



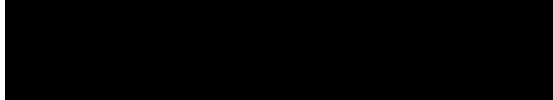
Dennis E. Worsham

Professional experience

Interim Public Health Director

May 2021 – September 2022 – Public Health, Seattle and King County, Seattle WA

- Provided department leadership during the COVID-19 pandemic response.
- Established and lead department process to transition from acute COVID response to future work. Leading this work with core public health functions in mind for future state.
- Developed surge planning as part of the COVID ramp down to assure the department is prepared for future surge response.
- Worked closely in partnership with community, public, and private stakeholders as part of the COVID response.
- Presented COVID information on the public health surveillance and response. Audiences include elected, community-based organizations, media, and other stakeholder groups both internal and external to government.
- Prioritized the efforts of Public Health Leadership to establish and implement ways of creating staff well-being as a priority within the department.
- Continued to lead the department's commitments regarding equity and inclusion.
- Worked closely with Executive's Office in aligning our work with the declaration, commitment, and efforts to addressing racism as a public health crisis.
- Worked with 12 direct reports during the annual evaluation period to establish accountable goals to advance the public health system, improve populations health and goals that included equity and staff well-being. Each direct report developed personal goals and division/programs goals with accountable measures.
- Launched the department strategic planning effort. The last process was lead in 2007 with the development of a department operational plan. The work will be completed first quarter 2023.
- Completed the department's biennial budget submittal (23-24) for King County – with establishing key priorities for the department.
- Participated as a member of the City of Seattle Mayor's Cabinet.
- Selected and participated to represent King County and Public Health on the Mayor's transition team coming into office.
- Participated as a member of the King County Executive's Cabinet.
- Worked closely with the governmental public health system. Work includes - being a member of the National Big Cities



Health Coalition, participating in the National Association of Cities and Counties Health Officials (NACCHO) workgroups, a member of the Washington State Association of Local Public Health officials (WASALPHO) executive leadership group, and partnering with the Washington State Department of Health.

- Continue to serve as the Foundational Public Health Steering Committee. One of the original authors of the work which began over 10 years ago. As a member of the steering committee – responsible for new public health investments in the State of Washington – which directly benefits local public health, tribal health, and State Department of Health.
- Oversight and monitoring the Department 2021-22 adopted budget of \$882.5M and 1,500 FTE.
- Oversight and monitoring the COVID Department budget - budget is over \$200M with over 500 temporary staff as part of the pandemic response.

Prevention Division Director

April 2016 – May 2021 – Public Health, Seattle and King County, Seattle WA

- Provided Leadership during the COVID-19 Pandemic. Division responsible for data informatics and analytics, contact investigations, disease response, and immunizations. Served as Agency Administrator in HMAC structure in addition to division leadership role.
- Led the rapid expansion and redeployment of staff working on the COVID response – functions and forms to best implement resources.
- Responsible for setting the strategic direction and operations for the division.
- Responsible for ensuring the delivery of public health operations within the Division. Programs include – Vital Records, Communicable Disease and Immunization, HIV/STD - Program and Clinical Services, TB Program and Clinical Services, Medical Examiners, Public Health Lab.
- Instituted the first division strategic plan that included a 3-year policy agenda, and accountability measures.
- Implemented the division equity and social justice team and working with division staff and leadership – developed division-wide work plan.
- Established division accountability and performance position to assure measurable continues approval process for the division.
- Established division-wide workgroup to address concerns of safety, well-being, and belonging for transgender and non-binary staff and customers.
- Sponsored and lead the employee engagement initiative for the division. Annual scores increased every year within the division under my leadership.
- Represented the department and county on the Washington State




Foundational Public Health

- Served as a board member of the WASALPHO state-wide committee.
- Governmental Public Health Systems Lead working with Department Director. Partners included – Big Cities Coalition, National Association of Cities and Counties Health Officials (NACCHO), Washington State Association of Local Public Health officials (WASALPHO), and Washington State Department of Health.
- Responsible for 13 direct reports who manage 200 FTEs across the different programs, clinics, and offices within the division. (pre-COVID)
- Responsible for a biennial operating budget of \$90M (pre-COVID).
- Foster critical partnerships within the division and public health system to improve the public's health.
- Responded to public health emergencies working with Public Health Preparedness – Agency Administrator.
- Represented the Department Director in meetings with strategic partners and stakeholders both locally and nationally.

Deputy Secretary for Health

January 2014 – April 2016 – Washington State Department of Health, Tumwater WA

- Responsible for ensuring the delivery of public health operations across the state of Washington including preserving and protecting the public's health and maintaining minimum standards for quality health care delivery.
- Responsible for oversight of day-to-day operations of the department's public health work.
- Chief of Health Equity for State Department of Health. Established first director position to lead Department's work on health equity. Established a cross-divisional team to address health equity, inclusion, and racism.
- Responsible for 6 direct reports who managed 1330 FTEs across the different divisions and offices. Each Public Health Division Director at the Department of Health reported to me.
- Responsible for a biennial operating budget of \$1billion.
- Represented the department as a member of the State Board of Health.
- Foster critical partnerships within the public health system to improve the population's health.
- Respond to public health emergencies in the role of the department policy team – the Chief of Public Health Preparedness is a direct report.
- Provide strategic oversight and decision making on critical public health policies, issues, and public health emergencies.
- Lead department in monthly strategic planning meetings that improves the delivery of public health programs and administrative services for the department.

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- Served as a member of the Senior Deputy Workgroup for ASTHO and CDC.
 - Represented the Department of Health on Federal/National public health workgroups.
 - Represent the Secretary of Health in meetings internal to State government, with strategic partners, and throughout the state public health system.

Chief of Staff, Office of the Director

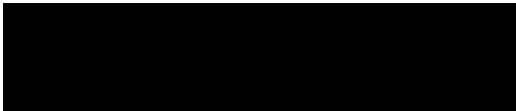
December 2012 – December 2013 – Public Health, Seattle and King County, Seattle WA

- Worked closely with the Public Health Director's direct reports, including Environmental Public Health Division, Community Health Services Division, Prevention Division, Jail Health Services, Emergency Medical Services.
- Assured the Department Director's vision and directions were implemented with removing barriers and assisting divisions and programs to meet deliverables.
- Direct reports included: Public Health Emergency Preparedness Program, Chief of Policy, Community Partnerships, and Communications (PC2), and Chief of Assessment, Policy Development, and Evaluations (APDE) – *total of \$8.5M budget and 50 FTEs. Matrixed indirect reports included all public health division directors. (total of 9 direct and indirect reports)*
- Led Public Health Executive meetings for the department.
- Developed *multi-million dollar department budget* with the Director – total of *1,500 FTE*.
- Liaison to King County Executive's Office regarding Public Health Department matters.
- Implemented a department visual management tool that identifies goals, objectives, milestones, and accomplishments.
- Represented department on state Public Health Improvement Partnership – including the Agenda for Change sub-group.
- Represented the department on Washington State Association of Local Public Health Officials – board member.
- Managed challenges and issues that required organizational and political awareness across the department – including city and county governments.
- Represented the Director at City of Seattle Mayor's Cabinet and King County Executive's Cabinet.
- Public Health Policy Lead at City of Seattle Emergency Command Center during activation and planning exercises.

Chief of Policy, Community Partnerships, and Communications

June 2012–December 2012 – Public Health, Seattle & King County, Seattle WA

- Developed and lead unit goals and strategies that align with the



strategic direction of the department

- Engaged with public health professionals and external partners to improve the public health system in Washington State
- Worked with governmental and external partners to develop policy approaches to improving the health of the community
- Managed budget of \$1.9 million.
- Managed 5 direct reports.
- Supported the efforts of the rule making of policy and regulations through the board of health.
- Engaged with private sector partnerships and foundations to develop a collective impact model that fostered healthy communities and environments.
- Worked with department leadership and key staff on relevant strategies to ensure strategic alignment and prioritization of work.
- Represented the department on local, state-wide, and national committees/coalitions that align with the overall goals and strategies of the department.

Regional Health Officer, Office of the Director (Policy, Community Partnerships, and Communications)

December 2006- June 2012 – Public Health, Seattle & King County, Seattle WA

- Department lead on community engagement and partnerships.
- Department representative on strategic committees, boards, and coalitions –locally, state-wide, and nationally.
- Liaison to 38 of the 39 local city governments throughout King County.
- Engaged in state and local legislative affairs activities.
- Public Health Lead in King County Emergency Command Center during activation and planning exercises.
- Organized and lead the Business Round Table – King County Business Sector and Public Health Preparedness.
- Public Health Duty Officer - on-call responsibilities.
- Project Officer for Communities Putting Prevention to Work Grant – Healthy Food Retail – Economic Development with Public Health Outcomes. \$2.5 million budget – 3 total contracts.
- Policy Lead - Board of Health Menu Labeling Regulation – lead project team of 13 staff, \$1.3 million annual budget and developed legislative action agenda.
- Liaison to US Food and Drug Administration policy development of National Nutrition Labeling Statute – Affordable Care Act.
- Project Manager leading strategic planning - Environmental Health Division and for Office of the Director (Policy, Community Partners, and Communication section).
- Represented the Department as a presenter at local, state-wide, and national conferences and meetings on local projects and initiatives.
- Provided leadership to 3 direct reports.



TB Control Program Manager

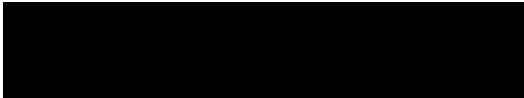
March 2005-December 2006 - Seattle & King County Public Health, Seattle WA

- Managed and lead clinical program, research, and prevention services.
- Initiated and lead program strategic plan.
- Developed program and clinical policy and procedures.
- Managed thirty-eight program employees, with four direct section manager reports.
- Program employees were represented by four labor unions – managed according to each union contract
- Co-led the Development of Washington State TB Cohort Process – this was to establish a quality improvement process for both clinical and TB prevention activities.
- Facilitated the collaboration of community partners and professionals to implement multi-state community medical education (CME) TB course for medical providers and public health practitioners.
- Worked in collaboration with other public health programs to address population health and reduce silos of public health programs.
- Participated in Public Health QA/QI team for the department.
- Implemented TB Satellite Clinic in collaboration with community partners, and other public health programs to better serve those living homeless.
- Responsible for a \$3.5 million program budget.
- Increased Medicare reimbursement revenues for program
- Assured contract compliance and reporting.
- Member of the Prevention Division Management Team.
- Established and maintained quality relationships with partnering organizations and other stakeholders.
- Responsible for recruiting, hiring, and mentoring new employees.

Communicable Disease Program Manager, HIV/STD/Hepatitis

2001 – 2005, Snohomish Health District, Everett, WA

- Initiated and lead program strategic plan
- Lead the integration of HIV Prevention Program and STD Clinical and Outreach Program
- Provided technical assistance to community-based organizations implementing prevention and intervention services related to HIV/STD and viral hepatitis
- Managed HIV intervention selections to address local morbidity
- Participated in community, regional and state planning process for HIV
- Developed and implemented program and community assessments
- Collaborated with five Local Health Jurisdictions in Regional Planning

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- Participated in public health preparedness training
 - Participated in a working committee to address health disparities in Snohomish County – worked with strategic partners throughout the county.
 - Developed program policy and procedures
 - Ensured compliance with state, local and federal laws and regulations
 - Developed productivity standards for SHD employees
 - Recruited, hired, mentored new employees
 - Coordinated and collaborated with other public health programs at SHD
 - Supervised staff of twelve employees
 - Responsible for \$2.2 million program budget
 - Managed contracts with community-based organizations (CBOs)
 - Assured contract compliance reporting

Executive Director, Washington Can We Talk

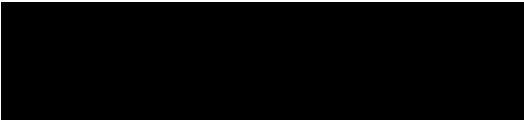
1999-2003, Washington Education Association, Federal Way

- Project officer for Washington State CDC funded program, Can We Talk.
- Developed community partnerships involving multiple stakeholders to implement statewide program.
- Monitored multiple contracts for assurance and compliance to reporting requirements.
- Collaborated with federal, state, county and local organizations to meet program objectives to improve the health of children.
- Developed curriculum for training of facilitators.
- Facilitated multi-state train-the-trainer model throughout the country.
- Assisted in development of national training modules for parent education.
- Developed and implemented state program evaluation for project.
- Authored and secured grants for project.
- National trainer for National Education Association.

Communicable Disease Health Educator & Disease Intervention Specialist, HIV/STD

1993 – 1999, Snohomish Health District, Everett, WA

- Developed assessment tools to gather health information with affected communities.
- Participated in the community planning process to improve access to health services for youth. Services included prevention, social services, mental health, substance use, and primary health care.
- Participated in county-wide efforts to improve disparities among diverse populations. Community partners included CBO's,



government agencies, schools, and elected officials.

- Developed and delivered community education for affected populations.
- Facilitated group level interventions, multi-session educational sessions to address behavior change.
- Lead community mobilization efforts to implement prevention programs.
- Designed, implemented, and evaluated prevention education programs.
- Developed community workgroups and coalitions to meet the needs of affected communities.
- Participated in community and multi-regional planning process for programs, resource allocation, and procurement of grants.
- Participated in developing strategic plan for Snohomish Health District.

Student Health Services Coordinator

1991-1993, Eastern Washington University, Cheney, WA

- Developed, administered, and analyzed data collection to established student health services campus-wide.
- Facilitated campus health education events in collaboration with community partners and other University programs.
- Presented at leadership conferences.
- Developed student life health curriculum based on health information collected and analyzed.
- Staff development chairperson of University Student Services.
- Managed staff of interns and students.
- Fiscal management responsibility.
- Established and maintained EWU's first student health services for primary care delivery and prevention services.

Additional professional activities

- Member of Big City Health Coalition – the largest 35 health departments in the USA.
- Leadership Tomorrow, Non-profit – Committee Member, King County
- Member of the Senior Deputy Committee – National Association Of Public Health Officials and CDC Senior Deputies.
- Represented State Department of Health as a member of the State Board of Health.
- Washington State Public Health Association (WSPHA) – Vice President, President (two years), Past-President (starting second year)
- Washington State Public Health Roundtable - Chair and member
- Graduate of National Public Health Leadership Institute 2011 (University of North Carolina, Chapel Hill)
- Francis J. Curry National Tuberculosis Center, faculty - 2005-current

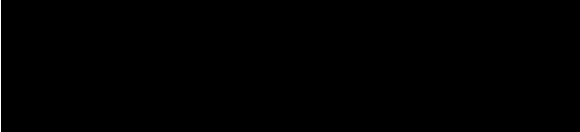
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(University of California, San Francisco)

- Francis J. Curry National Tuberculosis Center, Program Development Advisory Committee - 2005
- Lead five-county HIV health education team meetings (Monthly)
- Initiated the Employee Recognition Committee, SHD
- Educational Materials Review Committee for new materials produced under federal grants, Washington State Department of Health
- Participated in the development of policy and procedures for new programs, Washington State Department of Health (HIV/STD)
- RFP Selection Committee for Prevention and Education Programs, Michigan Department of Health
- Communication Standards Committee, SHD
- Executive Committee for Snohomish County HIV/AIDS Consortium
- RFP Selection Committee for Prevention and Education Programs, Clark County HIV Regional Program
- AIDS Project Snohomish County, Non-Profit - Chair
- Diversity Education and Facilitation, Consultant
- Snohomish County Children's Commission
- Snohomish County Study Circle Diversity Committee
- Conference Speaker at National, State and Local Conferences

Education

B.A., Health Services Administration

Eastern Washington University Cheney, WA



October 14, 2022

Dear Snohomish County Recruitment Team,

I am pleased to submit my cover letter and application for the public director position in Snohomish County. I am confident that my 29 years of governmental public health experience will benefit Snohomish County community, electeds, and those that serve within the department. I have over 15 years of senior public health leadership experience in three health departments in Washington State. I have just recently completed my interim role as Public Health Director in Public Health- Seattle and King County.

I am a strong public health leader that believes there must be a heart and head connection to leading others to improve the population's health. I have a strong understanding of the functions of public health and understand the importance of leading with science. I also understand that it is important to lead with empathy, humility, and trust. As a leader, I strive to create a culture where people are empowered to lead up. I have a strong belief that those who are closest to the work and to the communities they serve, will have the best solutions to improving health outcomes. My experience shows that if you create an environment that improves belonging and well-being in the workplace – you will also see more innovation, creativity, and commitment to the overall mission in public health.

I am a strong relationship orientated leader. I know how to establish relationship and partnership for the shared purpose of meeting outcomes and serving others. I have worked across a variety of sectors, including government, community-based organizations, public and private entities, philanthropy, and public schools. I have also worked closely with federally recognized tribes within the State of Washington. I know that more is accomplished when working with others than working alone or in opposition to other sectors. I enter new relationships and partnerships with an intent to learn and collaborate rather than to just serve my own needs. I am a strong believer in the practice of the collective impact model.

My resume will speak to my role as a fiscal responsible leader. I have overseen complex budgets with many revenue sources. Budgets that have been within my responsibility have ranged, on the high-end, from \$880 million to the state department operational budget of \$1 billion. My scope of responsibilities regarding department-level staffing has ranged from 1,500 – 1,800 FTE.

Lastly – working in the governmental public health space for over 29 years, I have a strong working knowledge of how to work across complex environments. I have worked for many elected leaders and a variety of elected bodies of government. I consider myself politically astute in navigating political landscapes. In my senior public health roles, I have worked with local, county, state, and federally elected individuals and groups. I understand my role within an executive branch of government – and I can be an asset to those I serve in meeting their priorities as elected leaders within my leadership role in public health.

I look forward to meeting with you and answering any questions that you might have.

Best regards,
Dennis E. Worsham