

PATRICK GERMAIN

Professional Experience

Principal

2012 – present

Germain Impact Solutions

Independent consultant supporting nonprofit and public sector organizations in strategic planning, performance measurement, program development, and capacity building. Clients have included Sauti Yetu Services for African Women, United Way of Greater Philadelphia, NYC Department of Consumer Affairs, Hollaback!, and Berrie Professional Foundation.

Executive Director of Policy, Planning & Strategic Data Use

2016 – 2019

New York City Department of Health & Mental Hygiene

Located in the executive office and reporting to the First Deputy Commissioner, supervised 20 employees, directly oversaw a \$4 million budget, and coordinated key executive functions of an organization with a \$1.6 billion annual budget. Managed a broad portfolio of high-priority systems that integrated strategic planning, policy, partnership management, performance measurement, and project management. Specific functions included:

- **Strategy:** Support the agency goal setting process, develop and implement strategies for key Commissioner priorities, develop and implement Take Care New York, DOHMH's blueprint for achieving health equity through cross-sector partnerships.
- **Cross-sectoral partnerships:** Manage high-level collaborations including the Population Health Improvement Program, collaborations with health care executives, nonprofit leaders, and community stakeholders to advance health equity across NYC.
- **Research agenda:** Oversee the office's research and analysis projects with the specific aim of building the evidence base for addressing upstream drivers of health including housing stability, minimum wage, paid family leave, incarceration, and more.
- **High visibility priority projects:** Launch and Chair the Committee on City Healthcare Services, and spearhead DOHMH's participation in activities such as the Interagency Homelessness Accountability Council, and the Health + Hospitals Transformation.
- **Policy Strategy, Analysis and Development:** Oversaw the internal Policy Collaborative, supporting policy analysis, development, and implementation. Served as the agency lead on healthcare reform policy and the social determinants of health.
- **Project management:** Design and manage the systems for monitoring, performance measurement, and accountability at DOHMH, including coordination of agency-wide reporting, high-priority improvement efforts, and performance management systems.

Adjunct Professor

2014 - 2019

NYU Wagner Graduate School of Public Service

Adjunct Professor of Management for students in the Executive Masters of Public Administration (MPA) program and the traditional MPA program. Course: Performance Measurement and Management of Public, Nonprofit, and Healthcare Organizations.

Chief Strategy Officer

2015 – 2016

Project Renewal

Executive team member of this New York City health and human services organization with 850 staff and an annual budget of \$65 million. Responsible for strategic planning, program development, innovation incubation, government grant writing, performance measurement and evaluation, quality assurance and improvement, compliance, and IT.

- **Increased funding proposal approval rate** from 37% to 80% in eight months, bringing in an additional \$1.05 million in revenue, developing five new programs, and allowing us to serve over 350 more clients a year.
- **Lead strategic planning**, including facilitation of annual all-staff forums, creation of a cross-functional Innovation and Strategy Team comprised of sub-Director level staff to co-create organizational solutions, and lead organizational change efforts.
- **Results focused management:** Facilitated evidence-informed management systems, developed interactive dashboards, and mixed methods evaluations, leading to increases in **outcomes** such as: increasing the rate of positive placements out of transitional housing from 60% to 73% and increased productivity of psychiatry department by 32%.
- **Strategic positioning:** Respond to external opportunities and threats, with particular emphasis on healthcare reform and performance-based contracts.
- Serve as the Medicaid **Compliance Officer** and HIPAA Privacy Officer, and developed and managed the **quality assurance and improvement** system.

Previous positions:

Director of Strategy and
Evaluation

2013-2015

Director of Program
Evaluation and Quality
Assurance

2011-2013

Director of
Policy, Planning,
and Evaluation
2008 - 2010

Safe Space NYC (now Sheltering Arms)

Executive team member of this children- and family-serving organization with an annual budget of \$13 million.

- Played an integral role in managing the transition to a new Executive Director and ensuring organizational vitality during extreme financial and staffing crisis.
- Managed submission of major government proposals totaling over \$8 million, including consultant management, program and budget planning, and writing.
- Built and managed the quality assurance and performance measurement systems.
- Guided strategic planning projects with the President & CEO and consultants.
- Represented Safe Space on inter-agency advocacy coalitions, testified at City Council hearings, and participated in sector level efforts to further our mission.

Bilingual Family
Counselor &
Assistant Shelter
Coordinator
2004 - 2006

Compass Community Services (San Francisco, CA)

- Assisted Spanish and English speaking families in attaining self-sufficiency through family case management, counseling, advocacy, and referrals.
- Assisted the overall operations of the shelter, including complying with government requests, participating in City-wide planning meetings, supervising on site staff, facilitating resident community meetings, and more.

Related Experience and Affiliations

Selection Committee
Member
2015 – 2016

New York Nonprofit Excellence Awards

Run by the Nonprofit Coordinating Committee, New York Community Trust, and Philanthropy New York.

Ambassador
2015 – present (on hiatus)

Leap of Reason Community

One of hundreds of national leaders working together to inspire, motivate, and support nonprofit and public sector leaders to build great organizations for greater societal impact. See www.LeapOfReason.org for more information.

Board Member
2014 - 2016

Coordinated Behavioral Care (CBC)

Represented Project Renewal on this member-owned healthcare intermediary, which runs New York State's largest Health Home and an Independent Practice Association. Served as the Chair of the IPA Operations Sub-Committee, and member of the IT Workgroup and the BIP Program Implementation Committee.

Founding President
2012 – 2014

New York Consortium of Evaluators

Founded this local affiliate of the American Evaluation Association, and built membership of over 150 within one year.

Founder and President
2009 – 2014

Performance Management Professionals

Developed and lead this professional learning-community on developing the field of performance measurement and management in the public and nonprofit sectors.

Research Assistant
2006 – 2008

Advocates for Children, Elisa Hyman Consulting, & NYU

- Immigrant Students Rights and Out of School Youth policy analysis at AFC.
- Gates Foundation research study on parental engagement in public education.
- Impact of a federal HOPE VI grant on the lives of the public housing residents.

Presentations, Press Appearances, and Publications (selected)

- *Publication* “Surveillance to monitor the impact of the Trump administration on the health of New York City residents” Gould, H.; Sun, E.; Germain, P.; Gallego, A.; Adams, L.; Huynh, M.; Van Wye, G.; Gwynn, C.R.; Barbot, O. Journal of Public Health Management & Practice. Forthcoming publication.
- *Presentation* “Take Care New York 2020: Advancing Health Equity by Empowering Neighborhood Partners to Develop Local Solutions” National Association of County and City Health Officials annual conference. July 2018.
- *Reports*: Take Care New York 2020, Third Annual Update, published in January 2019, Second Annual Update published in December 2017, and First Annual Update, Published December 2016. Found at www.nyc.gov/health/tcny
- *Press Appearances*: Interviews for Take Care New York on Dialogo Abierto and Open on BronxNet (in Spanish at minute 14 at <https://www.youtube.com/watch?v=s2d80E0-MGM> and in English at https://www.youtube.com/watch?v=VRXhvJlU_r8)
- *Presentation*: “Bridging Public Health and Health Care to Advance Health Equity in NYC” United States Center for Medicaid and Medicare Services: Conference on Quality Improvement for Vulnerable Populations: Data, Disparities, and Interventions. June 2017.
- *Presentation*: TCNY2020: Partnering to Improve Health Equity,” Bronx Health Summit, April 2017 hosted by NYC DOHMH at Hostos Community College.
- *Presentation*: “Using Data to Improve Service Delivery and Organizational Performance” National Healthcare for the Homeless Coalition Conference, May 2015, and the Florida Institute for Homelessness and Supportive Housing, 2015.
- *Blogs*: Multiple blog posts on www.MeasuredNonprofit.com, www.MarketsForGood.com, and www.AnnKEmercy.com
- *Presentations*: “Program Evaluation and Public Psychiatry” presentation to Public Psychiatry Fellowship at Columbia University’s Mailman Graduate School of Public Health: Annually from 2012 to 2016.

Education

New York University, Wagner Graduate School of Public Service
University of California at Santa Barbara

Master’s of Public Administration
Bachelors of Arts in Spanish Literature

Skills, Languages, and Non-Sequiturs

- **Notable skills**: public speaking, group facilitation, outcome measurement, data-informed management, change leadership, complex problem solving, writing and communications, project management, strategic planning.
- **Technology**: High technological literacy with particular emphasis on data collection and analysis (Excel, SPSS, Tableau, relational databases). Direct experience with AWARDS, EClinicalWorks, Salesforce, various government databases, Microsoft Office suite (Outlook, Word, Power Point, Publisher, Sharepoint).
- **Languages**: Fluent in English and Spanish
- Wedding Officiant
- Former professional swing dancer; still love the music.