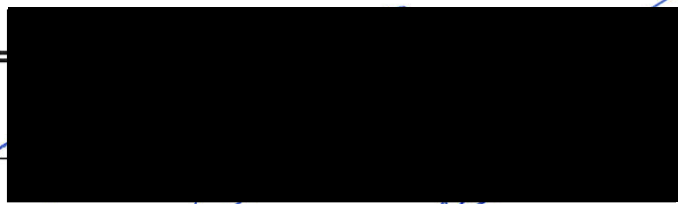


Committee on Energy and Commerce
U.S. House of Representatives
Witness Disclosure Requirement - "Truth in Testimony"
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Toby Douglas		
2. Your Title: Senior Vice President, Medicaid Solutions		
3. The Entity(ies) You are Representing: Centene		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No X
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2015. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. I am a MACPAC commissioner and I am paid by the federal government		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature: _____



Date: _____

4/12/18

Toby J. Douglas

SUMMARY PROFILE

Seasoned health care executive with a 17-year track record of success in leading the strategic development and implementation of large-scale and complex strategic initiatives to reform and advance health care financing and delivery. Expertise in building and leading efforts that bring multiple stakeholders together to execute on initiatives and successfully deliver results that impact accessibility, quality and affordability of health care. Capacity to lead organizational growth and transformation by building strong teams and creating a positive and challenging culture with integrity, service, innovation and accountability.

EXPERIENCE

Centene Corporation, St. Louis, MO **March 2016– Present**
Senior Vice President, Medicaid Solutions

- Advance Centene's place as the best in class and largest Medicaid managed care plan in the nation by leading efforts on Medicaid innovation and best practices across the Centene markets.
- Provide internal and external strategic thought leadership on Medicaid policies, rate setting, program innovation, and new and emerging payment, delivery system and consumer driven coverage options.
- Partner with Centene plans and business development team on strategic growth opportunities using innovative provider and financing models.

Medicaid and CHIP Payment and Access Commission, Washington, D.C. **January 2016– Present**
Commissioner

- Serve as a congressionally appointed commissioner to provide Congress, the Secretary of Health and Human Services, and states with policy and data analysis and recommendations on payment, coverage, eligibility, and access issues impacting Medicaid and CHIP.

Independent Consultant, Davis, CA **February 2015– February 2016**

- Strategically advised clients ranging from state and local governments, managed care plans, administrative services organizations, private equity, start-ups, and consulting organizations on operational, programmatic and policy issues in the field of health, behavioral health, long term care and dental.

California Department of Health Care Services, Sacramento, CA **September 2005 – January 2015**

Director, January 2011– January 2015

Chief Deputy Director, Health Care Programs, January 2009 – December 2010

Deputy Director, Health Care Policy, July 2007 – December 2008

Assistant Deputy Director, Medical Care Services, September 2005 – June 2007

Directed policy, programs, strategic development and operations of all Department programs designed to improve the health of Californians and support the State's health care safety net. Served as the State Medicaid Director and the lead representative of Medi-Cal for the Administration, Legislature, and Federal government. Oversaw staff of over 4,000, budget of \$98B and a Medi-Cal program that serves over 12 million Californians.

- Led successful implementation of the Medicaid components of the Affordable Care Act resulting in the enrollment of over 2 million more Californians in Medi-Cal, the expansion of mental health and substance use disorder benefits, and the restoration of adult dental benefits.
- Partnered with California's Health Benefit Exchange, Covered CA, and four existing state and county eligibility systems to successfully develop and launch on time an IT system that facilitates the eligibility and enrollment of consumers into ACA coverage.

- Transformed the Department's financing and service delivery model by expanding managed care state wide, integrating new populations into managed care, including the disabled, and partnered with Medicare to create the largest integrated Medi-Cal/Medicare demonstration in the nation. Managed care enrollment has grown from 4 million to over 9 million in the last 4 years.
- Led the reorganization, expansion and strategic direction of the Department, including the consolidation of four other departments, boards and public health programs into the Department, growing the Department by over 1,000 employees, expanding the service delivery to include mental health and substance use disorder services, and modernizing the informational technology systems related to the fiscal intermediary, eligibility, data warehousing, and program integrity.
- Transformed the organizational culture of the Department to increase the focus on value based purchasing, performance, quality, transparency and stakeholder engagement including the development of publicly available dashboards on health plan performance, bimonthly newsletters on Departmental activities, and increased stakeholder engagement in ACA implementation.

San Mateo County Health Department, San Mateo, CA

2001 – September 2005

Deputy Director

- Led the planning and development of projects to better serve frequent users of the ED, redesigned the County clinic health insurance enrollment process, improved public health lab operations, enhanced behavioral health treatment for high-risk children, reduced rates of childhood obesity, and increased substance abuse prevention.
- Implemented the Children's Health Initiative, a local effort to provide universal health insurance coverage for all children, which served as a model program throughout the state and eventually led to state wide adoption.
- Spearheaded the development and implementation of One-e-App, making the County the pilot for this locally driven web-based system for streamlining enrollment; a precursor for ACA online enrollment applications.

Urban Institute, Washington, D.C.

March 1996 – January 1999

Research Associate

- Served on a variety of quantitative and qualitative research projects focusing on welfare reform, state fiscal issues, homelessness and maternal and child health.
- Led case study site visits, developing interview protocols, and conducting interviews with state and local social and health services leaders.
- Co-authored reports describing the characteristics of homelessness for a federally funded national study; analyzed cross-state spending on children's programs; and documented the evolution of California's income support and social service programs.

Corporation for National Service, Richmond, CA and Lame Deer, MT

July 1994 – August 1996

AmeriCorps*VISTA Volunteer/Mickey Leland Hunger Fellow

- Worked with the Cheyenne to establish one of the first food banks on an American Indian Reservation.
- Served as a SHARE (Self-Help And Resource Exchange) community developer and a Mickey Leland Hunger Fellow, a year-long program designed to train emerging leaders in the anti-hunger movement.

EDUCATION

University of California, Berkeley

Master in Public Policy; Master in Public Health; BA with honors Economics

OTHER ACTIVITIES

- Serve on the Board of the Medicaid Health Plans of America, 2017- present
- Served as a Board Member of the National Association of Medicaid Directors, 2010-2015
- Served from 1996-1999 as an HIV counselor, health promoter, and Board Member at the Washington Free Clinic providing patient focused health prevention and clinical services
- Traveled in South America working with street children and volunteering in the Ecuadorian Amazon to help start an eco-tourism project and studied International Economics at the Universidad de Madrid
- Spend free time with wife and three children; enjoy running, skiing and hiking