

# THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON



## Kevin Harris

*Senior Facilitator -  
Health Policy*

Kevin Harris has 30 years of health policy design and implementation experience facilitating and consulting with state health and social service agencies, the federal government, providers, payers, unions, advocates and associations around healthcare transformation and stakeholder collaboration nationwide. Kevin is currently working to expand the Ruckelshaus Center's reach to help build consensus and capacity within the health sector around delivery and financing of quality and affordable care, public and global health collaboration and governance, and community/regional support.

The combination of the Ruckelshaus Center's university-based consensus-building processes and Kevin's health policy and implementation and facilitation experience offer administrators, elected officials, the healthcare industry and community leaders a tool to achieve consensus among stakeholders around complex, vexing issues that are seemingly intractable.

### KEYS AREAS OF EXPERTISE

- Multi-party/multi-sector stakeholder facilitation and dispute resolution
- National, statewide and community-based health reform initiatives, interventions and innovations
- Program design, implementation and integration experience:
  - Medicaid, Medicare and state-only funded programs
  - Social service programs
  - Social determinants of health
  - Institutional delivery of care and financing
  - Long-term supports, services and rebalancing
  - Intellectual/developmental disability services
  - Behavioral health services

### PROFESSIONAL AFFILIATIONS

American Society for Public Administration  
AcademyHealth  
Institute of Management Accountants  
Association for Conflict Resolution

### EDUCATION AND CERTIFICATION

University of Washington (UW)  
Executive MPA, Evans School of Public Policy and Governance, 2015  
California State University, San Francisco  
MBA, Finance, 1987  
University of California, Davis  
BS, Agricultural Managerial Economics, 1981  
Certified Management Accountant, 1990

## Selected Project Experience

### Current:

- Leads the Ruckelshaus Center's health projects and capacity-building initiative, providing neutral collaborative policy design, implementation and consensus to the public, private and civic sectors throughout the Pacific Northwest.
- Providing neutral facilitation services to hospitals and rural health centers in the Yakima Valley. Yakima's high uninsured/Medicaid population has swamped local healthcare providers' ability to provide appropriate primary and specialty care services to their community. Kevin is facilitating a process to help executive and operational leadership collaborate to identify short-term interventions and longer-term strategic innovations that will help with emergency room diversion, physician and other practitioner recruiting, and other access to quality care improvements.
- Providing assessment services to build consensus within the Southwest WA Accountable Community of Health to address delivery of care integration, care coordination, opioid crises and other components of the \$1.5B statewide Medicaid Transformation Demonstration.
- Providing process design and facilitation services to the Snohomish County Health Leadership Coalition's LiveHealthy2020 initiative. The Coalition is a convener of over 150 public, private and civic-based organizations, with the vision of improving the health and economic vitality of Snohomish County by improving nutrition, increasing physical activity, enhancing mental and emotional health, and fostering civic health & connectivity. Helping the Coalition design and implement a collaborative process to help their diverse set of signatory organizations and others scale their efforts to create larger impact around Snohomish County population health outcomes.

### Past:

- Facilitated a group of 25 judges and attorneys for Washington Appleseed (a social justice non-profit), including two state supreme court justices, trial court judges, prosecutors and defense attorneys, and private counsel to build consensus and commitment around jury selection, diversity and representation in Eastern Washington.

## Selected Project Experience, continued

- Facilitated and provided project management and consultation for a group of twelve representative urban/rural, small/large California school districts and county offices of education (Implementation Advisory Group) over a two-year period. Work included building consensus and capacity around programmatic changes to health service reimbursement for special education children, benefits expansion, cost reporting and other regulatory and operational changes to the Medi-Cal Local Education Agency Medi-Cal program, impacting more than 520 participating school districts.
- Convened and provided project/process management and consultation on behalf of California's Department of Health Care Services Local Education Agency Billing Option Program. Convened bi-monthly open meetings and break-out subgroups for twelve years including a revolving roster of more than 50 school district providers, California's Medicaid agency, the California Department of Education and state provider associations. Programmatic changes included development of new benefits and utilization controls using state plan amendments, development of proposed regulations packages, design of new operational and financial compliance policy and tools, and process design and implementation to build representative consensus, social and political capacity among diverse stakeholders.
- Facilitated a group of Illinois administrators, state agencies and departments, including the Office of the Governor, Medicaid, Mental Health, Substance Abuse, Rehabilitation, Aging and Developmental Disabilities to develop consensus around a universal healthcare assessment policy and tool. Provided assessment, process design, facilitation and consultation for two years to help align diverse population needs and differing agency policies and interests, to design a first-stage health needs screen and second-stage comprehensive assessment tool allowing Medicaid and general populations streamlined access to publicly funded health services in Illinois.
- Convened and facilitated a diverse California stakeholder group around nursing home reform, including Medi-Cal's Provider Rates Section and Audits & Investigations, several state long-term care provider associations, the Service Employees International Union, the state's hospital association, the Grey Panthers and other advocacy groups and several state legislators to change Medi-Cal's nursing home rate reimbursement methodology for the first time in more than 20 years. Facilitated to build capacity and agreement around differing stakeholder interests, during a significant political administrative change.
- Facilitated stakeholder groups in Ohio, Pennsylvania, Michigan and North Dakota to build consensus around long-term care reform, including nursing facilities and home and community-based care services and early rebalancing efforts involving Medicaid populations.
- Facilitated diverse state government agency and department groups to achieve consensus around federal CMS' Balancing Incentive Program requirements in Nebraska, Pennsylvania and Illinois related to healthcare assessment tools, data alignment, Area Agencies on Aging orientation, state website modification and other mandates.
- Provided project design, analytics and damages modeling for 26 states' smoking-attributable costs related to national litigation against 'Big Tobacco'. Led and managed teams working on Medicaid cost impact and resulting damages testimony in Washington, Oregon, California, Arizona, Hawaii and the initial litigations in Mississippi, Texas and Florida, which led to the 46-state national Tobacco Master Settlement Agreement of \$206 Billion.
- Led and managed teams to evaluate, design policy recommendations and implement hospital inpatient and outpatient, home health agency, physician, institutional long-term care, home and community-based services, or allied health reimbursement methodology in Ohio, Illinois, Michigan, Pennsylvania, California, Florida, Kansas, Nebraska, Missouri, Washington, Texas and Maine.
- Assisted Nebraska, Kansas, California and Illinois with the development of 1915(b) and (c) waivers, 1115 demonstration waivers and state plan amendments including policy options, program evaluation, analytics, facilitation, readiness and program implementation around Medicaid managed care introduction and expansion, home and community-based care benefits and services, special-need populations and federal negotiation and compliance.