

EVANGELINE RACHEL HALL FRANKLIN, MD, MPH
DIRECTOR OF CLINICAL SERVICES AND EMPLOYEE HEALTH
EMERGENCY PREPAREDNESS MANAGER

New Orleans Health Department, City of New Orleans

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EDUCATION AND TRAINING

1972-1976 Princeton University

A.B., Biochemistry

Certificate, Science in Human Affairs

Thesis Title: Is There Malnutrition on the Navajo Reservation?

1976-1982 Yale University School of Medicine

M.D., M.P.H., Health Services Administration

Thesis Title: An Overview of the Graduate Medical Education National Advisory Committee (GMENAC) Report

Community Project: Legionnaire's Disease in Bridgeport, CT

Internal Medicine Residency

1982-1985 University of Rochester

CERTIFICATION

1983 American Board of Internal Medicine

LICENSURE

Ohio, Louisiana

APPOINTMENTS AND PRIVILEGES

2003-current Special Appointment, Department of Family and Community Medicine, Tulane University School of Medicine, New Orleans, LA

2006 current Instructor, Tulane University School of Public Health and Tropical Medicine, New Orleans, LA

1985-1998 Clinical Instructor, Department of Medicine, Division of General Internal Medicine, Case Western Reserve School of Medicine, Cleveland, Ohio

1985-1998 Medical Staff, University Hospitals of Cleveland, Cleveland, Ohio

1997-1999 PRN Clinical Staff, University MEDNET Immediate Care Department, Cleveland, Ohio

PROFESSIONAL AFFILIATIONS (current and previous)

American Public Health Association (current)

American College of Physician Executives (current)

Academy for Health Services Research and Health Policy (previous)

American Group Practice Association/American Medical Group Association (previous)/Medical Group Management Association (previous)

American College of Preventive Medicine (previous)

Healthcare Financial Management Association (previous)

HONORS

2006 Congressional Black Caucus Heroes Award

1982 Henry J. Kaiser Family Foundation Fellow Award

1982 Upjohn Award for Service

2008 American Medical Students Associations Award Women Leaders in Medicine Award

EXPERIENCE

New Orleans Health Department, City of New Orleans, New Orleans, La Nov 2004 -- present **Director of Clinical Services and Employee Health; Emergency Preparedness Manager**

CLINICAL SERVICES: Responsible for management of all City of New Orleans clinics, school based clinic, dental services, Healthcare for the Homeless FQHC, and the WIC Program including management of personnel, quality assurance, billing, implementation of electronic billing and electronic medical records, contracts and grant-writing. Roles and responsibilities include CMO, COO, CIO, CFO and Emergency Preparedness duties. Management of >\$6.5 million in post Katrina Federal recovery grants.

EMERGENCY OPERATIONS AND RECOVERY ACTIVITIES Aug 2005 - current: Co-Medical Director of Special Needs Shelter in the Superdome during Hurricane Katrina, Emergency Operations Center Emergency Services 8 Health Care Participant; Managed teams of NOHD employees to work in the Dallas Convention Center and Reunion Center Shelters upon evacuation to Dallas; Returned to New Orleans to manage the implementation of relief and recovery activities in the Emergency Operations Center (ESF 8) and the reopening of clinics post Katrina. Maintains of New Orleans Health Department (NOHD) Emergency Operations Plan.

EMPLOYEE HEALTH: Assist in the reduction of the City of New Orleans medical cost by developing innovative initiatives and disease management programs, monitoring health plan activities and providing consultation on utilization and benefit structures. Employee Health Service to open in 2008 which will include management of Asheville Project-like initiative for Diabetes.

SPECIAL PROJECTS: Getting People Healthy in New Orleans, August 2005: Lead author of this monograph documenting the problems in New Orleans and the NOHD's current and future response to those problems based on Healthy People 2010 objectives. **Health Recovery Week I Feb 2006:** Project manager for medical dental and eye services for nearly 5000 patients at the Audubon Zoo in New Orleans in an outdoor clinic co-sponsored with the Regional Coordinating Center for Hurricane Response of the Morehouse School of Medicine in Atlanta, Ga., Remote Area Medical, Tzu Chi Foundation volunteers, Intel Corporation with the production of Portable Health Records delivered on digital media. **Project Prepare 2006:** continuation of the PHR distribution to the citizens of New Orleans. **Health Recovery Week II Jan 2007** Project manager for medical dental and eye services for nearly 4000 patients at the Operation Blessing compound in an outdoor clinic attended by among others Remote Area Medical, Mayo Clinic, Tzu Chi Foundation volunteers, Intel Corporation with the production of Portable Health Records delivered on digital media. **Communications:** Manage NOHD Web site content. **Volunteers and Students Programs:** supervision of on average 5 students per year. Participating institutions include Tulane School of Public Health, Yale School of Public Health, and Duke Engage Program. **Health Policy Fall 2006:** Louisiana Health Care Redesign Collaborative organized to bring a proposal to HHS for a Medicaid Waiver application on the Staying Healthy and the Current State Analysis Workgroups.

UnitedHealthcare, New Orleans, Louisiana

Feb 2003 – Oct 2004

Health Plan Medical Director — Louisiana, Mississippi, Alabama

Responsibilities in Clinical Operations included Quality, Medical Expense Management, Clinical Solutions and Sales/Retention. Participated in the Louisiana Association of Health Plans Medical Directors Forum.

Responsibilities/Accomplishments:

Quality: Achieved initial NCQA Accreditation for Louisiana, Mississippi and Alabama health plans. Directed the management of quality of care and service issues in the network.

Medical Expense Management: Implemented Medical Expense Management program and worked directly with physician and hospital providers on utilization, cost issues and steerage using a variety of data sources. Developed local database, information management approach to provider profiling and education which included feedback materials. Coordinated activities with the Care Coordination division of UHG.

Clinical Solutions: Presented annual results of health plan cost saving activities and employer interventions that would impact savings upon renewal.

Sales/Retention: Accompanied Sales and Marketing Team to deliver medical cost management abilities including Care Coordination model.

Aetna/Aetna US Healthcare, New Orleans, Louisiana

Oct 1997 – Oct 2002

Medical Director — Louisiana, Arkansas, Mississippi, Alabama

Responsibilities included developing and managing network of contracted providers for members utilizing a variety of insurance products ranging from HMO to indemnity; facilitate the credentialing process and oversee various quality issues from internal management processes to quality of care performance of providers; implement corporate programs designed to improve the health of members including disease management programs; educate providers and members on all of the resources available; participating in contract negotiations and problem resolution.

Accomplishments:

Co-developer of medical cost management program and report system: Designed and developed user friendly software program applicable to case management and network provider profiling and feedback functions

UR and Case Management: Case reviewer using Interqual, M&R and company coverage policy bulletins for all products

Credentialing, Quality and Servicing Responsibilities: Achieved HMO Plan NCQA Accreditation in 1998 for local New Orleans health plan and developed NCQA presentation PowerPoint slide show which became company template.

Provider Relations and Physician Contracting: Until Spring 2000 responsible for physician provider servicing and contracting with the PR Department reporting; Upgraded PR computer skills, standardized large group presentations; Used CQI techniques to improve internal management, servicing approaches and information management;

Practice Management/Cost Management: Instituted Practice Management program and working directly with physician and hospital providers on utilization, cost issues and steerage using a variety of data sources. Developing local database, information management approach to provider profiling and education which includes feedback materials.

Member/Public Relations: Participated with American Heart Association and American Diabetes Association on national and local programs.

Developed project to encourage participation of all commercial members in ADA Fall 2000 Workshops.

Medical Education: Tulane Family and Community Medicine Clerkship Lectures on Health Insurance and Disease management; Tulane/Academic Medicine and Managed Care Forum Grant program planning committee and lecture on Disease Management; EJ Family Medicine Program. Selected for the SE Region Benchstrength Program 2000

UniversityMEDNET, Cleveland, Ohio

1989 - 1997

112 physician multispecialty group practice subsidiary of University Hospitals Health System, Inc. multisite; mixed payer model (60% managed care)

Corporate Responsibilities

Member, Executive Staff (1995-1997) - includes CEO, VP's for Professional Affairs, Managed Care, Quality Assurance, Human Resources and myself which met weekly to direct corporate management issues; group regularly participates in UniversityMEDNET Board of Director meetings.

Member, Quality Council (1995-1997) - Chaired by Quality Assurance VP and composed of Executive Staff, a member of the Board of Directors, and Quality Analyst where progress reports and feedback is given on departmental quality improvement projects, performance indicators (including HEDIS) and operational process indicators.

Chairman, Clinical Practices Council (1996-1997) - New physician/management collaborative initiative to identify/design clinical quality improvement projects recently installed as part of the Quality Improvement Program reporting to the Quality Council. Current emphasis is on HEDIS indicators, practice improvement, centralization of existing projects, disease management. CQI/TQM philosophy and methods are employed. The role of the Chairman of this new project is to develop an identity and generate physician advocacy for the CPC, act as the project manager for the process teams, identify new/existing projects and process team participants, obtain internal and external resources, develop vehicles for clinical staff education on a broad range of quality issues, produce communication venues and tools (a newsletter, for example), identify implementation strategies and team development and participate in the Quality Council as the representative of the CPC. Redesign of mammography screening process and prevention and wellness screening documentation completed. Implementation design in process. First edition of quarterly newsletter, The Quality Reporter, June 1997.

Administrative Director, Occupational Medicine (1997) - directed and oversight manager of

Occupational Medicine to develop management strategies, collaborative staffing arrangements, etc.

Administrative Director, Ancillary Services/Occupational Medicine (1995-1996) - directed managers of Ancillary Services (Lab/Imaging, Cardiopulmonary Services, Optical, Physical Therapy, Audiology, Neurodiagnostics) and Occupational Medicine. Some achievements include transfer of Physical Therapy Department to new location, new site for Ophthalmology and Audiology joint venture with local eye care company, installation and ACR accreditation of existing and new *addition mammography unit 6 months ahead of schedule leading to unbudgeted additional revenue for service*, development of collaborative staffing with Occupational Medicine leading to improved productivity.

Member, Operations Group (1995-1997) - Composed of CEO/VPPA (shared interim role currently), Department Directors of Internal Medicine, OB/GYN, Surgery, Pediatrics and Immediate Care; Director of Nursing; Site Directors to communicate/design/implement improved clinical operating changes/strategies.

Member, Management Team (1993-1997) - Composed of managers of all the non-clinical, ancillary services departments, Immediate Care/Occupational Medicine and Executive Staff to communicate/design/implement improved operating changes/strategies.

Clinical Managerial/Staffing Responsibilities

Medical Director, Call Center (1997) - responsible for developing and participating on implementation team for centralized, protocol driven RN telephone triage software program with Call Center Supervisor (RN). Direct general editing of standardized protocols available with the software and new material. Review clinical, quality assurance and medicolegal issues. Organize medical advisory group.

Department Director, Immediate Care Department (1993-1997)**Responsibilities/General Accomplishments**

Management of personnel and budget, developing/negotiating innovative staffing patterns to improve operational performance of 3 urgent care centers. Operated 5% below budget in 1996, managed close to budget in 1994 and 1995 with maintaining consistency in improved operating ratios (pt visits per provider, cost per pt visit, etc.) ACLS certified staff included 30 MD and midlevel providers making up 10 FTE's and 30 nursing staff. High prn staff turnover required vigorous performance monitoring.

Expansion/"Reengineering"/Downsizing Accomplishments

1994-1996: Expanded to a third site with collaborative staffing; experimented successfully with different coverage arrangements across 2 departments improving individual physician productivity

DEC 1996-present: Downsizing from 240 to 160 hours. Positions at all levels have been eliminated. Obtaining physician coverage from other departments has been partially successful in this effort.

Operational restructuring within and across to other departments has led to the development of the following new clinical services:

Same Day Care - triage and nursing support care for walk-in patients arriving before Immediate Care opens and added on to physicians schedules in all other departments;

Nurse's Clinic - nursing services provided by physician's order, i.e. patient education, medication administration (single or sequential dosing over several days), aerosol treatment, hydration, etc.

Teaching

"Acute Illness/Injury Care" elective for Internal Medicine Residents CWRU School of Medicine.

Staff Physician, Immediate Care Department (1989-present) - Staffed clinical 30 hrs/wk in Immediate Care in addition to managerial duties. Temporarily staffed in Internal Medicine and Occupational Medicine.

UniversityMEDNET Representative to *University Hospitals Health System*.

Corporate Credentials Committee (1996-1997)

Performance Improvement Committee (1996-1997)

Cleveland Neighborhood Health Services, Inc. Cleveland, Ohio***1985 - 1989***

Assistant Medical Director 1986-1989 over 1 of 5 community health clinics serving urban indigent population clinics in the program; personnel and operations management of staff of Adult Medicine Department; redesigned charge tickets for patient visits with business department.

Staff Physician,

Adult Medicine Department 1985-1989 inpatient and outpatient clinical duties.

ADDITIONAL EXPERIENCE

- Disaster Preparedness Study Group in Cuba December 2008
- Disaster management training session at the Emergency Management Institute (EMI) in Emmittsburg, MD, with the leadership of the City of New Orleans, May 20-25, 2007
- Disaster management study tour to Cuba with Medical Education Cooperation with Cuba (MEDICC) as part of a U.S. team of disaster management professionals to study Cuban disaster preparedness strategies and best practices, December 2007.
- Work Study Experience with the Navajo Health Authority, Window Rock Arizona. Summer 1975
- Work Study Experience with the Indian Health Service Hospital, Claremore, Oklahoma Summer 1981
- Regional Trustee, AMSA Foundation Trustee, American Medical Student Association. 1980-81
- Conference Planning Committee Chairperson, Region 1 AMSA, Health Manpower, Yale University School of Medicine. Jan 1981
- American Medical Association Student Section Governing Council Member and Alternate Delegate to the AMA House of Delegates, 1981-82

PUBLICATIONS

Franklin, E., Burriss, N., and Hall, P. *Getting People Healthy in New Orleans*, August 2005 Internal Report; New Orleans Health Department, New Orleans, Louisiana.

Franklin, E., "A New Kind of Medical Disaster in the United States," in *There Is No Such Thing as A Natural Disaster: Race Class and Hurricane Katrina*, Hartman, C. and Squires, G. (eds.), Routledge Press, Aug. 2006.

Gillio, R and Franklin, E. (eds. and contributors), *Lessons Learned: Successes Achieved: Be Prepared for Disaster: Advice from Katrina Survivors*, iUniverse, Dec. 2006.

Stephens, K. U. et al. "Excess Mortality in the Aftermath of Hurricane Katrina," *Disaster Medicine and Public Health Preparedness*. 2007, Vol.1, No. 1, pp. 15 – 20.

PRESENTATIONS AND EXHIBITIONS

November 2005	American Public Health Association Annual Meeting, Philadelphia, PA. 'The use of portable health records to replace the medical records destroyed by Hurricane Katrina.'
April 12, 2006	Johns Hopkins University School of Public Health, 'Overview of Health Issues in Hurricane Katrina.'
April 24, 2006	Tulane University School of Public Health, New Orleans, 'Overview of Health Issues in Hurricane Katrina.'
June 25, 2006	International Society of Hypertension in Blacks Annual Meeting, Atlanta, GA. 'Epidemiology of New Orleans pre Katrina.'
June 2006	Princeton University Alumni Faculty Forum, Princeton, NJ. 'Overview of Health Issues in Hurricane Katrina.'
June - September 2006	<i>Engulfed by Katrina: Photographs Before and After the Storm</i> , Nathan Cummings Foundation, New York NY
October 19, 2006	Deep South Center's for Environmental Justice' Annual Meeting, New Orleans, LA 'Community Issues in Hurricane Katrina.'

November 2006	Southern Regional Health Consortium Annual Meeting in New Orleans. 'Disasters and Vulnerable Populations.'
November 2006	American Public Health Association Annual Meeting, Boston, MA. 'The use of portable health records to replace the medical records destroyed by Hurricane Katrina.'
December 15, 2006	Grand Rounds, Saint Vincent Catholic Medical Center, New York City, 'Overview of Health Issues in Hurricane Katrina.'
February 1-2, 2007	National Council for Science and the Environment 7 th National Conference on Science, Policy and the Environment: Integrating the Environment and Human Health. Symposium Speaker (<i>New Orleans and Katrina: Environment and Health Causes and Consequences</i>) and Breakout Session Participant (Community-Based Health: Incorporating Social Sciences and Humanities), Washington, DC.
February 26- March 1, 2007	Health Information Management Systems Society (HIMSS) Booth Presentation, New Orleans, Louisiana, 'Disasters and Vulnerable Populations.'
March 13, 2007	Testimony before U.S. House of Representatives' Subcommittee on Oversight and Investigations of the Committee on Energy and Commerce on the Status of Health in New Orleans. Washington, DC.
June 11, October 22, 2007	Interactive Emergency Preparedness Workshop for Hospitals and Nursing Home Administrators, Education Training Service Seminars, Myrtle Beach, SC and Las Vegas, NV.
September 14, 2007	Interactive Emergency Preparedness Workshop, National Center for Primary Care Seventh Annual Primary Care and Prevention Conference at Morehouse School of Medicine, Atlanta, GA.
October 9, 2007	ESRI GIS Health Conference Awards Luncheon Presentation on Hurricane Katrina Experiences featuring the use of GIS, Phoenix, AZ.
October 13, 2007	American Medical Student Association Regional Conference Keynote on the Status of New Orleans Post Katrina and Emergency Preparedness Workshop, University of Louisville Medical School, Louisville, KY.
November 17 – 20, 2007	Participant and Presenter for a Special Meeting of the World Health Organization Commission on the Social Determinants of Health, New Orleans, La., 'New Orleans: A Case Study.'

LIST OF SELECTED ADDITIONAL EDUCATION and TRAINING

Society of Actuaries

Risk Assessment of Non-Medicare Populations 2001

Enrollee, Certificate of Medical Management Program, American College of Physician Executives

Courses completed 1994-1999:

Physician-in-Medicine: PIM I, PIM II, PIM III

Health Care Finance and Managerial Accounting

Essentials of Health Law

Management of Change

Health Care Economics

Ethical Challenges

Skills of Managed Care

The Healthplan Physician Executive

Delivery Physician Executive

Emerging Issues in Managed Care

Managing Physician Performance

Three Faces of Quality

Tulane Capstone Course

The Informatics Institute

Informatics for Outcomes Management

Physician Profiling

Use of the Internet

Academy for Health Services Research and Health Policy

Introduction to Cost Effectiveness Analysis in Health Care June 2000

Risk Adjusting Health Outcomes: Can We Really Level the Playing Field? June 2000

Participant, Health Systems Management Executive Education Courses,

Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio

Courses completed 1994-1997

Basic Marketing for Health Care Organization Managing Quality and Productivity in Health Care Organizations

Accounting, Finance and Budgeting in Health Care Organizations

Managerial Epidemiology Spring

Clinical Operations / Reengineering

Lovelace Healthcare Institutions, Lovelace Health Innovations, Albuquerque, New Mexico

A Practical Guide to Disease Management 1997

American College of Preventive Medicine, Orlando, FLA

Effective Clinical Prevention in Primary Care 1996

National Health Enhancements, Inc., Phoenix, AZ.

Centramax.M Plus Call Center Software Install and Setup Training 1997

Site Visits

Park Nicollet Urgent Care Center and Call Center, Minneapolis, MN

Mayo Clinic Urgent Care, Rochester MN 1996

Lovelace Health Systems Clinic and Urgent Care Center, Albuquerque, NM 1997