

VITAE

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EDUCATION

MD	Northwestern University	1974-78
MPH	Harvard University	1977-78
BA with Honors	University of California, Santa Cruz	1970-72
	University of California, Berkeley	1967-69

CLINICAL TRAINING

Robert Wood Johnson/Veteran's Administration Clinical Scholar	Stanford University Medical Center/Palo Alto VA	1981-83
Psychiatry Resident (PGY III-IV)	Stanford University Medical Center	1980-82
Psychiatry Resident (PGY II)	Massachusetts Mental Health Center	1979-80
Psychiatry Intern (PGY I)	San Francisco General Hospital	1978-79

HONORS AND AWARDS

Distinguished Life Fellow, American Psychiatric Association	2006
California Health Care Foundation Leadership Program	2003-05
Robert Wood Johnson Clinical Scholar	1981-83
Ginzburg Fellowship, Group for the Advancement of Psychiatry	1980-82
U.S. Public Health Service Scholarship	1974-78
University of California President's Scholarship Award	1972
University of California President's Award for Undergraduate Research`	1972

LICENSURE AND CERTIFICATION

American Board of Psychiatry and Neurology, Certificate # 32680

- sub-specialty certification in Addiction Psychiatry #1070 (*expired*)

National Board of Medical Examiners, Certificate # 194757
California License # G43003
New Mexico License # 92-169 (*inactive*)

CURRENT EMPLOYMENT

Senior (Supervising) Psychiatrist

Napa State Hospital
Napa, CA

Responsible for leadership and clinical administration of an inpatient forensic care program providing inpatient treatment for over 250 individuals who have been committed to the hospital because they are incompetent to stand trial.

PAST ADMINISTRATIVE EMPLOYMENT

Deputy Director

California Institute for Mental Health
Sacramento, CA
April, 2011 to November, 2013

Member of the Institute's executive management team. Leadership and management for one of three divisions including 6 senior associates and 6 other staff. Responsible for the division's extensive portfolio of training, consultation and innovation projects/contracts totaling approximately \$5M annually. Other duties include project/business development, public relations and representation of the Institute in a range of settings including committees, meetings, conferences etc., organizational liaison with governmental and non-governmental agencies including the Department of Mental Health and Medicaid.

Associate Medical Director

Optum Health Behavioral Health Solutions
San Francisco, CA
April, 2009 to April, 2011

Report to the Regional Medical Director. Duties include supervision of Care Advocates, oversight of the review of inpatient hospitalization and other acute care services and consultation on prevalent treatment policies, procedures, guidelines and philosophies. Responsible for peer-to-peer clinical and administrative reviews as well as review of records for appeal requests and write responses. Also provide consultation services and in-service training to various departments, customers and accounts along with participation in the credentialing and privileging of psychiatric clinicians and consultation to provider services including participation in Provider Credentialing, Oversight and Appeals Committees.

Advisory Committee/Faculty

Petris Center
UC Berkeley School of Public Health
Berkeley, CA
June, 2006 to June, 2009

Advisor/Lecturer for NIH Fogarty International Center program: *Finance and Mental Health Services Training in Czech Republic/Central Europe* includes projects consultation and teaching in Berkeley and Eastern Europe/

Sub-Award Principle Investigator

Petris Center
UC Berkeley School of Public Health
Berkeley, CA
June, 2005 to June, 2009

County liaison for study: *The Impact of Proposition 63 on the Financing and Delivery of Mental Health Programs in California* funded by California Health Care Foundation, including technical assistance, consultation in study design and implementation and editing of study materials and reports

PAST ADMINISTRATIVE EMPLOYMENT

continued

Director of Special Projects

California Institute for Mental Health
Sacramento, California
Jan, 2005 to March, 2009

Member of the senior management team responsible for development and funding of a range of innovative projects impacting mental health practice in California. Provide leadership and consultation on a wide range of projects and initiatives including but not limited to implementation of evidence based practices and toolkits, quality improvement learning collaboratives, workforce development, training on person-centered care, recovery and treatment planning and utilization management, implementation of the Mental Health Services Act, liaison with county and state medical directors, liaison with international organizations, liaison with SAMHSA, conference planning and coordination, grant applications and implementation, research, academic liaison and partnerships, inter-agency collaboration and consultation with specific counties on quality management and program improvement.

Medical Director

California Department of Mental Health
Sacramento, California
September, 2001 to December, 2004

The medical director, under administrative direction, serves as the Department's highest level medical and psychiatric consultant and gives clinical advice and guidance to senior management concerning new psychiatric treatment programs and mental health services provided by the State hospitals and various local and governmental agencies. Responsibilities include providing advice and guidance to the Director and senior management staff of the Department on all clinical policy issues; developing, planning and implementing new joint forensic programs with the Department of Corrections; providing functional supervision to all State hospital Medical Directors; developing and monitoring systems to promote quality State hospital care; developing new policies for State hospitals; developing legislation for new programs and statewide issues affecting mental health and developing new pilot programs; organizing and leading program investigation reviews of programs in the community mental health and State hospital systems; responding to investigations by external monitoring agencies; testifying in court cases involving DMH and negotiating court settlements; reviewing and directing policy decisions on medical issues for adult patients; functionally supervising activities of DMH forensic programs; supervising and directing the development of new cross-cultural psychiatric training programs for State hospitals; representing DMH before all medical and psychiatric organizations in California; representing DMH before the Legislature and testifying on medical/psychiatric issues; reviewing proposed legislation affecting mental health on medical and psychiatric issues and recommending DMH's position; and performing other related activities.

Director

Santa Cruz County Mental Health and Substance Abuse Services
Santa Cruz, California
September, 2000 to September, 2001

Chief executive officer for integrated county based mental health and substance abuse services division of the health services agency with a budget of over \$35 million and over 225 employees. Responsible for immediate supervision of 8 deputy directors overseeing finance, contracts, personnel and administration, adult services, children's services, managed care and crisis services, substance abuse services and managed care long with oversight of contract services, interagency relationships/collaborations, and liaison to community organizations and stakeholders.

PAST ADMINISTRATIVE EMPLOYMENT

continued

Accreditation Surveyor *part-time*

CARF...The Rehabilitation Commission
Tucson, Arizona
1996-2001

National on-site review and evaluation of behavioral health programs for conformance to established CARF clinical/program quality standards. Also participate in other activities including annual review and revision of standards and training for surveyors.

Program Chief/Medical Director

Santa Cruz County Mental Health
Santa Cruz, California
March, 1998 to September, 2000

Responsibility for direct supervision of psychiatric staff as well as program managers responsible for adult system of care for a County based community mental health center. Oversight scope included MediCal managed care and crisis services, contract and 24 hour services, special projects and grants, utilization review, interagency collaborations, and quality management.

Senior Physician Advisor *part-time*

Magellan Behavioral Health
After Hours Solutions Group
Columbia, Maryland
1995-2000

Provide psychiatric consultation in mental health and substance abuse for utilization review/treatment authorization. Responsible for training and supervision of other physician advisors. Magellan Behavioral Health is a national managed behavioral health care organization covering approximately 60 million lives.

Medical Director

Division of Health Improvement/Department of Health
State of New Mexico
Santa Fe, New Mexico
1997-1998

Physician member of Senior Management team for department-wide quality assurance/improvement division responsible for assessment, protection and promotion of population health in New Mexico. The Division of Health Improvement was created in the spring of 1997 in an effort to consolidate quality and health improvement activities into one functional unit. The division includes 4 bureaus: Licensure and Certification, Quality Assurance, Community Health Improvement and Survey and Analysis. The Medical Director provided ongoing consultation and clinical/medical support to the activities of the 4 bureaus and assumed lead responsibility for special studies/projects. Responsibilities also included interagency liaison and program coordination as well as training and technical assistance.

PAST ADMINISTRATIVE EMPLOYMENT

continued

Medical Director

Division of Mental Health/Department of Health
State of New Mexico
Santa Fe, New Mexico
1993-1997

Chief medical officer for statewide mental health system with primary oversight of community programs and additional responsibility for state operated in-patient facilities including long-term care. Clinical advisor to state mental health program director. Primary duties included participation in Division policy development and lead responsibility for clinical quality assessment/assurance and utilization review/management. Activities included day to day supervision of quality management team, development and monitoring of utilization guidelines, development of outcome measurement systems and program implementation. Other assignments included program development and oversight of implementation for the state's Medicaid Psychiatric Rehabilitation Program, ACT (Assertive Community Treatment) initiatives, general fund managed care initiatives and the MHSIP Consumer Report Card pilot project.

Other activities included formulation of clinical and administrative standards, advancement of standardized assessment, development of service/treatment guidelines, promoting rehabilitation modalities/strategies and outcome evaluation. Actively involved in training staff development and technical assistance to both the Division and a network of comprehensive community based provider agencies. Provided liaison to numerous related organizations including state hospital, consumer/family organizations, protection and advocacy, other state agencies and the University's public/rural psychiatry program.

Medical Director *part-time*

Ranch Valmora Residential Treatment Center
Valmora, New Mexico
1995-1998

Provided program consultation, diagnostic evaluation and pharmacotherapy for a population of treatment refractory adolescents with mental health, substance abuse and social adjustment problems.

Clinical Director *Interim*

Las Vegas Medical Center
Las Vegas New Mexico
1994-1995

Assigned by governing body/Secretary of Health to provide oversight and coordination of all clinical disciplines/services for New Mexico's only state hospital in response to a series of concerns about the quality of clinical care. Hospital provided adult, forensic, adolescent, and long-term care (nursing home) services with a 400-bed capacity and annual budget of \$35 million. Responsibilities included leadership of medical staff, supervision of service chiefs and department heads, and coordination of clinical quality improvement program with hospital CEO and governing board. Tasks included development of enhanced linkage and facilitation with community mental health providers throughout the state in order to better satisfy the hospital's obligations to the State's mental health system.

PAST ADMINISTRATIVE EMPLOYMENT

continued

Utilization Review Consultant

Blue Cross/Blue Shield of New Mexico
Albuquerque, New Mexico
1994-1995

Consultant to psychiatric/substance abuse managed care review unit regarding medical necessity, appropriateness, efficacy and quality for indemnity insurance program.

Acting Medical Director/Clinical Consultant

Pinon Hills Residential Treatment Center
Velarde, New Mexico
1993-1994

Responsible for medical/clinical leadership during start-up of 34 bed adolescent long-term residential treatment facility. Duties included direct patient care as well as development of clinical policies and procedures.

Director of Clinical Services

Taos/Colfax Community Services, Inc.
Taos, New Mexico
1992-1993

Responsible for coordination and oversight of multi-site community service organization providing outpatient mental health and substance abuse services as well as child/adolescent residential treatment and adult alcohol detox. Primarily responsible for development and implementation of clinical/administrative policies and procedures in support of JCAHO accreditation with an emphasis on quality assurance/improvement and utilization review. Additional duties included grant/program development, supervision of clinical managers and reorganization of patient accounting/record keeping.

Medical Director

Southern Nevada Adult Mental Health Services
Las Vegas, Nevada
1991-1992

Responsible for all clinical operations of state funded community mental health agency servicing nearly one million people in urban/rural Southern Nevada. Oversight/management of complex multi-site system including inpatient, outpatient, emergency, and case management services. Responsibilities included clinical supervision, recruitment and management of 150 clinical staff. Actively and directly involved in utilization review, quality assurance, treatment planning, clinical program development/innovation, planning and management of an approximately \$10 million annual budget.

Acting Vice Chairman/Associate Professor of Clinical Medicine

Department of Psychiatry and Behavioral Sciences
University of Nevada School of Medicine
Las Vegas, Nevada
1991-1992

Responsible for professional recruitment, staff development and program development in the creation of a new branch of the Department of Psychiatry. Duties included curriculum planning and providing medical student and non-psychiatric residency training in addition to support of other department/university functions

PAST ADMINISTRATIVE EMPLOYMENT

continued

Medical Director--Adult Services

Solano Park Hospital
Fairfield, California
1990-1991

Program development/implementation during start-up of freestanding psychiatric hospital. Responsibilities included quality assurance functions, treatment planning/utilization review staff management, program oversight and marketing.

CEO/Medical Director

Ceregraphic Brain Imaging
Oakland, California
1989-1991

Chief Executive Officer/Medical Director for innovative, start-up neuropsychiatric imaging service. Responsible for daily management, clinical supervision, quality assurance and marketing.

Medical Director

Pain Management Center
Los Medanos Hospital
Pittsburg, California
1983-1985

Administrative/medical officer responsible for direct services and quality assurance in a multi-disciplinary pain management program. Development of inpatient program from pre-existing, but limited outpatient services.

Co-Director

Psychiatric Specialists in Industry
San Francisco, California
1983-1984

One of two co-principals in a mental health services planning/evaluation/management consulting firm with a focus on psychiatric/substance abuse problems in the workplace.

Regional Mental Health Consultant

Job Corps Health Program
US Department of Labor
San Francisco, California
1981-1983

Provided on site survey/evaluations as well as technical assistance and clinical consultation to Job Corps mental health programs in Federal Region IX.

CLINICAL EMPLOYMENT/PRACTICE

Napa State Hospital	Staff Psychiatrist	Napa, CA	2013-2014
Private Practice <i>part time</i>		Santa Cruz, CA	2000-2010
Psychiatric Consultant	New Mexico Boy's School	Springer, NM	1993
Private Practice		Berkeley, CA	1982-1991
Psychiatric Consultant	Parnassus Heights Disability Consultants	San Francisco, CA	1986-1989
Staff Psychiatrist	Contra Costa County Mental Health Services	Martinez, CA	1983
Staff Psychiatrist	Psychiatric Emergency Highland General Hospital	Oakland, CA	1982-84 1987-89
Psychiatric Consultant	Rehabilitation Mental Health Services	San Jose, CA	1981-83
Staff Psychiatrist	Santa Clara Valley Medical Center	San Jose, CA	1981-83
Staff Psychiatrist	Dorchester Mental Health Center	Boston, MA	1980
Staff Psychiatrist	Charles River Hospital	Wellesley, MA	1979-80
Staff Psychiatrist	St. Elizabeth's Hospital	Boston, MA	1979-80
Clinic Physician	Boston Methadone Treatment Program	Boston, MA	1979-80

COMMUNITY/ORGANIZATION SERVICE

American Association of Community Psychiatrists	Board of Directors		2004-2007
ComPeer Santa Cruz	Board of Directors		2003-2004
Annapolis Coalition on Behavioral Health Workforce Education	Board of Directors		2001-2006
California Psychiatric Association	Public Psychiatry Committee		2002-2005
Santa Cruz Community Mental Health Summit	Honorary Chair		2002-2003
National Alliance for the Mentally Ill	TRIAD Project Advisory Board		2002-2004

COMMUNITY/ORGANIZATION SERVICE

continued

California Institute for Mental Health	Medication Algorithm Implementation Steering Committee	2003-present
	Evidence Based Practices Initiative Steering Committee	2002-present
SAMHSA/Center for Mental Health Services	Co-Chair, Workgroup for Quality Chasm Implementation Resource Kit	1999-present
	Planning Committee for a National Summit on Common Performance Indicators for Behavioral Health	
Annapolis Coalition for Behavioral Health Workforce Development	Executive Committee	2001-present
California Mental Health Director's Association	Representative to California DMH State Quality Improvement Committee	2000-2004
Mental Health Statistics Improvement Program (MHSIP)	Report card ver 2 workgroup	2001-2005
	National Advisory Group	1999-2005
American College of Mental Health Administration	President, ACMHA Foundation	2003-2005
	President	2001-2003
	Chair, Accreditation Organization Workgroup on Quality and Measurement	1998-2000
	Board member-at-large	1997
Human Services Research Institute (HSRI)	MHSIP Consumer Report Card Toolkit Workgroup	1998
National Association of State Mental Health Program Directors (NASMHPD)	President's Task Force Technical Advisory Workgroup	1997-98
CARF...The Rehabilitation Commission	National Advisory Committees on Behavioral Health Standards and Performance Measurement	1997- present
Center for Mental Health Services/SAMHSA	Public Sector Outcome Measurement Policy Steering Committee	1996-97
Nevada Mental Health Commission	Patient's Rights Task Force	1992
Family Services Agency of the North Bay	Board of Directors	1990-91
Volunteers in Service to America: VISTA	Rural Indiana Health Project	1973

ACADEMIC EMPLOYMENT/APPOINTMENTS/TRAINING

Trainer	National Council for Community Behavioral Health	2004-present
	California Institute for Mental Health	2000-present
	CARF Regional and National Trainings in Treatment Planning for Better Outcomes	1997-present
Consultant/Trainer	Mental health and substance abuse services provider organizations on treatment planning, documentation quality management and outcome evaluation systems	1998-present
Instructor	Drake University Extramural Programs Albuquerque, New Mexico	1995
Assistant Clinical Professor of Psychiatry	Department of Psychiatry University of New Mexico	1992-1997
Instructor	Area Health Education Council Las Vegas, New Mexico	1993-97
Associate Professor of Clinical Medicine	Department of Psychiatry and Behavioral Sciences University of Nevada School of Medicine	1991-1992
Educational Consultant	Burroughs-Wellcome Pharmaceuticals	1990-91
Teaching Fellow/Clinical Fellow	Massachusetts Mental Health Center Harvard University	1978

GRANTS, PROJECTS, PUBLICATIONS AND PAPERS

<i>Excess Non-Psychiatric Hospitalization Among Medi-Cal Beneficiaries with Serious Mental Illness in California</i>	• Co-Author, Psychiatric Services	2008
<i>Mental Health Corporation of America Quality Improvement Learning Collaborative Using the IOM 6 Aims</i>	• Co-Principle Investigator, for SAMHSA funded Learning Collaborative	2007-present
<i>The Intersection of Transformation and Quality in Mental Health Treatment: Implementing the California Learning Collaborative</i>	• Co-Author, International Journal of Mental Health	2007
<i>A Scale to Assess Fidelity to Evidence-Based Principles of Medication Management For Schizophrenia</i>	• Co-Author, Schizophrenia Bulletin	2007
<i>The Intersection of Transformation and Quality in Mental Health Treatment: Implementing the California Learning Collaborative</i>	• Co-Author, International Journal of Mental Health	2007
<i>Monograph: An Action Plan On Behavioral Health Workforce Development</i>	• Co-Author, Annapolis Coalition on the Behavioral Health Workforce, Cincinnati, OH.	2007
<i>Monograph: International Pathways to Mental Health System Transformation</i>	• Project Lead/Senior Editor, California Institute for Mental Health	2007
<i>Monograph: From Study to Action: A Strategic Plan for Transformation of Mental Health Care</i>	• Co-Author, California Institute for Mental Health	2006
<i>Millionaires And Mental Health: Proposition 63 In California</i>	• Co-Author, Health Affairs, Web Exclusive	2005
<i>Transforming Mental Health</i>	• Co-Editor vol 34:1 of International Journal of Mental Health	2005
<i>Book: Person Centered Treatment Planning</i>	• Author for Elsevier/Academic Press	2004
<i>Monograph: From Policy to Service: A Quality Vision for Behavioral Health</i>	• Co-Author, ACMHA/SAMHSA sponsored review of President's New Freedom Commission and IOM Quality Chasm reports	2004
<i>Grant: Integrated Dual Diagnosis Treatment Toolkit Evaluation</i>	• Principle Investigator for SAMHSA funded study	2003-06
<i>Sometimes A Great Notion...A Common Agenda for Change</i>	• <i>Administration and Policy in Mental Health</i>	2002

GRANTS, PROJECTS, PUBLICATIONS AND PAPERS*continued*

Monograph: <i>Turning Knowledge Into Practice</i>:	• Editorial board for AMCHA and Technical Assistance Collaborative, Inc.	2002-2003
Monograph: <i>Financing Results and Value in Behavioral Health Services</i>	• Contributor for ACMHA	2001-2003
Book Reviews	• <i>Hospital and Community Psychiatry</i>	2001-present
Monograph: <i>Proposed Set of Indicators for Behavioral Health</i>	• Editor for ACMHA Accreditation Organization Workgroup	2000
Deinstitutionalization Demythologized	• <i>Hospital and Community Psychiatry</i>	1983
Passive Immunity in the Northern Elephant Seal	• <i>American Journal of Veterinary Medicine</i>	1973
Inhibition of DNase 1 by Hydroxybiphenyls	• <i>Biochimica Biophysica Acta</i>	1971

PRESENTATIONS

I am called upon frequently to provide presentations ranging from keynotes to workgroup updates to lectures and plenary sessions for a wide array of international, national, regional and local organizations, conferences and meetings. Over the past several years I have made approximately 20 such presentations annually on a variety of topics including quality management, pharmacoeconomics, evidence based practice, recovery, mental health finance, treatment planning, workforce development, and performance measurement amongst other topics.

PROFESSIONAL AFFILIATIONS

American Association of Community Psychiatrists
 American Psychiatric Association
 California Psychiatric Association
 Northern California Psychiatric Society
 American College of Mental Health Administration

FOREIGN LANGUAGE CAPACITY

Fluent in Spanish