

Executive Briefing Series
Supporting High Performance Government:
Leading Large Scale Change
Biographies
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Carol Raphael

President and Chief Executive Officer of the Visiting Nurse Service of New York

Carol Raphael is president and chief executive officer of the Visiting Nurse Service of New York (VNS), the country's largest voluntary home health care organization. VNSNY consists of divisions providing post acute, long-term care, rehabilitation, end-of-life, mental health services and a managed care plan for dually eligible Medicare and Medicaid beneficiaries. Ms. Raphael developed the Center for Home Care Policy and Research, which studies the management, cost, quality, and outcomes of home- and community-based services. Previously, Ms. Raphael served as Director of Operations Management at Mt. Sinai Medical Center and the Executive Deputy Commissioner of the Human Resources Administration in charge of the Medicaid and public assistance programs in New York City. Ms. Raphael was a member of the Medicare Payment Advisory Commission (MedPAC), the commission that advises Congress on Medicare payment and policies (1999-2005), and of the New York State Hospital Review and Planning Council, chairing its Fiscal Policy Committee (1992-2004). She served on several Robert Wood Johnson national advisory committees and currently chairs its Better Jobs, Better Care Initiative. She is on the Boards of Excellus/Lifetime Healthcare Company, Barrier Therapeutics, Future Health, the American Foundation for the Blind, Pace University, the Greater New York Hospital Association, and the Continuing Care Leadership. She was a member of the Pfizer Hispanic Advisory Board and the Kaiser Permanente Planning Group for Geriatric Care. She recently addressed the Policy Forum of the White House Conference on Aging. She is a recipient of a number of awards, including the Harvard Kennedy School of Government Alumni Achievement Award, the YWCA's Academy of Women Achievers Award and the Women in Health Management President's Leadership Award. Ms. Raphael was a Visiting Fellow at the Kings Fund in the United Kingdom. She has authored papers and presentations on post-acute, long-term and end-of-life care and co-edited the book "Home Based Care for a New Century." She received an M.P.A. from Harvard University's Kennedy School of Government and completed its senior executive program.

Dennis P. Whalen

Executive Deputy Commissioner for the New York State Department of Health

Dennis P. Whalen was appointed Executive Deputy Commissioner for the State Department of Health on November 13, 1996. In his position as the State's top deputy for health, he oversees the Department's entire range of programmatic and operational functions, as well as advising the Commissioner on these and other related matters. The Department has an annual budget of more than \$48 billion. From November 1998 to June 1999 he also served as the Acting State Health Commissioner.

Mr. Whalen previously served the Department of Health as the Director of the Office of Health Systems Management, and the Executive Deputy Director of the AIDS Institute. He also served in several policymaking positions at the Office of Alcoholism and Substance Abuse Services, including Deputy Commissioner for Program Services. He began his career with New York State at the Department of Health as a Public Health Educator.

Farzad Mostashari

Assistant Commissioner, NYC Department of Health and Mental Hygiene

Dr. Farzad Mostashari is a lead practitioner and convener in the use of information technology for health surveillance. He did his graduate training at the Harvard School of Public Health and Yale Medical School, internal medicine residency at Mass General Hospital, and completed the CDC's Epidemic Intelligence Service. He was one of the lead investigators in the outbreaks of West Nile Virus and anthrax in NYC.

Dr. Mostashari is Assistant Commissioner at the NYC Health Department, and Clinical Assistant Professor at Weil Cornell Medical College. He is currently Chair of the International Society for Advanced Disease Surveillance and has served on numerous national advisory boards and committees, for projects including the National Bioterrorism Surveillance Demonstration Project, the CDC's Biosense Program, the NIH's MIDAS program steering committee, and the IOM committee on Quarantine Stations.

In the past year, Dr Mostashari has been serving as Chair of the Primary Care Information Taskforce at the DOHMH, with the goal of encouraging and facilitating the adoption of secure public health-oriented health information technology and health information exchange in New York City.

Pamela S. Brier

President and Chief Executive Officer of Maimonides Medical Center

Pamela S. Brier is the President and Chief Executive Officer of Maimonides Medical Center. She has been at Maimonides Medical Center since 1995, for eight years as Chief Operating Officer/Executive Vice President and since 2003, as the leader of this 700 bed major teaching hospital in Brooklyn.

Ms. Brier's most important goal is to assure the highest standards of clinically excellent patient care that is also compassionate and patient focused. During her tenure at Maimonides, she has worked energetically to position the hospital as a major tertiary care center while remaining true to its community focus. Ms. Brier has taken the lead in the hospital wide effort to improve patient care by implementing new state-of-the-art information technology systems creating one of the most technologically advanced hospitals -- both wired and wireless -- in the nation. She has successfully recruited top quality physicians, nurses and support staff and expanded clinical services and facilities. By developing programs that meet the needs of patients who speak at least ten different languages on a daily basis, Maimonides has gained a reputation for its dedication to humane patient care centered on the richly diverse populations it serves.

Ms. Brier's accomplishments at Maimonides Medical Center reflect her extensive experience as an active part of the healthcare scene in New York. Her career includes several senior positions in the New York City Health and Hospitals Corporation: as Director of Reimbursement Services, Vice President for Finance, Senior Vice President for Administration, and Executive

Vice President. She has served as Chief Executive Officer of Jacobi Medical Center and Bellevue Hospital Center, two of the largest public hospitals in New York City.

While she served as Chief Executive Officer at Bellevue Hospital Center, New York City's biggest and oldest public hospital, Ms. Brier raised money from both public and private sources for a new entrance and lobby. Under Ms. Brier's leadership, Bellevue's revenue performance and patient volume increased, reducing the hospital's reliance on tax revenue assistance. She also secured an \$800 million state award to develop and implement a tuberculosis treatment program.

Ms. Brier is widely known throughout the city for her commitment to public health policy and community service. In 2003, she was appointed by Mayor M. Bloomberg to serve on New York City's Board of Health. She also serves on the New York City's Workforce Investment Board, a reflection of her interest in community development and employment issues. She served as Mayor Giuliani's representative on the New York City's Community Service Board from 1995 to 2000. Ms. Brier was a member of New York State Hospital Review and Planning Council from 1991 to 1996.

Ms. Brier was the Chair of the Board of Directors of Housing Works, Inc., an organization among the nation's largest minority AIDS housing advocacy agencies, from 1996 to 2002. She currently serves on the Boards of the Primary Care Development Corporation and the UNITE/Union Health Center, and is an adjunct faculty member of the New York University Wagner Graduate School of Public Service.

Ms. Brier holds a Bachelor of Arts Degree with honors from the University of California at Berkeley and a Masters Degree in Health Administration Degree from the University of California at Los Angeles.

Event Chairs

David I. Moskowitz

Accenture
Senior Executive

David Moskowitz is responsible for Accenture's government industry practice in New York City. Mr. Moskowitz has more than twenty years of experience leading government and higher education technology and transformation projects. Most recently, he has overseen implementation of the New York City 311 customer service center, New York City's eGovernment program, and a new, enterprise human resources system.

In addition to his project and program management experience, Mr. Moskowitz has extensive knowledge of New York City government operations, having worked 12 years for the City of New York, including four years as deputy commissioner for the Department of General Services. He joined Accenture in 1994.

Marian S. Krauskopf

Co-Director of the Research Center for Leadership in Action Robert F. Wagner Graduate School of Public Service, NYU

Marian S. Krauskopf is a founding Co-Director of a new Leadership Center that is focused on building practice-grounded knowledge about leadership that will support the effective work of practitioners in the public and nonprofit sectors. She is also responsible for coordinating the Leadership for a Changing World program for the Ford Foundation. As a consultant to the Foundation, she designed this national signature initiative, and managed the program's implementation, coordinating a partnership of three organizations, and the annual distribution of over \$2 million in awards. She has developed and managed several other Public sector fellowship programs as Deputy Commissioner for Training and Development in New York City government. In this capacity, she was responsible for creating and managing training and development opportunities for New York City employees at all levels.

She previously served as the Clinical Director at the Center for Workplace Policy and Practice at Columbia University. Her publications focus primarily on benefit supports for employees at the workplace and on process re-engineering and redesign. She received a Bachelor of Arts degree, cum laude, from Brandeis University, and a Master of Arts degree from Columbia University.

Ellen Schall

Dean, Robert F Wagner Graduate School of Public Service, NYU

A graduate of NYU School of Law, Dean Schall joined the Wagner School faculty in 1992. Dean Schall's academic work focuses on leadership, innovation and organizational development. Prior to joining NYU Wagner, Dean Schall built a reputation as a thoughtful and effective leader of change. From 1983 to 1990, she was commissioner of the NYC Department of Juvenile Justice (DJJ). Under her leadership the Department of Juvenile Justice won national recognition for innovative programming and excellent management and was selected by Harvard University and the Ford Foundation for their prestigious Innovations Award. Schall's and DJJ's accomplishments were highlighted in the 1989 PBS documentary "Excellence in the Public Sector with Tom Peters."

Dean Schall has extensive experience in nonprofit management and governance. She served as president of the National Center for Health Education from 1990 to 1992. She has been an active board member of University Settlement House since 1973 and served as Board President from 1977 to 1986. With Judith Kaye, New York State's Chief Judge, she co-chaired the Permanent Judicial Commission on Justice from 1991 to 1999. In 1995, she was elected a fellow of the National Academy of Public Administration. She is also a past president of the Association for Public Policy Analysis and Management.

Dean Schall is the recipient of numerous awards, including the 2001 NYU Distinguished Teaching Medal, the 1997 Public Service Award from the NYU School of Law Alumni Association, the 1990 Osborne Medal given by the Osborne and Correctional Associations for achievement in criminal justice and the 1989 Florence E. Allen Award for exceptional attainment in the law given by the Women's Bar Association and NYU Law School.

Dean Schall continues to teach Reflective Practice, a course she created for the Wagner School that helps students learn to build theories about their own practice.