

## MELBA R. MOORE, DBA, MS, CPHA

*Accomplished public health executive. As Health Commissioner for the City of Cincinnati, I have brought to the Department of Health purpose, urgency, and change, resulting in increased organizational strength and improving health outcomes. I am:*

- *Skilled in establishing operational excellence within culturally diverse environments, translating conceptual models into specific operational strategies, and executing optimum results.*
- *Adapt at formulating and implementing turnaround strategies for organizations which lack fiscal and operational internal control.*
- *A catalyst to improve the health of a community by building strategic relationships and engaging community partners to achieve collective which translates into a healthy and safe community.*
- *Focused and committed to building health equity to achieve equitable health outcomes for all populations.*

*I seek a leadership position in a nonprofit, governmental or public sector organization that will allow me to continue efforts to build a healthy and safe community by applying my unique combination of skills: visionary leadership partnership development, operations and process improvement, program assessment and design, legislative and policy development, organizational restructuring, media and community relations, fiscal management and strategic planning and execution.*

## PROFESSIONAL EXPERIENCE

**City of Cincinnati Health Department, Cincinnati, OH** **2018-Present**

*Government-based public health organization serving over 290,000 citizens living in the City of Cincinnati.*

### **Health Commissioner**

The Health Commissioner plans, directs, manages and oversees the operations of the health department. Working collaboratively with external partners to carry out the strategic vision and direction of the department to ensure the public's health.

### **Selected Accomplishments**

- Opened a community health center in partnership with UC Health.
- Implemented a substance use disorder triage referral program- secured funding to support transportation for patients.
- Established an Opioid education alliance with substance use treatment providers.
- Re-established a call center to manage inbound outbound calls for patient appointments and upselling for Chronic Care Management.
- Secured funding to expand Medication Assisted Treatment, Counseling, Recovery, and Housing services. enhanced substance use treatment: MAT resource development
- Secured funding for data collection training of health system registration personnel.
- Secured funding from the March of Dimes to implement a "centering" program for pregnant women.
- Secured funding to support transportation needs for patients needing substance use disorder treatment.
- Selected to serve on Governor DeWine's Minority Health Strike Force. Chaired the data and research subcommittee
- Worked with academic partner to implement the focal area for a Mental Health Summit.
- Worked with a community-based organization of women to create the space to address Infant Mortality and challenges to access to care.

**City of St. Louis, St. Louis, MO**

**2015-2018**

*Government-based public health organization serving over 300,000 citizens in the metropolitan St. Louis area.*

### **Director of Health**

Director of Health serves on the Mayor's leadership team for the City of St. Louis responsible for making sure the City/Mayor are strategic about public health. Working collaboratively with external partners to carry out the strategic vision and direction of the department.

### **Commissioner of Health**

**2001-2018**

Commissioner of Health runs the Department of Health as the Chief Operations Officer accountable implementing the strategic plan for the department. Responsible for managing, monitoring and analyzing department performance to identify challenges and opportunities. Work with a wide variety of internal stakeholders to leverage funding to enhance services and reduce disparities.

### **Selected Accomplishments:**

#### **Directly provide health services to people/improve outcomes (St. Louis, MO)**

- Implemented Health Equity briefs relevant to Heroin, Opiates, Prescription Pills, Violence Prevention and Sexually Transmitted Diseases, Hepatitis B & C.
- Designed and implemented a severe weather program to save lives from extreme temperatures for the City's most vulnerable populations.
- Developed and Implemented health report cards for 28 Wards outlining Asthma, Obesity, Childhood Lead Poisoning, Sexually Transmitted Infections, Environmental Health, and Crime: Violent, Property, & Drug Crime.
- Secured \$1.5 million in public health program funding to address cardiovascular disease intervention through an integrated network of over 20 State and Local partners.
- Awarded funding to support in-risk youth violence campaign with 55 Community Based organizations.
- Awarded funding from the National Institute of Health and the Satcher Health Leadership Institute for a parent mentoring program and policy development to improve early childhood well-being.
- Served on Washington University's Institutional Review Board.

#### **Improve Health Systems**

- Leverage funding with multiple stakeholder's to plan and implement a Regional Summit.
- Partnered with the Missouri Department of Health and Senior Services to provide Public Health Laboratory services which resulted in a cost savings of \$700,000.
- Achieved \$800,000 in revenue by establishing the City of St. Louis 2010 Food Code; which is the Environmental Health Food Inspection grading guide.
- Re-engineered fiscal operations including developing performance measurements for sub-contractors.
- Developed and implemented a strategic plan to collaborate with community health centers resulting in a more efficient service delivery system with cost savings of \$2.5 million.
- Served as Incident Commander for multiple City wide emergencies.
- Worked to get the Smoke Free Air Act of 2009 implemented and enforced.

#### **Trained other areas of the City**

- Coordinated a Citywide racial equity training for 350 City employees.

#### **Strengthened the department/Management Skills**

- Recovered \$1 million in unprocessed checks from a check recovery company by auditing and instituting a wire transfer system.
- Recovered \$2 million in Medicare payments for previously unbilled medical services.
- Implemented a racial equity budgeting and policy process to assurance equitable public health resource allocation.
- Conducted an efficiency study to maximize resource utilization.
- Developed a financial model to enable the department to determine all costs, including allocated overhead to perform the programs and services.
- Led department to achieve Comprehensive Accreditation through the Missouri Institute of Community Health for two consecutive three year terms.
- Risk based assessments initiated on Food Establishments to determine required frequency of inspections.
- Developed a succession plan and a reward system to ensure operational continuity.
- Instituted a Management accountability manual.

- Instituted a department wide Policy and Protocol committee.
- Received three awards for the City of St. Louis Department of Health- Let's Move Program.
- Served on the conference planning committee for the 2011 Faith Based Preparedness Conference, "Preparing Our Faith Based Communities for Disasters: What and How Part I."
- Developed and implemented a Men's Health Initiative aimed at helping men take charge of their health by addressing their unique needs and concerns through individual, community centered and civic strategies.

**American Lung Association of Eastern Missouri, St. Louis, MO**

**1996-2000**

*Regional health organization focused on tobacco related issues involving smoking and health.*

**Director Tobacco-Use Prevention**

**Selected Accomplishments:**

- Increased Smoking or Health Coalition membership by 88%.
- Served as a registered lobbyist for all tobacco related issues.
- Worked with Attorney General's Office to promote the Master Tobacco Settlement funding being earmarked for a statewide comprehensive tobacco prevention programs.

**City of Saint Louis, St. Louis, MO**

**1990-1996**

*Government-based public health organization serving over 350,000 citizens in the metropolitan St. Louis area.*

**Coordinator Sickle Cell Program**

**Selected Accomplishments:**

- Created an administrative and accounting system procedures.
- Developed and implemented marketing plans and prepared proposals for funding activities.

**EDUCATION/TRAINING AND CREDENTIALS**

**Northcentral University, Prescott Valley, AZ. Completed Doctorate in Business Administration with a Healthcare Administration Specialization, October 2019.**

**Satcher Health Leadership Institute, Morehouse School of Medicine, Atlanta, GA. Certificate of Completion, 2011.**  
**Illinois Public Health Board of Certification, Chicago, IL. Certified Public Health Administrator, 2009-2012; 2013-2015; 2016-2018.**

**Centers for Disease Control and Prevention, Racial Ethnic Health Disparities Action Institute Training Health Disparities, Atlanta, GA- 2010.**

**Federal Emergency Management Agency, National Incident Management Systems (ICS100-808), Washington, DC, 2003-2010.**

**Harvard University- John F. Kennedy School of Government, Cambridge, MA. Senior Executive Leadership Program, Certificate of Management, 2003.**

**Lindenwood University, St. Charles, MO. Masters of Science in Health Management, 1999.**

**Webster University, Webster Groves, MO. Bachelors of Arts in Psychology, 1989.**

**COMMUNITY LEADERSHIP AND MEMBERSHIP**

**Board of Directors**

University of Cincinnati- College of Nursing- Climb Community Advisory Board- 2018- Current

Cradle Cincinnati Advisory Council Cincinnati, OH.- 2018- Current

Hoxworth Blood Center Community Advisory Board, Cincinnati, OH.-2019-Current

Healthcare Businesswomen's Association (St. Louis Chapter), St. Louis, MO. 2015-2018

Area Resources for Community and Human Services (ARCHS), St. Louis, MO. 2001-2018

The Ethics Project, St. Louis, MO. 2015-2018

Regional Health Commission, St Louis, MO.2001-2018

University of Missouri Leadership Council, St. Louis, MO.2015-2018

Washington University, St. Louis, MO -Brown School of Social Work - Masters of Public Health Community Advisory Committee. 2016-2018.

Gene Slay Boys and Girls Club of St. Louis, St. Louis, MO.2017-2018

### **National Representation**

#### **Office on Minority Health- Region VII- Heartland Regional Health Equity Council**

Co-Chair of the Heartland Regional Health Equity Council; (Iowa, Kansas, Missouri and Nebraska), to coordinate and enhance state and local efforts to address health disparities, the social determinants of health and drive collective action at the regional level.

#### **Selected Accomplishments:**

- Expanded membership, Officers elected, finalized Charter and Standard Operating Procedures, completed the Technical Assistance assessment, hosted a Community data capacity building workshop, developed the regional action plan for eliminating health disparities, secured host to create and monitor the web page for the region.

#### **Morehouse School of Medicine, Satcher Health Leadership Institute, Atlanta, GA**

Trans-disciplinary Collaborative on Early Childhood Policy, Advisory Committee, to evaluate the Smart and Secure Children Parent Leadership Program.

#### **Delta Sigma Theta Sorority Incorporate, St. Louis Alumnae Chapter, St. Louis, MO**

#### **Selected Accomplishments:**

- Chairperson Physical and Mental Health Committee- St. Louis Alumnae Chapter- American Heart Association secured funding to support program; The Empowerment Network Inc. - Prostate Cancer Walk- Award for the largest number of walkers.
- Chairperson Physical and Mental Health Committee- Central Region- Supported Sickle Cell Association walk; Regional participation in a national weight lost challenge.

## **SPEAKING ENGAGEMENTS**

- Clemson University's 716<sup>th</sup> Conference on Professional Development for Women; "Creating Win- Win Outcomes," St. Louis, MO. 2006.
- 2<sup>nd</sup> Annual Health Disparities Conference, Improving Medical Effectiveness and Health Outcomes to Eliminate Health Disparities through Multidisciplinary Collaborations; "City of St. Louis: A Municipal Approach to Eliminate Health Disparities Improving Infant Mortality through Community Involvement," New Orleans, LA 2008.
- Fourth Great Year! A National Conference that Combines The Indoor Environmental Health & Technologies Conference & the Lead and Healthy Homes Grantees Conference, "Reaching Program Objectives through Public/Private/Nonprofit Collaboration, Charleston, SC. 2008.
- White House Business Council and the St. Louis Area Business Health Coalition U.S. Department of Health and Human Services Assistant Secretary for Administration, Ned Holland Jr.- "Winning the Future Roundtable with American Business," represented the Mayor Francis G. Slay, St. Louis, MO. 2011.
- Black Women Breast Cancer Survivor's Project, Black Women and Breast Cancer; The Knowledge is Power Conference, "A Diva's Journey to Hope and Healing," St. Louis, MO. 2012.
- 6<sup>th</sup> Annual African-American Nursing History Conference, Health Disparities-Call to Action, "Miles To Go Much to Do," St. Louis, MO. 2013.
- 6<sup>th</sup> Annual Health Disparities Conference, Improving Medical Effectiveness and Health Outcomes to Achieve Health Equity Through Inter Professional Collaborations: "A Moderated Panel Discussion on Public Health and Health Policy: "Where Are We Now? - "Public Health the Path to Better Health, New Orleans, LA 2013

- Health Disparities: “St. Louis Health Equity,” St. Louis, MO. 2013.
- Affordable Care Act: “ACA Outreach in the Heartland: Educating and Empowering the Service Industry,” New Orleans, LA. 2014.
- Healthcare Businesswomen Association Presents: “Lessons from Leaders: Sharing lessons for success within the Healthcare Industry, Bridgeton, MO. 2015.
- Association of Healthcare Journalist: “Health Journalism 2016 Cleveland” Roundtable: Covering the health angles of cities facing crises. Cleveland, OH. 2016.
- Infant Mortality Conference: “Eliminating Disparities in Breastfeeding and Infant Mortality” Cincinnati, OH 2018
- Mental Health Action Summit: “Co-Creating Innovative Solutions for a Healthier Greater Cincinnati” Cincinnati, OH 2019
- Closing the Health Gap, Virtual Town Hall meeting: African American- Men’s Health, Cincinnati, OH. 2019.
- Closing the Health Gap, COVID-19 Town Hall, Cincinnati, OH. 2020
- State of Black Culture, National Coalition of Black Meeting Professionals and the African American Chamber of Greater Cincinnati and Northern Kentucky, Virtual Town Hall, Cincinnati, OH. 2020

## AWARDS

National Nomination Award for Developing and Implementing a “best practice model” which increased health access- American Medical Association’s- Dr. Nathan Davis Award- Outstanding Government Service - St. Louis, MO 2009

Harmony Grand Chapter- Order of Eastern Star Public Relations Charity Program, St. Louis, MO 2010.

Exemplary Leadership Award in Exemplary Women’s Leadership- National Coalition of 100 Black Women Metropolitan Saint Louis Chapter, St. Louis MO 2016.

Equalizer Award - Health Education & Support-Youth and Family Center, St. Louis, MO. 2017

Healthcare Businesswomen’s Association Healthcare Accomplishment Recognition Award (HCARA)-Healthcare Advocacy, St. Louis, MO. 2017.

## PUBLICATIONS

“Patient Navigators and Cancer Treatment Completion among African American Women in St. Louis: A Comparative study” October 2019.