

Carl W. Patten, Jr., JD, MPH

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Carl Patten is a seasoned health care professional with a successful track record in health policy development, implementation of innovative solutions to impact social determinants of health and organizational improvement initiatives in the health payer and hospital settings. Carl has significant experience building consensus among senior-level executives and mid-level staff to align strategic thinking with corporate goals, objectives and execution. Proven ability to implement and improve systems and processes. Proven expertise in:

• Program Development	• Strategic Planning & Analysis	• Community Benefits
• Legislative Analysis	• Stakeholder Management	• Public Speaking
• Policy Analysis & Development	• Strategic Partnerships	• Education

PROFESSIONAL EXPERIENCE

Centura Health

Director, Community Benefit

Director, Medical Legal Partnerships

Denver, CO

January 2017 -Present

May 2015-December 2016

- Created and implemented Medical-Legal Partnership program that has generated \$500,000 in cost savings.
- Oversee community benefit reporting. Successfully implemented process improvements that improved accuracy of reporting and identified previously unidentified community benefit expenses. Successfully implemented audit recommendations ahead of schedule and achieved improved audit results.
- Member of Colorado State Delivery System Reform Incentive Payment (DSRIP) Program Workgroup.

Florida Blue - BlueCross BlueShield of Florida

Director, Research and Evaluation

Jacksonville, FL

September 2014-May 2015

- Improved response rate of grantee reports over external consultants by over 30% and collected more data from each respondent.
- Oversaw and produced quantitative and qualitative research to inform the launch of major giving initiatives
- Led overhaul of departmental performance metrics
- Developed and managed research and evaluation initiative to assess the effectiveness of corporate foundation giving and corporate social responsibility program
- Collaborated with internal staff and external partners to create evaluation metrics
- Responsible for communicating research and evaluation findings to internal executive staff and external audiences

Director, Health Care Policy

June 2010-September 2014

- Led collaborative effort with external stakeholders to improve customer experience through diagnosis of operational challenges and identification of potential solutions

- Aligned key public policy issues to corporate strategic priorities. Developed taxonomy to gain alignment among the chief executive officer, president, chief financial officer, chief strategy and marketing officer, general counsel and other senior staff
- Developed Florida Blue's comprehensive public policy platform (Blueprint for a Healthier Florida 2013) and launched an externally facing website to serve as a repository for thought capital and selected public policy positions
- Led the Florida Blue Public Policy Development Team -- a cross-functional team of leadership stakeholders that identified and analyzed public policy issues-- and built senior-level executive consensus to create public policy positions. Work product enabled execution of public policy and legislative strategy, informed creation of corporate strategy, and drove the corporate influencing agenda and corporate messaging regarding public policy issues. Team members included, the Chief Medical Officer, the Chief Strategy & Marketing Officer and the SVP of Business Operations
- Led departmental change management initiative
- Identified, brokered and managed critical external relationships to foster alignment with partners on key policy issues. Efforts positively impacted reputation and led to replicable, scalable processes
- Successfully created unified public policy position regarding telemedicine to reconcile conflicts between legacy and new business units
- Successfully launched a health policy internship program for college and graduate students
- Identified and crafted key public policy positions that support the transition from a volume to value-based care and reimbursement system
- Led effort to establish the public policy agenda of the organization. Created process for identifying, prioritizing and validating public policy positions
- Research and conclusions regarding the national and state political and policy environments adopted by senior leadership and presented to the Board of Directors
- Member of strategic planning and implementation workgroup
- Successfully reconciled internal conflicts to produce corporate public policy positions

Public Policy & Education Research Consultant

June 2008-June 2010

- Created a taxonomy to track all relevant issues related to Florida Blue's public policy strategy
- Partnered with senior-level executives to inform over 2,000 employees about corporate direction regarding health care reform
- Managed approximately \$2 million in grants regarding childhood obesity initiative and facilitated collaboration among community based and faith based organizations

Senior Policy Analyst

January 2004-June 2008

- Research led to influencing of legislative activity and key stakeholders. Results include:
 - \$150 million in savings regarding prescription drug legislative issue
 - \$5 million in savings regarding other party liability legislative issue
- Responsible for departmental budget and strategy
- Other accomplishments include a 95% to 100% success rate regarding quality of efforts to inform and educate employees on enterprise health care policy strategy and health care reform

University of North Florida, Brooks College of Health*Adjunct Professor*

Jacksonville, FL

August 2008 – December 2013

- Classes taught include Introduction to Health Policy and Health Care Law and Ethics

Community Catalyst*Community Health Assets Project Staff Attorney*

Boston, MA

January 2003 – January 2004

Community Health Assets Project Fellow

January 2002 – January 2003

- Built consensus among local consumer advocates in jurisdictions throughout the United States
- Successfully influenced state officials regarding the restructuring of health care entities
- Facilitated health care foundation funding in excess of \$35 million and guarantee of essential services in hospital bankruptcy
- Analyzed laws and regulations regarding conversion of non-profit health plans and hospitals to for-profit status

Cogent Research, LLC*Project Director*

Cambridge, MA

November 2000 – August 2001

- Wrote both quantitative and qualitative market research reports
- Served as primary contact for clients through all project phases

Abt Associates Inc.*Senior Analyst*

Cambridge, MA

June 1998 – November 2000

- Conducted research on laws and ethics regarding clinical trials
- Co-authored an analytical report on best practices of prison privatization which provided direction for the implementation of the first federal private prison

EDUCATION**Harvard University, School of Public Health***Master of Public Health (Concentration in Law and Public Health)*

Boston, MA

May 1998

The University of Chicago, The Law School*Juris Doctor Degree*

Chicago, IL

June 1997

Claremont-McKenna College*Bachelor of Arts Degree, Government (Honors) & Economics/Accounting*

Claremont, CA

May 1994

CREDENTIALS

- Member, Massachusetts Bar June 1999

COMMUNITY ACTIVITIES**Berger Institute for Work, Family and Children***Advisory Board Member*

Claremont, CA

July 2012 – Present

- Designed health care speaker series at Claremont McKenna College that was well received by students, faculty and administration.

Leadership Jacksonville Board of Directors

Board Member

Jacksonville, FL
July 2014-May 2015

Central Florida Regional Health Information Organization

Board Member

Orlando, FL
March 2012 – March 2014

Florida Covering Kids and Families

Chair

Board Member

Tampa, FL
May 2014-May 2015
May 2010-May 2015

The Non Profit Center of Northeast Florida

Board Member, Treasurer and Finance Committee Chair

Board Member and Membership Committee Chair

Jacksonville, FL
January 2012 – December 2013
January 2011 – December 2011

Real Men Cook Foundation

Board Member

Marina del Rey, CA
January 1998 - Present

- Received Certificate of Recognition from Senator Mark Ridley Thomas on March 15, 2008.
- Received Certificate of Recognition from Assemblywoman Karen Bass on November 3, 2007.

SELECTED PUBLICATIONS

- Patten C. *ACOs and PCMHs: Health Care Transformation or More Alphabet Soup?* Florida Blue Center for Health Policy July 2013.
- Patten CW, Kammer RM. *Better Communication with Minority Patients: Seven Strategies for Achieving Cultural Competency.* Commun Oncol 2006; 3:295-298, 302.
- McDonald D, Patten C. *Governments' Management of Private Prisons.* National Institute of Justice September 2003. NCJ 203968.

SELECTED EXTERNAL PRESENTATIONS

- [*The Intersection of Population Health and Value-Based Care*](#). GuideWell Blog/Podcast; co-presenter with Roderick King, MD, MPH and James Corbett M.Div, JD, December 10, 2014.
- *The Affordable Care Act and the Broader Implications of Health Policy.* Presented to W.M. Keck Science Center, Claremont, California, November 24, 2014.
- *The Affordable Care Act and Broader Health Care Transformation.* Presented to Well.org, Corporate Wellness Academy; webinar, November 20, 2014.
- [*Healthcare Disparities: Why Florida is a High Definition Reflection of the Nation*](#). Florida Blue Blog/Podcast; co-presenter with Deborah Stewart, MD, June 18, 2014.
- *Health Care Policy: 2014 and Beyond. Focus on 2014.* A Tampa Bay Economic Forecast, Central Pinellas Chamber of Commerce, Largo, Florida, January 21, 2014
- *The Patient Protection and Affordable Care Act: An Overview and What it Means to Business.* Federal Reserve Bank of Atlanta, Jacksonville, Florida, June 11, 2010
- *Electronic Health Records: Primer and Snapshot of Potential Benefits and Challenges.* Presented to the American Association of Preferred Provider Organizations, San Diego, California. January 30, 2007