Terrisca R. Des Jardins

Director

Seasoned, award-winning, nationally recognized, executive, with nearly 30 years in health care. Served non-profits, for-profits, government and philanthropic entities, payers, purchasers, providers, consumers, universities, cross-sector partnerships, among others, as a strategic and compassionate leader, advancing organizations, innovative initiatives, and scalable programs to better individual, community, and population health.

Education

Master of Health Services Administration, School of Public Health, Department of Health Management and Policy, University of Michigan, Ann Arbor, Michigan, 2000

Bachelor of Political Theory and International Relations, Honors Program, James Madison College, Michigan State University, East Lansing, Michigan, 1996

Professional experience

Executive Director, Center for Health and Research Transformation, University of Michigan, Ann Arbor, MI

- Lead CHRT's (501c3 non-profit housed at UM) vision, strategy, and advancement effort to build on the organization's legacy of inspiring and enabling evidence-informed policies and practices that improve the health of people and communities.
- Led CHRT through a significant organizational leadership and governance transition, strategic planning, a complete operational overhaul, and expanded existing and new strategic relationships, resulting in CHRT growing from a $4 million to nearly $9 million annual budget in less than one year, during a very uncertain and unstable environment for small non-profits.
- Serving as Co-PI on The Health Equity Project, funded by the U.S. Centers for Medicare and Medicaid Services (CMS), with an aim to reduce health disparities for those with pressing social needs such as housing instability, food insecurity, transportation, health system complexity, and other socioeconomic factors by: (1) connecting people from historically disadvantaged populations to needed social services, (2) sharing data among health and social service providers to facilitate improved care, (3) providing population-based data and informatics to analysts, stakeholders, and policymakers, and (4) better engaging with, and reflecting on the views of, community members with lived experience.
- Serving as one of two core, national faculty on the National Learning Action Network, Addressing Social Needs in Chronic and Preventive Disease, run by the Boston-based Institute for Healthcare Improvement (IHI), providing coaching and guidance to the IHI team, and participating integrated delivery networks.

Administrator then Chief Operating Officer, Physician Organization of Michigan Accountable Care Organization (POM ACO), University of Michigan, Ann Arbor, MI (2016 – 2020)

- Led operations and strategy for ACO with contracted and employed staff, 4,400 providers, 50,000 Medicare beneficiaries and $500 million dollars in associated health care spend.
- Led complete overhaul of ACO. Achieved nearly $135 million in savings to federal government, $50 million in shared savings to ACO in 2017-2019. Improved quality of care (overall score 94%) and created meaningful, nationally-recognized, engagement opportunities for Medicare beneficiaries.
- Led organizational transition to new model with federal government, including facilitation of comprehensive strategic planning process and launch of ACO Learning Health System.
- Led initiative for "first of its kind," cross-hospital/geography alignment of community benefit opportunities across Michigan Medicine affiliates, with a focus on social isolation and loneliness.

Independent Consultant (2013 – 2018)

- Provided consulting services, direction of initiatives, strategic guidance, expert content knowledge, and fund development to clients, including: Washington DC-based Academy Health, the Greater Detroit Area Health Council (GDAHC), the Michigan Health Information Network and the Southeastern Michigan Health Association, among others.
- Directed the GDAHC Centers for Medicare and Medicaid Services Qualified Entity Initiative to build a data repository, public campaign and website to provide Michigan consumers with multi-payer performance information on provider health care quality, outcomes, cost and patient experience.
- Directed a multi-stakeholder team to create the framework and secured funding for one of seven national American Board of Internal Medicine Choosing Wisely initiatives, building processes and messaging to discourage provider and consumer overuse of certain health care services.
- Subject matter expert to one of five national lead communities providing expert guidance to other peer communities across the country on how to leverage data to promote population health.
- Provided direction for Michigan's Practice Transformation Network strategy development.
- Consultant to a "first of its kind" initiative leveraging non-profit health system and banking industry obligations to support health, well-being in underserved communities. Directed multi-stakeholder team in developing Detroit's Accountable Health Community strategy and implementation plan.
- Directed multi-stakeholder team to create a framework and secured funding for a Centers for Disease Control and Prevention Chronic Disease Coordinating Network in Macomb County.
- Provided expert consultation to and secured funding for the medical officers and executive leadership of eight public health jurisdictions in southeast Michigan to better leverage and sustain immunization-related work in urban communities through cross department collaboration.
- Secured over $2.5 million in funding for new initiatives in less than one year.

Director, Southeastern Michigan Health Association, Southeast Michigan Beacon Community, Detroit, MI (2011 – 2013)

- Directed $16.2 million U.S. Department of Health and Human Services, Detroit-based pilot initiative. Collaborated with 16 fellow "Beacon Communities" across U.S. Reported to local executive board comprised of key industry stakeholders. Liaison to local, state and federal government.

- Launched organization, contracts and budget, cultivated trusted governance structure, hired and managed full-time staff and contractors, led development and launch of strategically-integrated interventions, evaluated and continually iterated, all within a three-year pilot period.
- Led 40 staff members and contractors and hundreds of stakeholders across all domains of work. Domains focused on health care delivery transformation, improving population health management, patient engagement, health and health care disparities, and technology-enabling interventions, among others. Led local launch of "Fighting D in the D," a year-long diabetes prevention pilot initiative, with United States Surgeon General in February, 2012.
- Met or exceeded all but one goal for high impact measures, including health care process, quality of care, patient health outcome, patient quality of life and utilization measures. Created data collection plan and oversaw data collection activities

Vice President of Strategic Alliances, United Physicians, INC., Bingham Farms, MI (2010 – 2011)

Director then Vice President of Strategic Relationships and Initiatives, MY1HIE (Health information Exchange, owned by United Physicians, now referred to as Ingenium), Bingham Farms, MI (2009 – 2011)

- Assumed dual VP roles to leverage established health information technology/exchange toward building a more integrated, higher performing provider network. Directed team, strategic and tactical activities to launch a multi-organization Organized System of Care (now commonly referred to as an Accountable Care Organization) to better manage population-level care and health.
- In VP role for United Physicians, provided leadership and direction for multiple departments, including UP's physician-hospital relations, and marketing and communications.
- In VP role for MY1HIE, provided leadership for strategy development, directed special project teams, and led partnership and governance development. Served on planning and training committees
- Work led to numerous local, state and national business partnerships. Recognized by the Governor-appointed State of Michigan Health Information Technology Commission with the Organizational Leadership Award. Secured sub-state health information exchange/qualified organization status from Michigan Health Information Network, Michigan's state-level health information exchange effort.

Senior Project Manager then Director, Greater Detroit Area Health Council, Save Lives Save Dollars, Detroit, MI (2007 – 2009)

- Secured funding and directed the Robert Wood Johnson Foundation Aligning Forces for Quality initiative and team working on disparities and equity in health care in southeast Michigan. Secured and directed the Chartered Value Exchange (one of the first in the country) in Michigan from U.S. Department of Health and Human Services.
- Directed the development of Michigan's first ever (and one of the first in the country) multi-payer, physician performance measurement and public report for consumer use.
- Directed multi-stakeholder initiative and teams around payment reform, health care performance measurement, health and health care disparities, quality improvement, cost reduction and evaluation. Work led to more than $45 million in savings in health care costs in southeast Michigan, and multiple improvements in health care quality.

Independent Consultant (2001 – 2007)

- Secured client work, directed initiatives and teams for local and national organizations, for example: developed, authored, and implemented system-wide policies, procedures, and innovative programming.
- Consultant to a national project on making the business case for culturally and linguistically appropriate health care service offerings.
- Directed team and initiative to secure funding for non-profit to study whether Michigan health care costs are higher when compared to other benchmark states.

Michigan Lead to Southeast Michigan Partners Project (2001 – 2006)

- Served as Michigan lead to nationally recognized Partners Project initiative funded through a cooperative agreement by the U.S. Centers for Disease Control and Prevention. Formed to bring together insurers, employers, public health and other stakeholders to promote preventive health care services with an emphasis on adult vaccination initiatives. Work led to significant quality improvement in health care settings across Michigan and the country, and federal policy change on standing orders for vaccine administration. Initiative was awarded the 2004 National Partnership for Immunization Non-Traditional Partner Award.

Senior Consultant, Health Management Associates, INC., Lansing, MI (1997 – 2001)

- Secured managed care clients and provided consultation to managed care organizations (MCOs) in developing, re-engineering and launching Medicaid product lines and managed care companies. Led market assessments. Directed staff and organizational development across all operational departments for purpose of launching multiple MCOs. Led MCO-state contracting efforts for multiple plans. For example, directed operations set-up, organization launch and contracting with the Michigan Department of Community Health (now MDHHS) for Molina Healthcare and provided consultation to Molina on entry into markets in multiple states. Molina Healthcare is now a publicly-traded, Fortune 500 company.
- Co-directed effort for Tri-State Coalition of Governors of Maine, New Hampshire and Vermont to pool publicly-funded program beneficiaries and uninsured individuals together to bid out pharmacy benefit management services. Effort was duplicated in other states across the country leading to hundreds of millions of dollars in cost savings.
- Secured funding, co-directed a review, and co-authored a publication on best practices in Medicaid managed care and primary care case management programs for the Center for Health Care Strategies, funded by the Robert Wood Johnson Foundation.
- Secured funding and directed a Medicaid benefits review process for the State of New Mexico Health Policy Commission to better allocate health services for indigent populations.
- Responsible for identifying potential business opportunities, writing proposals, managing projects, and budget development and management.

Consultant, Health Management Associates, INC., Lansing, MI (1993 – 1997)

- Project support and facilitation for multiple Michigan-based clients while working on undergraduate degree and managed care program certificate.

Fellowship and Instructor Positions

- Lecturer, School of Public Health, University of Michigan, Ann Arbor, MI (2018 - present)
- Fellow, The Leapfrog Group, Washington, DC (January – December 2017)
- Lecturer, Oakland University, Rochester, MI (2009 – 2011)

Awards and Recognitions

- Crain's Detroit Business, Notable Women in Health Care, 2020
- Selected for and completed the Michigan Medicine Leadership Academy, 2019
- Crain's Detroit Business, 40 Under 40, 2013
- United States Surgeon General's Certificate of Appreciation, 2012
- Michigan Innovations in Health Care Award, 2012

Select Publications/Presentations

- March 8, 2022: Lessons Learned in Engaging Community-Based Organizations. Presenter at the Institute for Healthcare Improvement, National Learning Action Network Addressing Social Needs in Chronic and Preventive Disease, Virtual Session.
- September 29, 2021: Creating Meaningful Experiences for Patients and Community. Presenter and panelist at the Institute for Healthcare Improvement, Kick-off Meeting, National Learning Action Network Addressing Social Needs in Chronic and Preventive Disease, Virtual Session.
- Schmid, A., Des Jardins, T., Lehmann, A., (July 2021) Innovative Payment and Care Delivery Models: Accountable Care Organizations in the USA, In: Amelung V., Stein V., Suter E., Goodwin N., Nolte E., Balicer R. (eds) Handbook for Integrated Care, Springer International.
- Forthcoming international publication in 2020: Co-author for book chapter entitled Innovative Payment and Care Delivery Models: Accountable Care Organizations in the United States, appearing in Handbook for Integrated Care, Springer International Publishing.
- November 7, 2019: Work in Progress, POM ACO's Transition to Risk. Presenter at invitation-only national Leaders Board, Population Health Bi-Annual Meeting, Moving to Full Risk for Populations – Current Experience and How to Prepare, Tampa, FL.
- October 18, 2019: Higher Quality, Lower Cost and Expanded Access for the Underserved – Community Impact. Presenter and panelist at invitation-only Henry Ford Health System Global Health Initiative Meeting, Detroit, MI.
- September 27, 2019: Addressing the Needs of Community Health through Organizational Responsibility, Presenter and panelist at the National Association of Accountable Care Organizations Annual Meeting, Washington, D.C.
- July 24, 2019: Case Study of POM ACO: A Successful Value-Based Care Model. July 25, 2019: Benchmarking and Risk Adjustment: The Quest for the Holy Grail? Presenter and participant at invitation-only workshop on Health Care Delivery and Payment Reform, Lessons for Germany, at the University of Bayreuth, Bayreuth, Germany. (Spain and Switzerland policymakers also had a presence at the workshop.)

- June 6, 2019: Aligning Community Benefit Investment across Non-Profit Hospitals: Lessons Learned in POM ACO's Exploratory Work, Presenter at the CMS Region V Learning Systems Collaborative Meeting for Accountable Care Organizations, Chicago, IL.
- March 22, 2019: Breaking the Mold, Keynote Presenter at the Women in Health Leadership Annual Forum at the University of Michigan School of Public Health, Ann Arbor, MI.
- June 6, 2018: Where is Population Health Going? Presenter and panelist at the Michigan Health Information Network, Connecting Michigan Annual State Conference, Lansing, MI.
- October 4, 2017: Leveraging CMS Claims Data for Health Care Delivery Improvement, Presenter at the Centers for Medicare and Medicaid Services, Medicare Shared Savings Program Accountable Care Organization Forum, National Webinar and Virtual Session.
- March 14, 2017: Innovation in the US Health Care System: Accountable Care Organization Experiences. Presenter to the Academic Research Excursion from University of Bayreuth, Germany, Ann Arbor, MI.
- December 14, 2016: Session facilitator: A Multi-stakeholder Perspective on Payment Reform: Moving Volume to Value. Greater Detroit Area Health Council Invitation-Only Payment Summit, Detroit, MI.
- Des Jardins, T., Drone, S.A., Hashisaka, S., Hazzard, J., Hunt, S.B., Massey, K., Rein, A., Schachter, A., Turkse, S. (May 2016) Leveraging Health IT to Reduce Disparities in Three Underserved Beacon Communities. Journal of Health Care for the Poor and Underserved, 27 (2): 377-385.
- Des Jardins, T., Drone, S.A., Hashisaka, S., Hazzard, J., Hunt, S.B., Massey, K., Rein, A., Schachter, A., Turkse, S. (August 2015) Patient Engagement and Activation in Three Underserved Beacon Communities. Journal of Health Care for the Poor and Underserved, 26 (3): 777-783.
- August 26, 2014: Provided testimony to Michigan legislators and Michigan Department of Health and Human Services staff on whether the State of Michigan should pursue an All-Payer Claims Database, Michigan Health Care Cost and Quality Legislative Advisory Committee, Lansing, MI.
- Des Jardins, Terrisca R. (2014) "The Keys to Governance and Stakeholder Engagement: The Southeast Michigan Beacon Community Case Study," eGEMs (Generating Evidence & Methods to improve patient outcomes): Vol. 2: Iss. 3, Article 2.DOI: http://dx.doi.org/10.13063/2327-9214.1068. Available at: http://repository.academyhealth.org/egems/vol2/iss3/2.
- Allen, Claudia; Des Jardins, Terrisca R.; Heider, Arvela; Lyman, Kristin A.; McWilliams, Lee; Rein, Alison L.; Schachter, Abigail A.; Singh, Ranjit; Sorondo, Barbara; Topper, Joan; and Turske, Scott A. (2014) "Data Governance and Data Sharing Agreements for Community-Wide Health Information Exchange: Lessons from the Beacon Communities," eGEMs (Generating Evidence & Methods to improve patient outcomes): Vol. 2: Iss. 1, Article 5. DOI: http://dx.doi.org/10.13063/2327-9214.1057. Available at: http://repository.academyhealth.org/egems/vol2/iss1/5.
- Allen Amy, Des Jardins Terrisca R., Heider Arvela, Kanger Chatrian R., Lobach David F., McWilliams Lee, Polello Jennifer M., Rein Alison L., Schachter Abigail A., Singh Ranjit, Sorondo Barbara, Tulikangas Megan C., and Turske Scott A.. Population Health Management. Making It Local: Beacon Communities Use Health Information Technology to Optimize Care Management. doi:10.1089/pop.2013.0084. Online 1/29/14.
- Buis, L.R., Hirzel, L., Turske, S.A., Des Jardins, T.R., Yarandi, H., Bondurant, P. (2013). Use of a Text Message Program to Raise Type 2 Diabetes Risk Awareness and Promote Health Behavior Change (Part I): Assessment of Participation Reach and Adoption. Journal of Medical Internet Research, 15 (12):e281.

- Buis, L.R., Hirzel, L., Turske, S.A., Des Jardins, T.R., Yarandi, H., Bondurant, P. (2013). Use of a Text Message Program to Raise Type 2 Diabetes Risk Awareness and Promote Health Behavior Change (Part II): Assessment of Participants' Perceptions and Efficacy. Journal of Medical Internet Research, 15 (12):e282.
- Poster presented at the 2013 mHealth Summit, Washington DC, December, 2013: Buis L., Hirzel L., Turske S., Des Jardins T., Yarandi H., Bondurant P. Engaging Individuals to Promote Diabetes Risk Awareness with txt4health: A Program Evaluation of Beacon Community txt4health Pilots in Southeast Michigan and Greater Cincinnati.
- Abebe, N. A., Capozza, K. L., Des Jardins, T. R., Kulick, D. A., Rein, A. L., Schachter, A. A., Turske, S. A. (2013). Considerations for Community-Based mHealth Initiatives: Insights from Three Beacon Communities. Journal of Medical Internet Research, 12 (10), 1-15.
- October 17, 2013: Southeast Michigan Beacon Community Update, Presenter at Michigan HIT Commission (Governor appointed commission), Lansing, MI.
- July 10, 2013: Care Beyond the Clinic: Lessons Learned from Public Health Partnerships with Beacon Communities, National Association of County and City Health Officials Annual Conference Panel Presenter, Dallas, TX.
- June 24, 2013: Public Health 2.0: Opportunities Provided by mHealth Data, Academy Health Annual Research Meeting Panel Presenter, Baltimore, MD.
- March 27, 2013: Envisioning Patient-Centered Care Coordination, HIMSS, National Virtual Briefing Session Presenter.
- December 11, 2012: *Southeast Michigan Beacon Community Top 5*, Presenter at the Office of the National Coordinator, Beacon Program Day, Washington, D.C.
- September 28, 2012: *Beacon Communities: Lessons Learned Part Two*, National Association for Community Health Centers, National Webinar Presenter.
- June 20, 2012: *Innovations through the National Beacon Community Program*, Panel Participant, State Healthcare Information Technology Connect Summit, Washington, D.C.
- April 18, 2012: *Local Innovation and Consumer Engagement: Launching text4health and Fighting D in the D*, Office of the National Coordinator Pledge Community, National Webinar Presenter.
- April 10, 2012: *Spotlight Learning Series on the Beacon Communities: Focus on the Southeast Michigan Beacon Community and Western New York*, National eHealth Collaborative, National Webinar Presenter.
- March 9, 2012: *Southeast Michigan Beacon Community: Helping Patients with Diabetes Management*, Health IT Office of National Coordinator Buzz Blog, http://www.healthit.gov/buzz-blog/beacon-community-program/southeastern-michigan-beacon-diabetes-management/.
- February 22, 2012: *Txt4health Fighting D in the D Campaign Launch and Preview*, "The Fight Against Diabetes. We're All In: Launch Event." Keynote Presenter, Detroit, MI.
- November 30, 2011: *Opening Remarks,* Southeast Michigan Beacon Community, Clinical Transformation Forum*,* Detroit, MI.
- November 14, 2011: *Taking Action: Tips from the Trenches in the Southeast Michigan Beacon Community*, Midwest HIMSS Fall Technology Conference Presenter, Indianapolis, IN.
- November 7, 2011: *Beacon: Care Transitions and Quality Improvement Organization Integration*, Integrating Care for Populations & Communities Aim: Quality Improvement, National Call/Webinar Presenter.

- November 3, 2011: *Aligning and Linking Health Reform Opportunities to Strengthen Primary Care*, Center for Health Care Strategies, Presenter at National Meeting on Transforming Small High-Volume Medicaid Practices to Reduce Disparities in Care: Recent Advances and Future Opportunities, Portland, OR.
- September 15, 2011: *Opening Remarks*, Care About Your Care National Simulcast Event, Hosted by the Southeast Michigan Beacon Community and GDAHC, Sponsored by the Robert Wood Johnson Foundation, Office of the National Coordinator for Health Information Technology and Agency for Healthcare Research and Quality, Detroit, MI.
- August 3, 2011: *Southeast Michigan Beacon Community: Beacon Alignment with the National Quality Strategy*, Office of the National Coordinator, All Program Regional Meeting Panel Presenter, Minneapolis, MN.
- August 1, 2011: *Opening Remarks: Importance of Primary REL Data Collection*, Educational and Training Session: Race, Ethnicity and Primary Language Data Capture, co-sponsored by Southeast Michigan Beacon Community with GDAHC and RWJF, Detroit, MI.

Awards & Recognitions

- Crain's Detroit Business, Featured in Notable Women in Health Care, March 2020
- Selected for and completed the Michigan Medicine Leadership Academy, 2019
- Crain's Detroit Business, Featured in 40 Under 40, 2013
- United States Surgeon General's Certificate of Appreciation, 2012
- Michigan Innovations in Health Care Award, 2012

Certificates

- Photographic Technology, Washtenaw Community College, 2002
- 10th Executive Program in Managed Care, University of Missouri, 1997