

GARY D. ALEXANDER

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ACCOMPLISHED CHIEF EXECUTIVE OFFICER

SENIOR MANAGEMENT LEADERSHIP | OPERATIONS & HR EXPERTISE | COST CONTAINMENT/REVENUE GROWTH STRATEGIES

- **Leader. Mentor. Innovator.** Highly accomplished team-building senior management leader seeks an executive opportunity directing operational excellence at an institution where strategic vision, decisive management style, executive leadership, and expertise in management, cost containment, revenue growth, restructuring and consensus building government experience will be held at a premium; offers innovative, strong, capable leadership of large organizations, financial operations, and human resources with a commitment to excellence.
- **Transformational Leader** credited with developing expanded revenue streams, reducing expenses, and initiating innovative and effective strategies to improve efficiency, productivity, and quality as the Secretary of Human Services for the Commonwealth of Pennsylvania, as well as the Secretary of Health and Human Services and Director of Human Services for the State of Rhode Island. Track record of dynamic and pragmatic leadership.
- **Delivered Billions of Dollars in Savings** through the introduction and leadership of reforms throughout multiple state programs under the jurisdiction of the HHS in Pennsylvania; responsible for creating, securing and managing the Rhode Island Global Medicaid Waiver, the most sweeping federal/state entitlement reform solution in the nation's history. Lowered costs, improved health outcomes and positively changed the culture.
- **Renowned Management, Subject Matter Expert, Lecturer, and Speaker**, with vast experience speaking, presenting and leading discussions on Management and Leadership, Healthcare, Medicaid/Medicare, Human Services, Cost Containment, Organizational Restructuring, Change Management and Government Administration and Budgeting at multiple domestic and international venues, as well as testimony as the prime witness/presenter at many Congressional and state legislative hearings regarding healthcare reform, long term care and other health and human services issues. Work featured in national and state publications and prominent news networks like the *Wall Street Journal*, *The New York Times*, *Forbes*, *The Providence Journal* and Fox News.

LEADERSHIP AND EXECUTIVE MANAGEMENT QUALITIES

- Operations Management and Finance
- Expertise in Public Sector Leadership
- Staffing and Budget Management
- Expertise in Healthcare, Medicaid/Medicare Issues
- Eliminating Fraud, Abuse, and Waste
- Lowering Costs/Improving Revenue
- Improving Transparency and Accountability
- Experienced in M&A Transactions
- Capturing Gains in Efficiency and Productivity
- Improving Quality and Outcomes
- Program and Policy Design and Writing
- Change Management/Project Management
- Building and Leading Strong Teams
- Technology Expertise/Consensus Builder
- HR Focus: Talent recruitment and motivation
- Project Management

PROFESSIONAL HISTORY

2015 to Present: Hellenic College, Brookline, MA

- **Executive Director of Strategic Initiatives, Planning and Management and CIO** 2015-Present
- **Acting Vice President for Institutional Advancement** Dec. 2015-July 2016

Report directly to the President of the College and part of the College's senior executive team. Responsible for driving all complex project-based initiatives, reforms and strategic planning across all facets of the College, providing oversight and management of all business and academic operations and information technology; and all of the school's policies and procedures. Provide college-wide leadership and act as the second in the chain of command and represent the College for the President. Develop, oversee and implement programs and projects that support the vision and mission of the College. Manage and oversee all strategic planning, institutional research and change management initiatives. Develop communication and business strategies for a variety of market segments that

"Mr. Alexander served in my cabinet as Secretary of Health and Human Services. He achieved national entitlements reforms that still serve as model best practices for states. During his tenure, Rhode Island made incredible strides to reform the public welfare system, improve health quality and outcomes, achieve budget surpluses, efficiently reorganize the agency and deliver value back to the taxpayers. Mr. Alexander is a highly intelligent and dynamic leader with a strong moral core and an unwavering drive to achieve successful outcomes."

Donald L. Carcieri
Former Governor of Rhode Island (2003-2011)

address institutional advancement, current and new programs, enrollment and prospective students and work to implement such strategies. Oversee all work with the board of trustees. Network and develop relationships with external and internal partners and potential donors. Organize and lead all efforts to engage and influence the general, business, and governmental communities. Manage a group responsible for providing a corporate-level view on all high-priority financial and strategic issues facing the College.

- Serve as an invaluable source of counsel to the president, providing advice on management, operations, strategic planning, fundraising, board of trustee selection and development and staff reorganization and restructuring; creating a new Management training development program to build and prepare accountable and competent managers, deans and identify talented individuals to become the college's next generation of leaders.
- Lead all vision, strategy, planning and execution for the college that includes strategic planning, Academic programs, Human Resources, Finance/Budget, Customer Service, Business Development, Facilities Management, Capital Projects, and Information Technology.
- Create and lead all new initiatives and programs/majors, reforms and strategic planning designed to generate revenue, improve academic standing, increase enrollment, lower costs and improve outcomes; oversee cost containment initiatives, and individual program efforts to lower expenses.
- Envisioned, develop, and deploy new schools within the college, divisions, programs and majors; develop and implement a new department of continuing education and professional development; develop and implement a new online learning curriculum with a new learning management technology system complete with curriculum and course development.
- Captured improvement in productivity and accountability through the introduction of a monitoring system that ensures compliance on all academic majors and programs so that the college is adhering to its strategic plan; work with accreditation to ensure compliance.
- Created new financial compliance and accountable processes for contracts management and the procurement of contracts; analyze personnel and internal organizational structure to ensure that employees have the skills and experience needed to support current business goals; lead college-wide initiative to create efficiencies that have reduced costs by approximately 10% from the previous year.
- Outstanding and exceptional revenue results, increased major gifts and annual fund donations from previous year by over 15%; created new donation tracking system with dashboard and alerts; created a new tracking system for scholarship gifts that increased efficiency and effectiveness; created and implemented a new grants management tracking system.

2013 to Present: The Alexander Group LLC, Providence, RI / Philadelphia, PA / Washington DC

- Founder, President, and Chief Executive Officer

Pioneered the launch and continuing management of this boutique consulting firm that provides guidance and direction to commercial and state government clients seeking to lower healthcare costs, reform Medicaid and other public welfare programs, improve revenue, execute transactions, and perform accreditation compliance services.

- Outstanding and exceptional results, building the business to encompass 10 employees and over \$1M in revenue and profit margins in excess of 40% within an eight-month timeframe, anchored by key agreements with the State of Arkansas, EBM Care of Manhattan, and Lifetime Medical, a home health agency.
- Led a comprehensive assessment of the Health and Human Services system for the State of Arkansas, delivering \$1B in savings through the identification and resolution of fraud, inappropriate billing, excess benefits, and rate adjustments within the state's Medicaid framework.
- Collaborates extensively with private equity and venture capital firms, working to restructure and revitalize businesses to improve financial health and provide solid leadership and direction; performs due diligence and financial analysis to determine the fiscal and operational health of companies.
- Positioned the firm as a trusted advisor and subject matter expert in a broad array of disciplines that included healthcare and plan design, patient-centered medical homes, Medicaid, Medicare, accreditation assistance, housing, M&A, facility certification, management/organizational restructuring, leadership training and advocacy.

2011 to 2013: Commonwealth of Pennsylvania, Department of Human Services, Harrisburg, PA

- Secretary of Human Services

Personally recruited by the governor of Pennsylvania to a cabinet position to lead the Department of Human Services, with authority over all operations including all health and Medicaid programs, long term care, behavioral health and intellectual disabilities, work and nutrition programs and early childhood education. Accountability for a \$27.5B budget, 16,500 employees, 6 state hospitals and 94 statewide offices

- Served as an invaluable source of counsel to the governor, providing advice on healthcare, social services, rehabilitative policies, and HHS government reorganization and restructuring; created an innovative Management

Institute to build and prepare accountable and competent managers and identify talented individuals to become the state's next generation of leaders.

- Led all vision, strategy, and execution for eight divisions that included Human Resources, Finance/Budget, Customer Service, Business Development, Facilities Management, Capital Projects, and Information Technology.
- Created and led all department reforms and strategic planning designed to lower costs and improve health outcomes; oversaw budget development and administration, cost containment initiatives, and individual program efforts to lower expenses.
- Revolutionized the department's standing, achieving over \$2B in savings and a rank as a national leader in cost containment, performance management and quality improvement; slashed expenditure growth by nearly half within two years allowing the Commonwealth to balance its budget for the first time in over a decade. The result of this effort delivered an unprecedented budget surplus of \$140MM.
- Envisioned, developed, and deployed a transformational project to reform and redesign health insurance and rates and deploy pay for performance across all programs, capturing cost reductions in Medicaid, TANF, Developmental Disabilities, Child Welfare, Child Care, state hospitals, group homes, Child Support Enforcement, Behavioral Health, and SNAP.
- Created and debuted a first in the nation Transformational Project Management Office to oversee all initiatives. This management resource ensured that projects stayed on track and within budget allotments.
- Captured a 20% improvement in productivity and accountability through the introduction of an electronic budget and monitoring system that increased individual manager accountability and focused the staff on cost containment.
- Assembled a high-cost case utilization review, coding, and quality improvement team that secured over \$120MM in savings in less than 6 months.
- Created and implemented a landmark performance-based county Human Services Block Grant that consolidated 7 funding streams into one flexible and integrated care system, leading to lowered costs and improved quality. This reform continues to save the Commonwealth millions of dollars while improving service quality.
- Recognized with a national innovation award from the Council of State Governments for the design and implementation of the Enterprise-Wide Program Integrity Initiative, which uncovered over \$1B in state general fund savings within two fiscal years through reductions in fraud, waste and abuse. Efforts included, but were not limited to, examining cases of overlap between providers of services, such as a day care, and income reporting for eligibility purposes. In addition, strong management practices were used to ensure backlogs were reduced and cases were handled according to federal and state law. Effort included writing the legislation and working to get it passed, crafting the policy and initiatives and full implementation. This initiative is currently being replicated in multiple states with great success.
- Served as the architect and thought leader of the country's most comprehensive state-wide global Medicaid and public welfare reform initiative, with a focus on improving health outcomes, lowering costs, employment-first strategies, and quality improvements; Not only designed the Welfare Cliff but crafted the nation's only solution to eradicate it and ensure that recipients of all public programs receive the necessary tools to move off of the Medicaid and public welfare system in a timely fashion. The Welfare Cliff has been featured in various media outlets like Fox News and used extensively throughout the nation.
- **Created and implemented a management and innovation center** that provided new skills to managers, identified middle management talent, offered mentoring services, innovatively rewarded success and more.
- Spearheaded and designed competitive contracting changes with vendors that garnered a 5% increase in the number of welfare recipients gaining and retaining full time employment within first 6 months.

2006 to 2011: State of Rhode Island, Executive Office of Health and Human Services

- Secretary of Health and Human Services and Director of Human Services, Medicaid Director (2008-2009)

Met the challenge of managing, leading and coordinating the operations of five Health and Human Services agencies while serving as the chief advisor to the governor on all facets of health care, public welfare, social services, rehabilitative policies, and veterans' affairs. Entrusted with the success of programs that included Medicaid, TANF, Developmental Disabilities, Child Welfare, Child Care, Veterans, state hospitals, soldiers' homes, group homes, Child Support Enforcement, Behavioral Health, and SNAP.

- Exercised supervisory authority over 3,500 employees, state hospitals, Human Resources, Finance/Budget, Customer Service, Business Development, Facilities Management, Capital Projects, and Information Technology; maintained responsibility for a budget of over \$2.5B, fully one-third of the total state budget.
- Strengthened the effectiveness of all staff members through initiatives designed to boost employee morale and engagement; introduced an Employee Recognition Program and an Employee Suggestion Program, a Performance Award to recognize exceptional work, and a Management Institute to build leadership skills, identify new talent, offer mentoring services, innovatively reward success and provide managers with project management training.

- Created and provided executive leadership and direction to a transformational effort dedicated to reforming and re-engineering state healthcare and Medicaid programs, yielding the *Global Medicaid Waiver*, the most sweeping federal/state entitlement reform solution in the nation's history; the Waiver has been prominently featured in national and regional media outlets that include the *Wall Street Journal*, *The New York Times*, *Forbes*, and *The Providence Journal*. The Global Waiver improved patient quality and dedicated and channeled resources to ensure the receipt of benefits to those with the greatest needs; engaged with key stakeholders in Washington DC to empower Rhode Island with unprecedented authority to adjust rules and regulations as necessary to redesign benefits across all populations, provide greater consumer choice and reduce costs.
 - o Captured over \$100MM in savings within the first 30 months following the implementation of the Global Medicaid Waiver.
 - o Re-engineered the LTC system, triggering a 41% increase in the number of home and community-based alternatives for the disabled and for senior citizens; achieved a 50% reduction in Per Member Per Month costs of Medicaid.
 - o Debuted Competitive and Performance-Based contract guidelines that generated savings and quality improvements valued at over \$22MM.
 - o Created the initial value based purchasing initiative to link Medicaid's payment system to a value-based system to improve healthcare quality, including the quality of care provided in the inpatient hospital setting.
 - o The Global Medicaid Waiver resulted in keeping Rhode Island's overall program growth to 1% or less year over year—far below the national average of 5 to 7%. This was all accomplished through innovate plan and benefit design, balancing the long term care system and strong fiscal management. No populations were removed from the system.
 - o **Recognized in an independent study** conducted by the Lewin Group, which found that the Global Medicaid Waiver had been **“highly effective in controlling Medicaid costs”** and improving **“access to more appropriate services.”**
- Captured key gains in efficiency and productivity in the clinical and financial decision-making process in the Global Medicaid Waiver through the creation of a “first in the nation” Assessment and Coordination Organization to ensure the alignment of benefit levels with health needs.
- Responsible for the development and deployment of one of the most successful Welfare to Work programs in the nation, successfully transitioning 1000 welfare recipients into employment; increased program access that empowered recipients with self sufficiency, leading to a 30% reduction in welfare roll, as well as an Engagement and Diversion program that provided employment to 100 candidates and averted entry into the welfare system.
- Launched a Transformational Project Management Office with a mission to streamline and standardize operations while identifying and executing reforms, resulting in lowered overhead expenses, consolidation of redundant functions and business units, and modernized systems.
- Implemented statewide restructuring, reorganization, and modernization initiatives that garnered a 15% reduction in bureaucracy. Reformed HR and **created and implemented a management and innovation institute** that provided new skills to managers, identified middle management talent, offered mentoring services, innovatively rewarded success and more.
- Positioned the state to receive a \$250K Ford Foundation competitive grant for work support and modernization, one of nine states to be selected.

1998 to 2006: State of Rhode Island, Department of Human Services

- Special Assistant to the Director, Chief of Staff

Provided critical support to the Director of the Department of Human Services, leading staff members to accomplish major strategic initiatives. Extensively engaged in the drafting of legislation, strategic planning, operations management, media relations, community affairs, budget development, and emergency management. Served as a trusted advisor and resource for all aspects of policy, fiscal, and legislative issues.

- Served as department legislative director and liaison to the governor's office and legislature.
- Served in an interim leadership role in the absence of the Director; represented the department's interests and perspective in all engagements with community organizations, labor unions, and government officials.
- Led welfare to work and Medicaid policy and legislative initiatives.
- Led the negotiation and drafting of leases and contracts.
- Led talent recruitment, interviewing process and staff development for new and diverse group of social workers and eligibility technicians.
- Recognized with a promotion from the Governor to a cabinet-level position in 2006.

Early Career

Policy Director, Office of the Lieutenant Governor of the State of Rhode Island

Associate Director of Development, Northeastern University School of Law

Budget and Financial Analyst, Senate Committee on Ways and Means, Commonwealth of Massachusetts

Chairman, Senator Stanely Rosenberg

Office Assistant and Intern, Office of United States Congressman Joseph P. Kennedy II

Youth Director, Diocese of the Armenian Orthodox Church, New England Region

EDUCATION AND PROFESSIONAL CERTIFICATIONS

Doctor of Education – NORTHEASTERN UNIVERSITY, *Expected 2019*

Juris Doctor – SUFFOLK UNIVERSITY SCHOOL OF LAW

Master of Divinity (Highest Distinction) – HELLENIC COLLEGE/HOLY CROSS GREEK ORTHODOX SCHOOL OF THEOLOGY

Bachelor of Arts Degree in Political Science (Magna Cum Laude) – NORTHEASTERN UNIVERSITY

Grade Point Average 3.6, Honors Program, Golden Key National Honor Society, Political Science Honor Society

Selected for the Hansard Scholars Program at the London School of Economics

Project Management Certification – Senior Leadership Program, State of Rhode Island

Hospital Clinical Pastoral Education Certification - Rhode Island Hospital and The Miriam Hospital

Pending Primary Care Medical Home Certification – National Committee for Quality Assurance

PROFESSIONAL AFFILIATIONS / COMMUNITY ACTIVITY

Frequent Guest Lecturer on Government Administration, Health Care and Leadership and Change Management

Ordained Clergy, Armenian Orthodox Church

Hospital Chaplain, The Miriam Hospital

Member, Armenian Orthodox Theological Research Institute

Former Member, Northeast States Consortium of Health and Human Services Commissioners

Former Member, Smithfield Affordable Housing Board

SELECTED PUBLICATIONS AND PRESENTATIONS

- **Eradicating America's Welfare Cliff: How Changing Public Welfare Entitlements Will Transform Our Nation (2014)**
- **Strengthening Publicly and Privately Funded Long Term Care Services and Supports, Public Hearing of the Commission on Long Term Care, Washington, DC, Thursday, August 1, 2013**
- **Fix Bloated Welfare System, Philadelphia Inquirer, May 22, 2013**
- **How to Fix and Reform the United States' Entitlement-Public Welfare System, United States Senate Committee on the Budget – Public Hearing on Reforming Entitlements February 13, 2013**
- **The Affordable Care Act: The Challenges Facing Pennsylvania and the States, Committee on Energy and Commerce, United States House of Representatives, December 13, 2012**
- **Welfare's Failure and the Solution, The American Enterprise Institute, Washington, DC, July 2012**
- **Private Sector Can Help the Disabled, The Patriot News, October 11, 2012**
- **The Rhode Island Global Waiver for the Nation, Center for Health Care Transformation (2010)**
- **Medicaid Waivers and the Rhode Island Model, Heartland Institute (2009)**
- **Sustainable Medicaid Reform for Rhode Island, Providence Journal, August 28, 2008**
- **Employer Sponsored Health Insurance (ESI) in Rhode Island, Hearing on the Efficacy of Employer Sponsored Insurance, US House of Representatives, Committee on Energy and Commerce, Washington, DC, May 2008**