



Robert Jacobsen

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Executive Director

Alabama Board for Physician Workforce and State Medical Education Board of Alabama

Professional Profile

- ◆ Goal-driven, MPA-educated professional with solid foundation in health-care administration and significant, progressive experience that is highly applicable to Executive Director position.
- ◆ Quantitatively competent administrator who has developed budgets and operated successfully within budget parameters; skilled in fiscal management; familiar with general accounting practices and demands facing nonprofits.
- ◆ Strong written and oral communicator who has produced and disseminated reports to stakeholders, including Alabama Legislature, regarding health-care workforce and quality/outcomes of care delivered to consumers of mental-health, mental-retardation, and substance-abuse delivery systems; advised foundations/government agencies regarding proposals of potential support to health-care workforce.
- ◆ Diplomatic liaison with extensive history of collaborating with wide array of stakeholder groups on substantial public issues, including negotiating with parties hostile to issues, as well as among parties with divergent opinions.
- ◆ Accomplished evaluator and researcher with aptitude for basic descriptive/predictive statistics and economic/financial analysis, along with the analytical skills to produce reports requiring meta-analysis of existing information; developed/implemented evaluation system supported by basic statistical principles.
- ◆ Highly organized, creative leader and multi-tasker with proven track record of overseeing day-to-day operations, planning and organizing team efforts, as well as effectively managing staff, contractors, and volunteers.

Areas of Expertise

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|------------------------------------------------|-------------------------------------|-----------------------------------------------------|-----------------------------|
| ◆ Fiscal affairs | ◆ Tracking system development | ◆ Research projects/evaluation/studies | ◆ Recruitment and retention |
| ◆ Budget preparation | ◆ Workforce trends | ◆ Program management, administration, and direction | ◆ Leadership/management |
| ◆ Facilitation of rules, regulations, policies | ◆ Needs assessment | ◆ Inter-agency/government relations | ◆ Resource development |
| ◆ State government/budgeting | ◆ Policy development/implementation | | ◆ Board relations |
| ◆ Grant/proposal writing | ◆ Legal/procedural issues | | |

Professional Experience

Manager – Workforce Initiatives, Alabama Department of Community Health, Huntsville, AL, Sept. 2000 to Present

- ◆ Manage effort to communicate needs of non-physician health-care workforce to state legislature, resulting in passage of legislation securing establishment of standing Health Care Workforce Policy Advisory Committee overseeing non-physician health-care workforce; serve as committee's chief staff.
- ◆ Secured roughly \$13 million in funding from state agencies and private foundations to support committee efforts.
- ◆ Collaboratively brought together parties who sometimes compete with each other – such as state hospital association, nurses association, nursing-home association, pharmacy association, health-education centers – and secured their mutual dialogue and support on issues.
- ◆ Consistently write reports on strength of Alabama's health-care workforce that have come to serve as state picture of condition of health-care workforce; impact of efforts has established Policy Advisory Committee's work and opinion as the authority on condition of Alabama's health-care workforce.
- ◆ Oversaw and managed development, implementation, and analysis of statistically valid, random-sample surveys of identified professions; helped create legal framework for statewide data consortium on health-care workforce.
- ◆ Facilitated development of professional mentoring models through coordination with AHEC system for use statewide by interested hospitals and nursing homes.
- ◆ Maintain relationships with extensive array of stakeholders critical to success of Committee initiatives, leading to multiple new programs, including rapid expansion of education programs in public university system:
 - creation of articulation programs coordinated with tech college system, state labor department, and others;
 - four-fold expansion of education financing for allied-health and nursing students;
 - creation of targeted financing for would-be nursing faculty through combined state and philanthropic funds;
 - development and implementation of uniform survey methodologies for health-care professions licensed by Alabama Secretary of State.

Project Director, Statewide Performance Measurement and Evaluation System, Alabama Division of Mental Health, Mental Retardation and Substance Abuse, Huntsville, AL, Sept. 1997 to Sept. 2000

- ◆ Facilitated development/implementation of statewide outcome evaluation system where two previous efforts had failed; system was adopted as integral part of performance-management system.
- ◆ Managed successful training activities to teach staff in 13 offices to manage and utilize evaluation process at regional level and ensure development of skills that supported data-driven decision-making.
- ◆ Secured and managed federal funding to support project development and implementation.
- ◆ Managed/supported steering committee that served as primary decision-making force in developing system.
- ◆ Cultivated relations with leaders at all levels to develop and maintain support for effective system implementation.
- ◆ Promoted appropriate integration of evaluation system with other systems throughout Division, including performance contracting, continuous quality improvement, and management information system.
- ◆ Successfully negotiated political climate to secure support from Division and outside stakeholders to ensure successful execution.
- ◆ Produced reports on regions and state indicating quality of services and areas of concern.

Housing Manager, Tuscaloosa County Government, Abert, AL, April 1996 to Sept. 1997

- ◆ Oversaw activities of Tuscaloosa County's housing rehabilitation programs, managing \$1 million annual budget of HUD funds, as well as four full-time staff, general contractors, and homeowners assisted by program.
- ◆ Executed local programs in compliance with HUD regulations; reorganized rehabilitation process, including shifting program from grant to loan focus, using HUD funds in collaboration with local banks, to leverage private financing for housing rehabilitation
- ◆ Codified rating system to concentrate rehabilitation impacts.
- ◆ Monitored productivity and contractual obligations of housing nonprofits receiving funds from city and provided technical assistance to nonprofits to increase their productivity.

Executive Director, Abert Area Homeless Shelter, Abert, AL, Dec. 1993 to April 1996

- ◆ Managed operations of nonprofit corporation that cared for 540 residents annually.
- ◆ Supervised four full-time employees, six part-time employees, volunteers, and community-service workers.
- ◆ Developed and monitored budgets and increased annual operating budget nearly three-fold, from \$110,000 to \$300,000/year through interactions with local community, benefactors, as well as city, state, and federal government.
- ◆ Monitored staff and program effectiveness to ensure residents received quality service at limited costs and free of liability by collaborating with board of directors to establish and implement policies and long-term plans.
- ◆ Developed systems to enable review of consumer base to facilitate development of appropriate programming.
- ◆ Initiated programs/services in response to data findings.
- ◆ Secured grant funds and oversaw coordination of fund-raising efforts that generated more than \$1 million in less than two and a half years.

Employment Counselor, Ministries United Outreach Program, Abert, AL, Feb. to Dec. 1993

- ◆ Procured funding through private grant to continue counseling program.
- ◆ Case-managed and counseled clients of Ministries United Outreach Program and Abert Area Homeless Shelter.
- ◆ Developed written materials and gave public presentations to introduce and explain program.
- ◆ Established contacts and developed relationships with area businesses.

Urban Development Worker, Peace Corps, Ghana, Africa, June to Oct. 1992

Coordinator – Volunteer Connection, Volunteers in Service to America – VISTA: Community Connection, Buhl, AL, Sept. 1990 to April 1992

Education

- ◆ *Master of Public Administration*, University of Arkansas at Little Rock, Little Rock, AR, 1997
- ◆ *Bachelor of Arts in History*, Boston University, Boston, MA; additional concentration in Soviet Studies

Community Service

- ◆ President, Board of Directors, Huntsville Community ToolBank, Huntsville, AL, Jan. 2001 to Present
- ◆ Member, Board of Directors, Mental Health Association of Northeast Alabama, Abert, AL, Jan. 1994 to Dec. 1996
- ◆ Member, Board of Directors, Huntsville Community ToolBank, Huntsville, AL, Oct. 1998 to Present
- ◆ Vice President, Board of Directors, Mental Health Association of Northeast Alabama, Abert, AL, Jan. 1995 to Jan. 1996