

THOMAS MICHAEL (Tim) HENDERSON

PROFILE

Senior Analyst and Manager with nationally recognized expertise in primary care and health professions policy and programs for the underserved. Over thirty (30) years of experience in progressive health policy research, project management, and clinic administration for federal, state, international, and private sector organizations.

Comprehensive knowledge of health care delivery, financing, and professions education issues for rural and underserved populations. Authored numerous reports, convened multiple policy forums, and made frequent presentations at conferences on various public health policy and program issues. Widely recognized for analytical skills and large network of industry contacts. Successful, longstanding relationship with multiple federal agencies, several state governments, and key health professional trade organizations.

SELECTED ACCOMPLISHMENTS

Project Director, Task Leader, and Senior Analyst on over 150 policy studies, program evaluations, strategic assessments, legislation reviews and information campaigns commissioned by federal and state agencies, foundations and health care provider organizations. Procured numerous federal and foundation grants/contracts each worth as much as \$600,000.

Asked often to speak to major health care professional associations and medical center boards/management, and testify before state legislative committees and commissions as well as congressional staff. Frequently interviewed and quoted by the media for stories and articles in numerous trade publications. Served on several national and state health policy and program advisory panels. Fulfilled hundreds of requests from federal, state and private sector officials for information/analysis on primary care, health professions, and rural health programs and policies across the country.

Member:

- *Nursing Advisory Council, Joint Commission on the Accreditation of Health Care Organizations (JCAHO)*; 2002-04.
- United States delegation to the *Annual International Conference on the Health Care Workforce*; 1998-2004.

Principal author of widely acclaimed 500-page, 1990 report to Congress entitled *Health Care in Rural America*. Conceived policy recommendations to support integrated and alternative health delivery systems in rural areas. The Congress adopted these options to create the federal rural health outreach grant program.

Executive Director of two, multiple-site, primary care community health centers in the non-profit and for-profit sectors:

- Managed staffs as large as 20 and operating budgets of nearly \$1 million;
- Streamlined patient/third party billing practices in the centers, increasing revenues 20 to 50 percent;
- Launched three successful community-based marketing campaigns and formed unprecedented service networks with area providers/institutions. Substantially improved health center awareness, image and utilization.

Provided management assistance to and evaluated program performance of over 30 hospitals and community based primary care programs across the country.

Served as senior policy/practice management expert on teams sent to advise family medicine physicians in Estonia and community officials in Ecuador on how to design model managed care demonstration projects.

Designed innovative social advertising strategies in two developing countries—Honduras and Egypt, resulting in a dramatic increase in sales of commercially available family planning products.

Faculty appointments in health policy at The George Washington University School of Medicine and Health Sciences and the George Mason University College of Health and Human Services.

Assist federal and state agencies in reviewing grant applications, editing drafts of publications, and planning conferences.

SUMMARY OF EXPERIENCE

Assistant Professor

George Mason University, College of Health and Human Services, Fairfax, Va. (2005 -).

Acting Deputy Director, Center for Health Policy Research and Ethics (2007 -). Oversee Center administration and transition. Conduct policy research on improving health insurance coverage and addressing health professions shortages. Direct planning of annual Washington Health Policy Institute and other Center outreach initiatives.

Coordinator of Undergraduate Programs, Department of Health Administration and Policy (2006-2007). Provided advisement to and program development for undergraduate students majoring in health administration and policy.

Health Policy Consultant. Tim Henderson Fairfax Station, Va. (2004 -).

Provide creditable information and insightful analysis on public policies and programs involving nursing and health professions education, primary care and family practice to rural and underserved populations, and health insurance coverage.

Assistant Professor, School of Medicine & Health Sciences, The George Washington University Washington, D.C. (2004-06)

Taught courses in health policy for baccalaureate and masters degree nursing and health sciences students.

Program Director and Director, Institute for Primary Care and Workforce Analysis

National Conference of State Legislatures (1996-2004); **The George Washington University** (1993-96) Washington, D.C.

Analyzed innovative state legislation and programs that improve access to care for rural and underserved populations, reform and enhance medical, dental and nursing education, and strengthen the primary care workforce and delivery system. Advised state lawmakers/executive officials on effective health professions training, primary care, and rural health policies. Produced practical, nonpartisan policy analyses and reports, convened highly-rated workshops, and delivered expert testimony and technical assistance.

Senior Policy Analyst. National Governors' Association, Center for Policy Research Washington, D.C. (1991-93).

Directed federal primary care cooperative agreement; guided states on primary care, rural health and professions education issues.

Senior Policy Analyst. United States Congress, Office of Technology Assessment Washington, D.C. (1988-91).

Chief policymaker on rural health; senior author of 500-page report, Health Care in Rural America.

Director of Satellite Operations. Reston Hospital Center Reston, Va. (1987-88).

Administered two hospital owned, community-based primary care centers in competitive suburban market.

Senior Associate. McManis Associates Washington, D.C. (1986-87).

Task manager for strategic planning engagements with community hospitals and tertiary care centers nationwide.

Senior Associate. Triton Corporation Washington, D.C. (1983-86).

Principal investigator of the performance of federally funded community health centers for the Public Health Service. Senior marketing advisor to Honduras family planning organization for the Agency for International Development.

Center Director. Valley Health Systems Huntington, W.V. (1979-82).

Executive director of two community health centers that formed the origin of a regional primary care network.

EDUCATION

Master of Science in Public Health (Health Policy and Administration)

University of North Carolina, Chapel Hill 1979.

Residency: Duke University School of Medicine, Family Practice Residency Program Durham, N.C.
Examined productivity of 40 residents to augment database for patient care research.

Master of Arts in Mass Communications (Public Relations and Advertising)

University of Florida, Gainesville 1986.

Residency: National Cancer Institute, Office of Cancer Communications Bethesda, Md.
Designed / evaluated media materials for nationwide cancer prevention awareness campaign.

Bachelor of Arts (Political Science)

North Carolina State University, Raleigh 1974.

MAJOR PUBLICATIONS (as main or contributing author)

Journal and Newsletter Articles

- “Hospitals and Philanthropy as Partners In Funding Nursing Education,” Nursing Economics, March-April 2007.
- “Improving Oral Health Disparities and Access to Care: Challenges and Opportunities for the States,” Journal of the California Dental Association, August 2005.
- “Addressing Workforce Remedies,” The National AHEC Bulletin, 18(2), Spring 2002.
- “Public Policies to Promote Community-Based & Interdisciplinary Health Professions Education,” Education for Health, 14(2), 2001.
- “State Scholarship, Loan Forgiveness, and Related Programs: The Unheralded Safety Net,” Journal of the American Medical Association, 284(16), October 25, 2000.
- “Medicaid’s Role in Financing Graduate Medical Education,” Health Affairs, 19(1), January/February 2000.
- “Roles of Nonphysician Clinicians as Autonomous Providers of Patient Care,” Journal of the American Medical Association, 280(9), September 2, 1998.
- “Medicaid Managed Care: How Do Community Health Centers Fit?,” Health Care Financing Review, Summer 1996.
- “State Initiatives to Promote Telemedicine,” Telemedicine Journal, Summer 1996.
- “How Critical is Medicaid Support to GME: The TennCare Experience,” The National AHEC Bulletin, Summer 1996.
- “State Legislative Strategies to Improve the Supply and Distribution of Generalist Physicians: 1985 to 1992,” American Journal of Public Health, March 1995
- “Getting the Most from Your Private Pay Accounts,” Medical Group Management, January/February 1986.
- “No Frills Marketing of Community Based Primary Care,” Journal of Health Care Marketing, Winter 1985.
- Over 40 articles on primary care professions education, financing and delivery in State Health Notes, 1993-2002.

Policy Research Reports and Case Studies

- Advancing Health Information Technology and Medicaid: The Utah Experience (for the American Academy of Family Physicians (AAFP), 2007.
- Trends in Medicaid Managed Care: Lessons Learned from the Colorado Access Experience (for AAFP), 2007.
- Direct and Indirect Graduate Medical Education Payments by State Medicaid Programs (for the Association of American Medical Colleges (AAMC), 2006.
- Community Care of North Carolina: A Provider-Led Strategy for Delivering Cost-Effective Primary Care to Medicaid Beneficiaries (for AAFP), 2006.
- Public Policy and Health Professions Education: Challenges and Opportunities (for the Association of Academic Health Centers), 2005.
- Medicaid Policy Briefs: National Overview; Costs and State Fiscal Conditions; Enrollment Trends; Intergovernmental Transfers and Other Special Financing Mechanisms; Administrative Costs; Graduate Medical Education Payments (for AAFP), 2005.
- Developments in the Nursing Workforce: 2005 (for The Robert Wood Johnson Foundation National Nurse Funders Collaborative), 2005.
- 50 State Funding Opportunity Profiles for Nursing Schools: (for the American Association of Colleges of Nursing), 2005.
- Pathways to Rural Practice: A Chartbook of Family Medicine Residency Training Locations and Characteristics (with the University of Washington), 2005.
- Act Now for Your Tomorrow: Final Report of the National Commission on Nursing Workforce for Long-Term Care, (chapter on State and Local Policy Initiatives and Recommendations) (for the National Commission on Nursing Workforce for Long-Term Care), 2005.
- Recent Developments in the Nursing Workforce (for The Robert Wood Johnson Foundation National Nurse Leaders Conference), 2004.
- Effects of the 1998 Workforce Investment Act on Health Workforce Development in the States (with the University of Washington), 2004.
- State and Managed Care Support for Graduate Medical Education: Innovations and Implications for Federal Policy (for the U.S. Department of Health and Human Services (DHHS), Council on Graduate Medical Education), 2004.
- Challenges & Opportunities Facing the Public Dental Health Workforce (for the Association of State/Territorial Dental Directors), 2004.
- State Health Workforce Profiles: Education, Practice and Policy (26 states) (National Conference of State Legislatures (NCSL), for DHHS, Bureau of Health Professions), 2001-2004.
- Rural Health Policy Briefs: Medical Malpractice; Oral Health; Health and Human Services & Economic Development; Rural Health & State Policy; Emergency Medical Services; Critical Access Hospitals (NCSL, for DHHS, Office of Rural Health Policy), 2000-2004.
- Practice Location of Physician Graduates: Do States Function as Markets? (NCSL), 2003.
- Medicaid Direct and Indirect Graduate Medical Education Payments: A 50-State Survey (NCSL, for AAMC), 2003.
- The Role of States in Financing Nursing Education (NCSL), 2003.
- Federal Title VII/VIII Health Professions Training Grants: Their Importance in Improving Access to the Health Workforce in Arkansas, Minnesota and Texas (NCSL, for DHHS, Bureau of Health Professions), 2002.
- Graduate Medical Education and Public Policy: A Primer (NCSL, for DHHS, Bureau of Health Professions), 2000.
- Effective State Incentives to Encourage Health Care Professionals to Work in Rural Areas (NCSL), 2000.
- Funding of Graduate Medical Education by State Medicaid Programs (NCSL, for AAMC), 1999.
- Financing Medical Education by the States (NCSL), 1998.
- Medicaid Support for Graduate Medical Education: Should There be a National Policy? (for the Pew Health Professions Commission), 1998.

MAJOR PUBLICATIONS *Policy Research Reports and Case Studies (continued)*

Primary Care Primer: A Guidebook for Legislators (*NCSL*), 1998.
What the States Can Do to Promote Managed Care in Rural Areas (*NCSL*), 1998.
The Roles of Non-Physician Clinicians as Independent Providers of "Physician Services" (*with the Medical College of Wisconsin*), 1997.
Training Nurse Practitioners and Physician Assistants: How Important is State Financing? (*NCSL*), 1997.
Primary Care Residency Training in Texas: State Support and the McLennan County Experience (*for DHHS*), 1997.
Efforts to Evaluate State Strategies to Improve the Primary Care Workforce (*NCSL*), 1997.
Primary Care for Older Americans: A Primer (*NCSL*), 1997.
State Incentives to Improve the Practice Environment in Underserved Areas (*GWU*), 1996.
Scope of Practice and Reimbursement for Advanced Practice Registered Nurses: A Survey of the States (*GWU*), 1995.
Medicaid Funding of Graduate Medical Education: A Survey of the States (*GWU, for AAMC*), 1995.
State Initiatives to Promote Telemedicine (*GWU*), 1995.
State Efforts to Increase Community-Based Medical Education (*GWU*), 1994.
California's Effort to Reform Graduate Medical Education: The Isenberg Bill and the Univ. of California's Response (*for DHHS*), 1994.
Efforts by States to Remove Practice Barriers of Non-Physician Providers (*GWU*), 1994.
Health Care Provider Availability: State Legislative Activity (*GWU*), 1994; 1993; 1992.
Participation of Federally Qualified Health Centers in Medicaid Case Management (*National Governors' Association (NGA)*), 1992.
Outstationing Medicaid Eligibility Workers in Community and Migrant Health Centers (*NGA*), 1992.
Health Care in Rural America (*as staff with the United States Congress, Office of Technology Assessment*), 1990.

CONFERENCES AND WORKSHOPS

Major Meetings Organized/Convened

The Annual Washington Health Policy Institute, Arlington, VA. 2006-
Improving Mental Health Care in Rural Communities, Salt Lake City, UT. 2004.
The Medical Malpractice Crisis and Access to Care in Rural Areas, Washington, DC. 2004.
State Financing of Nursing Education and Expanding Training Capacity, San Diego, CA. 2003.
Addressing Oral Health Access in Rural Areas, San Francisco, CA. 2003.
State Financing of Dental Education and Addressing Dentist Workforce Needs, Park City, UT. 2003.
Integrating Health and Human Services and Economic Development in Rural Areas, Boston, MA. 2003.
State Financing of Medical Education and Addressing Physician Workforce Needs, Reno, NV. 2001.
The State Legislative Agenda for Rural Health, Boise, ID. 2000.
Pre-Conference on Graduate Medical Education, Annual Meeting of the National Academy for State Health Policy. 1998.
State Strategies for Reforming Health Professions Regulation, Austin, TX. 1998; Topeka, KS. 1997; Hartford, CT. 1996.
State Strategies for Financing Graduate Medical Education: Sharing Reforms, Washington, D.C. 1997.
What is the State Role in Overseeing Hospital Conversions?, Topeka, KS. 1997.
Does State Support of Medical Education Make Healthy Communities?, Harrisburg, PA. 1997.
Managed Care and the Primary Care Workforce: Where Does the Legislature Fit?, Austin, TX. 1996.
How Can Mississippi Improve the Education and Placement of Its Primary Care Physicians?, Jackson, MS. 1996.
State Progress and Opportunities in the South to Improve the Primary Care Workforce, Atlanta, GA. 1995.

Planning Committees for National Meetings

National Health Workforce Conference, U.S. Health Resources and Services Administration. 2000.
States and the Health Workforce, U.S. Agency for Healthcare Research and Quality, User Liaison Program. 1999; 1997; 1995.
The National Primary Care Conference, U.S. Health Resources and Services Administration. 1997; 1994.
Pre-Conference on Primary Care, Annual Meeting of the National Academy for State Health Policy. 1995.
Generalism in Medical Education: State of the Art, U.S. Health Resources and Services Administration. 1993.

AWARDS

Manchester Who's Who, 2005-2006.
The Telemedicine 200: Who's Who in Telemedicine Policy and Programs, 1995.
Outstanding Young Men of America, 1989.
Who's Who in the South and Southwest, 1982-1983.