program for owned primary care practices and skilled nursing facility. Expanded ophthalmology services for affiliated practices.
- Led multiple operations cost centers with combined annual operating budget of \$20 million and staff of 75 including licensed independent practitioners.
- Provided governance leadership to joint venture board in execution of a multi-year \$16 million risk-based contract for occupational and ancillary medical services of 6,000 members with approximately 64,000 client encounters per year.
- Appointed Executive Director to the District of Columbia Hospital Association (DCHA) and Ascension contractual alliance to assess workforce development needs in the local healthcare industry.
- Developed a business plan and strategic framework with identified funding collaborators, partners and potential corporate donors budgeted at \$3 million annually for a citywide healthcare workforce development initiative to address the low unemployment and high turnover rate of non-licensed, clinical career positions in 13 hospitals/health systems.

Assistant VP, Community Health Network & Government Relations/Hospital System Strategy Lead (2014 – 2017)

- Led Providence Health System's community investment strategy including community health needs assessment, implementation plan and annual community benefit report.
- Developed and implemented the health system's advocacy plan in support of business goals, including crafting proactive legislative and community engagement strategies for a range of issues. Engaged in the rulemaking and regulatory processes to offer change in final versions of laws and policies.
- Expanded access within community health partnerships, notably with three local federally qualified health centers (FQHC) by negotiating addition of outpatient infectious disease, obstetric and podiatric physician services and physical therapy.

Children's National is a nationally ranked pediatric hospital serving the Washington, DC metropolitan area—provides the spectrum of healthcare services to improve health outcomes for children regionally, nationally and internationally.

Executive Director of Advocacy & Community Affairs, Government and External Affairs Division (2009 – 2014)

- Led all aspects of the division's \$5 million grants and contracts portfolio of programs.
- Leveraged clinical research findings to advocate changes such as adding pulse oximetry screening to newborn testing in Maryland and the District of Columbia, and Medicaid reimbursement for licensed independent practitioners (LIPs) to provide preventative oral health services.
- Served as key contributor to the National Institutes of Health (NIH) Clinical and Translational Science (CTSA) Award Program community engagement grant to develop a community-based web portal, the DC Health Matters (www.dchealthmatters.org).
- Authored institutional and departmental strategic plans for advocacy institute, nursing magnet application, school nursing program, regional outreach plans, and community non-profit organizations.
- Managed departmental operations including staffing, budgets/cost centers, processes, and products. Partnered with human resources to bring positions to market value; implemented shared platforms to reduce redundancy and gain efficiencies in tracking and reporting; leveraged geographic scope to launch telecommuting policy.
- Developed community health education intervention as a non-clinical service line with implementation in satellite emergency department. Program outcomes catalyzed policy discussions to allow certified health education specialist as part of clinical care team.

Director, Community Affairs (2006 – 2009)

- Provided management oversight of department's staff and resources in support of organization's community advocacy and outreach goals. Expanded the department's reach evidenced by 33% increase in new grant funding, additional professional staff, and documented programmatic outcomes, notably in injury prevention programs.
- Led the hospital's community benefit strategy and implemented objective criterion to assess programs including medical education, charity care, emergency services, and community health centers for eligibility with federal 501(c)(3) not-for-profit hospital requirements.
- Developed and submitted a school nursing strategic plan to the Council for the District of Columbia Committee on Health to increase local and federal funding from \$10 million to \$19 million, resulting in 95% full-time school nursing coverage.
- Spearheaded and chaired a citywide Pediatric Oral Health Coalition—the first in the District of Columbia—consisting of LIPs, oral health professionals, community-based organizations, and the funding community to drive improvements in the most common and preventable chronic disease in children—dental caries.
- Served as a consultant team leader for the Mid-Atlantic/Northeast Regional Oral Health Connection Team establishing a multi-state outreach plan.

Manager, Community Affairs (2004 – 2006)

- Identified defects in immunization billing process, designed tracking mechanism to capture and analyze data, and worked with government agency to bill back for double payments, recouping taxpayers' funds.
- Implemented rapid business responses to citywide critical health threat in pediatric immunizations through short-term strategic initiatives in community settings. Improved access points in primary care systems infrastructure; immunization compliance rate maintained at high 90 percent.
- Anticipated enterprise threat to organization's not-for-profit tax-exempt status and developed issue papers to brief executive leadership and governing board of directors, resulting in financial allocation of operating funds and repositioning of staffing resources to effect solutions.

Community Health Administration

DC Health promotes and safeguards health, wellness and equity of residents, businesses, and visitors across the District.

The Community Health Administration promotes healthy behaviors and environments to improve health outcomes.

Supervisory Public Health Advisor/Assistant Chief of Program Operations

- Provided direct programmatic and financial oversight, implementation, and management of a \$12 million federal contract for the Special Supplemental Nutrition Program for Women, Infants & Children (WIC).
- Assessed administrative policies and procedures of the DC WIC Program against cultural appropriateness. Designed a process of review and re-wrote 1,000+ page policies and procedures for cultural inclusivity respective of diverse family traditions and nutritional preferences.
- Developed public-private partnerships with local farmers' markets and grocery stores to expand access to healthy food choices, create growth opportunities in supply and demand, and improve customer service ratings through multi-language and culturally inclusive promotions and marketing.

Education & Related Training

- Master of Business Administration (2007), University of Maryland Global Campus
- Master of Science Healthcare Administration (2006), University of Maryland Global Campus
- Bachelor of Arts (1995), University of North Carolina at Chapel Hill
- Healthcare Fellow (2015), The Advisory Board Company

Professional Affiliations and Boards

- *Cedar Hills Alliance for Health Equity*, Member (2023 – Present)
- *Georgetown University, School of Health*, Adjunct Instructor (2019 – Present)
- *Capella University School of Nursing and Health Sciences Advisory Board*, Member (2018 – Present)
- *Volunteers of America Chesapeake and Carolinas Board of Directors*, Chair (2016 – 2023)



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

Ruth Pollard



Ms. Ruth Pollard is an accomplished executive leader currently serving as the President and CEO of the DC Primary Care Association (DCPCA), where she spearheads transformative initiatives to align organizational objectives with community needs, enhancing the landscape of primary healthcare services in the District of Columbia. She also serves as the Executive Director of the DC Connected Care Network (DC CCN), a clinically integrated network of the DCPCA and Federally Qualified Health Centers with a mission to increase quality and decrease cost, improving the value of care in the District of Columbia.

With a robust career spanning diverse and progressive roles, Ms. Pollard's public health journey commenced at the DC Department of Health (DC Health), where she served as a Supervisory Public Health Advisor and Assistant Chief of Program Operations for the Women, Infants, and Children (WIC) Program. Building on her longstanding commitment to community health and advocacy, her influence extended to more than a decade-long tenure at Children's National Hospital. At Children's, Ms. Pollard held various roles, culminating in her appointment as Executive Director of Advocacy and Community Affairs. In the last ten years, her leadership journey included a significant tenure as the Vice President and Chief Strategy Officer at Providence Hospital (Washington, DC), the Executive Director of the DC Developing Families Center, and as a healthcare consultant. Aligned with her executive role and driven by her passion for advancement through education, she is an Adjunct Professor at Georgetown University, School of Health and a member of the Capella University School of Nursing and Health Sciences Advisory Board.

A Maryland resident, Ms. Pollard earned her Bachelor of Arts in International Relations and Political Science from the University of North Carolina at Chapel Hill and her Master of Business Administration and Master of Science in Healthcare Administration from the University of Maryland.



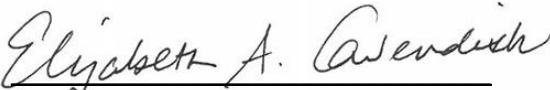
GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Kimberly A. Bassett, Steve Walker
From: Betsy Cavendish
Date: October 21, 2024
Subject: Legal sufficiency review of a resolution appointing Ruth Fisher Pollard as a member of the Statewide Health Coordinating Council

This is to Certify that this office has reviewed the above-referenced Order and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Michael Porcello, Deputy General Counsel, Executive Office of the Mayor, at 202-727-0872, or me at 202-724-7681.


Elizabeth Cavendish