

# STATE OF COLORADO

## OFFICE OF THE GOVERNOR

136 State Capitol  
Denver, Colorado 80203  
Phone (303) 866-2471  
Fax (303) 866-2003



John W. Hickenlooper  
Governor

## A 2016 100

### EXECUTIVE ORDER

#### MEMBERS

#### COMMISSION ON FAMILY MEDICINE

#### ORDERED:

That the following named persons be and they are hereby appointed and reappointed to the:

#### COMMISSION ON FAMILY MEDICINE

for a term expiring July 1, 2017:

Jeffrey Dewayne Shelton of Sterling, Colorado, to serve as a health care consumer from the Fourth Congressional District and as a Republican, and occasioned by the resignation of John Robert Gardner of Yuma, Colorado, appointed;

effective July 1, 2016 for terms expiring July 1, 2019:

Freddie L. Jaquez of Alamosa, Colorado, to serve as a health care consumer from the Third Congressional District and as a Democrat, reappointed;

Doris Leigh Ralston of Colorado Springs, Colorado, to serve as a health care consumer from the Fifth Congressional District and as a Republican, reappointed.



GIVEN under my hand and the  
Executive Seal of the State of  
Colorado, this twenty-seventh  
day of May, 2016.

John W. Hickenlooper  
Governor



**STATE OF COLORADO**  
 APPLICATION - 2015  
 BOARDS AND COMMISSIONS  
 OFFICE OF GOVERNOR JOHN W HICKENLOOPER

FOR OFFICE USE ONLY  
 DB SS 4/18/16  
 SLOT \_\_\_\_\_

Please attach a resume and fill ALL fields.

Please be advised that applications will not be processed if unsigned or resume is not attached and a board or commission is not specified.

BOARD OR COMMISSION FOR WHICH YOU ARE APPLYING: (Only one per application, your application will not be processed if left blank )

**FAMILY MEDICINE, COLORADO COMMISSION ON**

Name (Last, First Middle): Shelton, Jeffrey Dewayne		County Logan	Cong. District * 4	Senate District * 1	House District * 65
Home Address: 615 Fairhurst Street		City: Sterling	State Colorado		Zip Code 80751
Mailing Address:		City:	State		Zip Code
Date of Birth: [REDACTED]	Driver's License # [REDACTED]	Gender Male	Registered Voter? Yes	Ethnicity Caucasian	
	SSN # [REDACTED]		Party Affiliation? Republican <i>Registered in OK - working on changing</i>		
Present Employer/Title Sterling reginal MedCenter/ Chief Executive Officer		Business Phone # 970-521-3298		Home Phone # (580) 377-8070	
		Cell Phone # (580) 377-8070		E-mail jeffreydshelton89@gmail.com	
Business Address 615 Fairhurst Street		City Sterling	State Colorado	Zip Code	

**EDUCATION AND GENERAL QUALIFICATIONS**

LEVEL	NAME OF SCHOOL	LOCATION	No. Years Attended	Did You Graduate?	Major Course of Study
High School	Henderson County High School	Henderson, KY 42420	4	1989	PreCollege
College	University of Kentucky	Madisonville, KY	2	1994	Respiratory Care
Graduate Studies -or- Trade/Business/Correspondence	Bellevue University	Bellevue, NE	2	2008	MHA
Memberships in Organizations And Offices Held (Indicate if Past or Present)	Reference Resume				

**REFERENCES (List three persons, not related to you, who you have known for at least one year.)**

NAME	ADDRESS	PHONE #
Mr. Wade Tyrrell	615 Fairhurst Sterling, CO 80751	(970) 580-9094
Mrs. Tiffany Weber	615 Fairhurst Sterling, CO 80751	(970) 520-2617
Dr. Jeffrey Bacon	615 Fairhurst Sterling, CO 80751	(970) 580-9422

Have you ever been a party to or the subject of or otherwise involved in any legal proceeding that might adversely affect your qualifications to serve on this board or commission? Is there anything in your background that might be an embarrassment to the Governor or you if it were to become public? (On Pg. 2 if applicable) Response: No

If appointed, you are expected to attend fully to the duties of the position. How much time are you capable of committing?: I am the CEO of a Healthcare Facility with an RTT program. I am committed to ensuring this program succeeds. I will dedicate the time needed to ensure that these programs succeed locally and across the state.

Please explain why you wish to serve on a board or commission (On Next Page)

I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize investigation of all statements contained herein and the references listed above to obtain any and all pertinent information, personal and otherwise. I further authorize the Office of the Governor to conduct a criminal background check, including requesting a criminal history from the Colorado Bureau of Investigation. I release all parties for all liability for any damage that may result from furnishing such information. I understand that the Colorado Open Records Act may require that certain information contained in this application be available for inspection by the general public.

RETURN COMPLETED FORM TO:  
 Romaine Pacheco, Director  
 Governor's Office of Boards and Commissions  
 136 State Capitol Bldg.  
 Denver, CO 80203  
 Fax: 303.888.6368  
 boards@state.co.us

**SIGNATURE: Jeffrey Dewayne Shelton DATE: 04/15/2016**

**I am a healthcare professional with >25 years of health care experience. My career has taken me from the front-line to senior executive leadership. I am committed to working closely with health care providers and the legislature to ensure health care dollars are spent wisely and dedicated to ensure that the rural population received care from high educated and competent providers.**

## Jeffrey D. Shelton, MHA, BSBA, RRT

Cellular (580) 377-8070  
Work (970)521-3298  
jeffreydshelton89@gmail.com

615 Fairhurst Street  
Sterling, CO 80751

### *Executive Summary*

A diverse Chief Executive Officer dedicated to a lifetime of serving communities through maximizing access to healthcare services while remaining committed to consumer safety, customer service, and operational efficiency. An empathic and effective team leader combining over twenty years of clinical, managerial, and leadership experience with the passion needed to meet the ongoing healthcare challenges faced by communities and providers. A true leader with a clear awareness of the diverse background and experiences of others while remaining alert to widely varying internal and external customer needs and circumstances. A collaborative team player, acting as a key resource and mentor to consumers, front-line personnel, managers, and healthcare professionals.

### *Career Achievements*

- September 2015 – February 2016 lead the team of healthcare leaders through eleven (11) regulatory surveys including IJC, Centers for Medicare & Medicaid Services, Colorado Department of Public Health & Environment, CO Department of Pharmacy, and Colorado Department of Fire Prevention. Personally responsible for the research, correction, correction plan development for life safety Plan of Corrections as well as clinical POCs.
- July 2013 – August 2015 successfully recruited four (4) physicians with two (2) focused within the service area of Family Medicine with Obstetrics and Two (2) with focused areas within the service area of Emergency Medicine/Urgent Care/Hospitalist within the first eighteen month at NMII.
- Within 12 months of tenure, successfully replaced the use of a third party contractor in the management of the organization's ER/UC/Hospitalist program. The recruitment of four (4) qualified providers allowed for the organization's ER/UC/Hospitalist program to be managed solely by NMH employed providers resulting in an annual savings of over \$500K.
- Through critical service-line development efforts, implemented Urgent Care Services (5/2014), Wound Care Services (4/2014), enhanced Swing Bed Services (5/2014), and expansion of endoscopy services (2/2014). Such service line enhancements/implementation has resulted in service line growth in utilization as well as continued growth within the division of ancillary services.
- December 2013 engaged in a third party contract to provide full-time consistent rehabilitation services with an emphasis within the areas of Physical Therapy, Occupational Therapy, and Speech Pathology increasing service-line utilization by 34% within a six (6) month period.
- Through physician engagement, transitioned a completely closed medical clinic attached to the healthcare facility to nearly full occupancy within twelve months. The clinic now houses four (4) primary care physicians, one (1) mid-level provider, a part-time general surgeon, and multiple time share renters directly impacting the utilization of ancillary services within the hospital.
- Ongoing progress is being made with the front-line care team and management staff in the effective and efficient utilization of the organization's EHR (EPIC). The team is learning to utilize the system for data extraction, development of performance metrics, and to establish performance goals for themselves as well as the front-line care team.
- Led the healthcare team through the performance of an Oklahoma State Department of Health 2014 survey which identified multiple areas of opportunity. Through effective coaching and team leadership, led the team to develop and implement a plan of correction that exceeded the expectations of the state surveyors, resulting in the development of a positive relationship with the OSDH and the opportunity for the organization to become a top rural health care provider within the state.
- Assisted the Board of Directors in redirecting, refining, and restating the organization's Mission, Vision and Values statements that better addressed the organization's focus on community and goals to quickly become, "the provider of choice" within northwestern Oklahoma.
- Successfully united the Board of Directors, Medical Staff and Leadership Team in the establishment of a transparent process to steering the organization to better serve the needs of consumers. This approach focused on the organization's commitment to "thrive" not just "survive" within today's healthcare environment.

- October 2013 completed a facility wide employee engagement survey. This survey was designed to assess the mood/feelings of the organization's front-line staff and assist with the development of the organization's employee engagement plan. The results of the data was presented to all staff as well as the organization's employee engagement plan that was developed by the organization's managers, directors, medical staff, and Board of Directors
- Effectively and efficiently responded to an investigation by the Office of Civil Rights related to a potential breach of HIPAA that was presented to me upon my first day of employment at NMH. Performed a thorough investigation into operations and employee performance exceeding the expectations of the OCR leading to NMH not being fined for breach of federal policies.
- In 2013 performed a community needs assessment that engaged the community, Board of Directors, Medical Staff, leadership team and front-line staff to identify the current and future healthcare needs of the community and utilize this information to formulate the organization's short term strategic plan.
- Utilizing data obtained from July 2012 – June 2013 Harlan County Health System received the award of being one of the top twenty critical access hospitals in customer service in the nation 2014 by the National Rural Health Association. I was CEO of HCCHS during this period in time.
- Successfully united the medical and front-line teams through the development of cultural changes and the creation of an open communication society, which resulted in a sustained commitment to patient safety and a new found customer service focus.
- United the health care services of those served through the acquisition of two provider based clinics and the employment of physicians and midlevel providers for the first time in organizational history.
- Through collaboration, developed sustainable community relationships with local and outreach communities to unify the counties perception of healthcare access and quality, resulting in a shared commitment to seeing the healthcare system succeed.
- Improved operational efficiencies through the use of labor management, technology, and employee education within key ancillary service divisions, which resulted in market share growth while reducing labor and overhead costs.
- Improved employee relations through the use of employee engagement theories, resulting in drastically improved employee opinion survey results that revealed an engaged workforce that shares in the mission, vision, and values of the organization.
- Experienced in grant writing with success in receiving awards amounts of \$770,000.00 for women's full field digital mammography services and most recently \$362,000 for the implementation of eEmergency Services.
- Organization is the first in the south-central region of Nebraska to apply the use of eEmergency Services to positively impact consumer outcomes and reduce the need for patient transports to higher levels of care.
- Successfully negotiated the recall of previously issued bonds resulting in a savings of \$717,000 in interest payments over the remaining life of the original remaining loan period of 15 years for the 2006 renovation/expansion of the facility.

#### *Qualification Highlights*

- Definitive leader within large and small groups where progress is achieved through collaboration and process development where the skills and talents of individuals are maximized to generate measurable results.
- Extensive healthcare experience ranging from front-line direct patient care management to C-level oversight, where these transferable skills are applied during decision making processes concerning clinical and fiduciary responsibilities.
- Engaging member of the community involved in charitable activities and support systems that allow community members the opportunity to be heard and express their feelings concerning health care needs and the issues that concern them.

#### *Professional Background*

**Chief Executive Officer**

***Sterling Regional Medical Center (25-bed acute care facility)***

As the CEO, responsible for ensuring the overall accountability for producing desired results associated with service excellence, quality clinical outcomes, market share maintenance/expansion, and financial integrity of operations.

***September 2015 to Present***  
***Sterling, CO 80751***

Responsible for remaining highly visible at the facility, region and system levels including the development and management of campus growth and improvement plans, efficient utilization of resources, acquisition of technology, and program development. Responsible for developing and fostering positive relationships with all constituents including medical staff, employees, volunteers, external agencies, and the community. Responsible for the development of short and long-term plans for carrying out the goals and objectives of the System as outlined and developed by the Board of Directors. Responsible for serving as a change agent and driving, supporting and modeling a service-oriented culture focused on patient safety and the overall patient experience. Performs as the principal link between hospital activities and the community, local Board, and medical staff.

**Chief Executive Officer**

*July 2013 to August 2015*

*Newman Memorial Hospital (74-bed acute care facility)*

*Shattuck, OK 73858*

Oversee the day-to-day operations of the healthcare organization utilizing direct and indirect oversight methods. Accountable for planning, organizing, and directing operations to ensure that quality patient care is provided and that the financial integrity of the organization is maintained. Responsible for ensuring compliance with applicable laws and regulations as well as all policies and procedures set forth by the Governing Board, Medical Staff and those required by CMS. Responsible for establishing a sustainable leadership team that is coached to develop a clear commitment to the organization's success. Responsible for creating an environment and culture that enables the organization to fulfill its mission by meeting or exceeding established goals, conveying the organization's mission to all staff, holding staff accountable for their performance, motivating staff to improve performance and being responsible for the measurement, assessment and continuous improvement of the organization's performance.

**Chief Executive Officer**

Feb 2009 to June 30, 2013

*Harlan County Health System (19-bed Critical Access facility)*

Alma, NE 68920

Oversee the day-to-day operations of the healthcare organization utilizing direct and indirect oversight methods. Accountable for planning, organizing, and directing operations to ensure that quality patient care is provided and that the financial integrity of the organization is maintained. Responsible for ensuring compliance with applicable laws and regulations as well as all policies and procedures set forth by the Governing Board, Medical Staff and those required by CMS. Responsible for establishing a sustainable leadership team that is coached to develop a clear commitment to the organization's success.

- November 2013 HCIS was name one of the top twenty critical access hospital's in the nation by the National Rural Health Association. Data used in making this determination was during my tenure as the CEO of the organization.

**Director of Cardiopulmonary Services**

Feb 2006 to Feb 2009

*Mary Lanning Memorial Healthcare (185-bed acute care facility)*

*Hastings, NE 68901*

Responsible for the planning, directing and managing of the department to assure quality service are provided to consumers on a 24/7/365 basis. Directly responsible for meeting JCAHO Standards, complying with corporate policy and procedures, for managing supplies and equipment for the division, for promoting teamwork with physicians and all health care providers, for promoting internal and external customer satisfaction, and for appropriate resource management.

- Cardiopulmonary Services - Implemented sustained departmental revenue growth from 8.1 million in 2005 to over 10.3 million dollars in less than a three year period.
- Directly responsible for a 46% growth within the divisions of Cardiology, Neurology, Sleep Medicine, Pulmonary Medicine, and Pulmonary Clinics, to meet the needs of the communities served.
- Accountable for the financial management of a 1.5 million dollar department payroll while assuring staff to patient ratios promote patient safety, quality, and operational efficiency.
- Responsible for the development and implementation of such specialty service lines as Interventional Pulmonology, Sleep Medicine, Echocardiograph, CTCA, Cardioversion, and multiple other specialty services.
- Responsible for the development and implementation of physician outreach clinic throughout central Nebraska focusing on the specialty areas of pulmonary medicine, sleep medicine, and neurology, which has resulted in the organizations continued increase in direct patient referrals and market presence.

**Assistant Director of Cardiopulmonary Services  
Methodist Hospital (210- bed acute care facility)**

1991 to 2006  
Henderson, KY 42420

Responsible for the direct, indirect, and remote supervision of over 45 staff members in the day to day operations of such ancillary services as Respiratory Care, Cardiology, Neurology, and Sleep Medicine. Assisted in the planning, directing and managing the departmental budgets and program development initiatives. Directly responsible for meeting JCAHO Standards, complying with corporate policy and procedures, supply chain management and equipment acquisition for the division. Responsible for promoting teamwork with physicians and all health care providers, including promoting internal and external customer satisfaction.

- Researched, developed, and implemented the organizations first ever electronic clinical documentation system. This system was isolated to the CPS Division with its success used as the guideline for a facility wide electronic clinical management system.
- Responsible for the development of cutting edge clinical programs that resulted in costs reductions in such areas of Pharmacy (>\$250K), Inventory (>\$200K), and multiple capital investment savings.
- 2004 recipient of the "Employee of Excellence" award for excellence in customer service, teamwork, and commitment to the success of the organization.

***Education and Credentials***

**Master of Science, Healthcare Administration  
Bellevue University**

2008  
Bellevue, NE

The Master of Healthcare Administration program was designed by the Healthcare Leadership Alliance (HLA), for graduates to develop a specific set of competencies deemed critical for contributing to the viability and success of organizations within the healthcare industry.

**Bachelor of Science, Business Administration  
Indiana Wesleyan University**

2005  
Marion, IN

The BSBA program provided a broad-based education in the theories, principles, and practices of modern business. Coursework included management, decision-making, business communications, managerial accounting and finance, economics, and marketing, with an emphasis on ethics and the technical and leadership skills needed for successful entry-level work in the professional world.

**Associate of Science, Respiratory Care  
University of Kentucky**

1994  
Madisonville, KY

Respiratory Therapists evaluate, treat, and care for patients with breathing or other cardiopulmonary disorders. Practicing under the direction of a physician, respiratory therapists assume primary responsibility for all respiratory care therapeutic treatments and diagnostic procedures, including the supervision of respiratory therapy technicians.

***Boards, Associations, & Memberships***

- Colorado Hospital Association – Active involvement - 2016
- Logan County Economic Development - Board Member - 2016
- Shattuck Chamber of Commerce – Board Member – 2015
- Rotary Club of Gage, OK – Member- July 2013 – August 2015
- Kiwanis of Arnett, OK – Member- July 2013 – August 2015
- Freemason of Shattuck – Member – October 2014 – August 2015
- Chairperson (2011- 13), Advisory Board of CASA, Home office Holdrege, NE, 2009. CASA is a child advocacy program where volunteers are appointed by judges to watch over and advocate for abused and neglected children, to make sure they don't get lost in the overburdened legal and social service system or languish in inappropriate group or foster homes.
- Advisory Board Member, Central Nebraska Coalition Against Substance Abuse, (CNCASA), Home office at Two Rivers Health Department, Holdrege, NE, 2011. To decrease substance abuse through increased education of adults and youth in regard to underage drinking, including the consequences of underage drinking, the consequences of procuring, and the relationship between underage drinking and further substance use/abuse.
- Board Member of the Harlan County Dam Playhouse (2009) – Current holding the office of secretary and treasurer. The HCDP is a community theatre dedicated to maintaining access to the performing arts within the south-central region of Nebraska.

- **Rotary International (2009) - Chapter President (2012-13), Alma, NE**
- **Policy Development Committee, Nebraska Hospital Association, Lincoln, NE, since 2009 (including testifying at the state)**

As a member of the policy development committee I am responsible for working with a diverse team of healthcare professionals and leaders of small hospitals to large regional medical centers in the development of association goals and initiatives related to current developments within the state and federal governments.

- **Member, American College of Healthcare Executives, since 2008**
- **Member, American Association of Respiratory care, since 2001**
- **Member, Healthcare Financial Management Association, since 2009**

#### *Licenses*

- **Registered Respiratory Therapist**  
**State of Nebraska License #2032**                      **Active**  
**State of Oklahoma License #4146**                      **Active**

#### *Fellowship*

- **Advanced Executive Leadership, Rural Health Association CAH Executive Fellowship, Lincoln, NE, 2011.** This program is sponsored by the Office of Rural Health, the QIO, and the Nebraska Rural Health Association. The purpose of this program is to provide the leadership competencies and tools that are necessary to build a culture of change and transform the hospital into a high performance organization. It is a nine-month program that is designed to help the participants become effective leaders and oversee one or more performance improvement projects.
- **American College of Healthcare Executives – 2012 Senior Executive Fellowship Program.** The senior executive program is a unique learning series designed to further develop operational, strategic and leadership skills for today's healthcare leaders who are poised to move into higher senior executive leadership roles.

#### *Honors*

- **Most Likely to Succeed in the Field of Respiratory Care, University of Kentucky, 1993**
- **National Competition Finalist (Respiratory Care), Health Occupation Schools of America (HOSA), 1994**
- **Employee of Excellence, Methodist Hospital, 2004**





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Please attach a resume and fill ALL fields.

Please be advised that applications will not be processed if unsigned or resume is not attached and a board or commission is not specified.

BOARD OR COMMISSION FOR WHICH YOU ARE APPLYING. (Only one per application, your application will not be processed if left blank.)

**FAMILY MEDICINE, COLORADO COMMISSION ON**

Name (Last, First Middle) Ralston, Doris Leigh		County: El Paso	Cong District: 5 ✓	Senate District: 9 ✓	House District: 20 ✓
Home Address: 7660 Solitude Lane		City: Colorado Springs		State: Colorado	Zip Code: 80919
Mailing Address:		City:		State: Colorado	Zip Code:
Date of Birth: [REDACTED]	Driver's License # [REDACTED]	Gender: Female	Registered Voter? Yes	Ethnicity: Caucasian	
	SSN # [REDACTED]		Party Affiliation? Republican ✓		
Present Employer/Title: C S Osteopathic Foundation/ Executive Director & CEO		Business Phone #: 719-635-9057		Home Phone #: (719) 590-9692	
		Cell Phone #: (719) 332-0047		E-mail: ralstongd@comcast.net	
Business Address: 422 E. Vermijo Ave., Suite 311		City: Colorado Springs		State: Colorado	Zip Code: 80949

**EDUCATION AND GENERAL QUALIFICATIONS**

LEVEL	NAME OF SCHOOL	LOCATION	No. Years Attended	Did You Graduate?	Major Course of Study
High School	TerrySanford	Fayetteville, N C.	4	1973	
College	East Carolina University	Greenville, N.C.	4	1977	School & Community Health
Graduate Studies -or- Trade/Business/Correspondence	JCCS	Colorado Springs	2	1985	M.P.A.
Memberships in Organizations And Offices Held (Indicate if Past or Present)	Named a Woman of Influence by the C.S. Business Journal in 2013 Currently President-Elect of the National Association of Osteopathic Foundations				

**REFERENCES (List three persons, not related to you, who you have known for at least one year )**

NAME	ADDRESS	PHONE #
Rob McDonald	3027 Electra Drive, Colorado Springs, CO 80906	(719) 330-8806
Panny Sayre, CPA	3680 Camels View Colorado Springs, CO 8094	(719) 630-1186
Tom Gosch	1313 North 31st Street Colorado Springs, CO 80904	(719) 633-6460

Have you ever been a party to or the subject of or otherwise involved in any legal proceeding that might adversely affect your qualifications to serve on this board or commission? Is there anything in your background that might be an embarrassment to the Governor or you if it were to become public? (On Pg. 2 if applicable) Response: No

If appointed, you are expected to attend fully to the duties of the position. How much time are you capable of committing? As much time as necessary to be a contributing member of the commission.

Please explain why you wish to serve on a board or commission. (On Next Page)

I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize a investigation of all statements contained herein and the references listed above to obtain any and all pertinent information, personal and otherwise. I further authorize the Office of the Governor to conduct a criminal background check, including requesting a criminal history from the Colorado Bureau of Investigation. I release all parties for all liability for any damage that may result from furnishing such information.  
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RETURN COMPLETED FORM TO:  
 Romaine Pacheco, Director  
 Governor's Office of Boards and Commissions  
 138 State Capitol Bldg.  
 Denver, CO 80203  
 Fax: 303.866.6368  
 boards@state.co.us

**SIGNATURE: Doris L. Ralston DATE: 05/03/2016**

Volunteering has been a way of life for me. Given my expertise I believe I can continue to contribute to the mission of the Commission on Family Medicine. Family Medicine is the major specialty in primary care medicine. As Colorado continues to experience a shortage of primary care physicians, it is imperative that the best training for the family medicine residents occur and that policies and funding are in place to support this training. More than half of Colorado's family practice residents practice medicine in Colorado upon graduation. In addition, the rural training opportunities are critical. Being an advocate for curriculum, policies and funding for family medicine is an important role for me on the commission.

**Doris L. Ralston, MPA, CHES**  
7660 Solitude Lane  
Colorado Springs, Colorado 80919  
(Office) 719.635.9057 (Home) 719.590.9692 (Cell) 719.332.0047  
Home Email: [ralstongd@comcast.net](mailto:ralstongd@comcast.net)  
Office Email: [DRalston@csof.org](mailto:DRalston@csof.org)

**Key Competencies/Qualities**

- Experience and ability to work successfully with people from diverse backgrounds – governing boards and councils, donors, business community, educators, students, parents
- Experience working with local and national nonprofit organizations
- Ability to engage community members in forming and participating in collaborations
- Diplomatic Communicator/Interpersonal Skills
- Ability to Design and Implement New Programs and Projects
- Strong Organizational and Project Management Skills
- Strategic Planning Skills
- Media Relations and Public Relations
- Successful Proposal/Report Writer
- Experienced Fund Raiser – Grants, individual gifts, special gifts, special events (\$25.00 to \$300,000 plus); Build and maintain donor relations

**Education**

Graduate School: University of Colorado, Colorado Springs, Colorado  
Degree: Masters of Public Administration (M.P.A.) - 1985

Undergraduate: East Carolina University, Greenville, North Carolina  
Degree: B.S. School and Community Health Education - 1977

Other Formal Education: Health Issues in Public Policy Ph.D. Level Course  
George Mason University, Fairfax, VA - Fall 1994

Grantsmanship Course – Fall 1986  
University of Colorado, Colorado Springs

## **Professional Experience**

### **Executive Director & CEO, Colorado Springs Osteopathic Foundation**

**January 20, 2009 to Present**

**Position Summary:** responsible for the day to day operations of the Foundation to include administration, finance, human resource management, strategic planning, board relations, community relations and marketing to ensure the continued success of the Foundation and its positive impact in our community

- Collaborates with the board to refine, implement and evaluate a strategic plan that ensures that the priorities, budget and volunteers are aligned with the Foundation's core mission
- Provides direction to the Foundation's volunteers to ensure the continued development and management of a professional and efficient organization
- Supports and motivates the Board and volunteers to help build and strengthen partnerships, cultivate donors and enhance the Foundation's profile in the community
- Works with the Board and its committees to ensure the integrity of the Foundation's reputation, finances, IRS status, etc.
- Ensures that the flow of funds permits the Foundation to make continuous progress towards the achievement of its mission and that those funds are allocated properly to reflect current needs and future potential
- Implements and evaluates the Foundation's Community Grants and Scholarship programs
- Meets with nonprofit leaders to determine needs and solutions to those needs in our community
- Represents the Foundation at community events and collaborations

### **Interim Executive Director, Colorado Springs Osteopathic Foundation**

**August 2008 to January 20, 2009**

**Position Summary:** During the transition phase of the Foundation, responsible for the day to day operations of the Foundation to include administration, finance, human resource management, strategic planning, board relations, community relations and marketing to ensure a seamless closure of programs while creating a new purpose and identity for the Foundation

- Same as above
- And was responsible for the successful transition of the Foundation from a public charity to a private foundation

***Director, Continuing Medical Education & Public Relations, Colorado Springs  
Osteopathic Foundation, April 1997 – August 2008***

**Position Summary:** As a member of the leadership team, was responsible for developing continuing medical education programs, and the public relations and marketing areas of the Foundation; as well as, some fund raising

- Developed collaborations with other community organizations to develop and implement public education programs when the foci were mutually beneficial, such as *Kids and Guns Toying with Death*
- Developed Foundation Recognition awards
- Meeting and event planning
- Strategic planning
- Fundraising – grants and annual giving
- Speech and report writing
- Developed, implemented and evaluated professional and public education programs – Ethics, Aging, CME Series, Baby Boomers, A Matter of Heart, Medicare program, Noon Series for Physician Office Staff on Communications, Y2K, Medicare Managed Care Forum, etc.
- Planned and implemented all of the Foundation's Open Houses including our 20<sup>th</sup> Anniversary, the ribbon cutting, the public and patient open houses for our new facility
- Represented the Foundation on community initiatives such as the Pikes Peak Forum on Health Care, Memorial Hospital's Spirit of Women Committee, CHP's Communications Committee, The Event! Committee, and The EPEC Committee, CACME Representative, Eisenhower Reunion Committees
- Planned and oversaw the development of the video, *A Lasting Legacy*
- Managed the media relations including radio interviews, television interviews, print interviews, news releases, and media buys
- Wrote and submitted grants to pharmaceuticals for CME support successfully
- Staffed Senior Expo with exhibit
- Marketed FMC/Centennial Health

***Assistant Director of Operations and Plans, United States Space Foundation, Colorado Springs, Colorado October 1995 - March 1997***

**Position Summary:** As a member of the leadership team, I worked with all department managers to ensure the growth and success of the National Space Symposium.

- Managed the national space symposium
- Planned and facilitated staff meetings
- Developed the strategic plan and operations plan
- Worked on special projects as assigned such as proposal writing for the Space Technology Hall of Fame program
- Developed a portable space technology spin-off exhibit for NASA's use

***Public Relations and Staff Legislative Affairs Coordinator***, American Medical Student Association, 1902 Association Drive, Reston, Virginia April 1993 – October 31, 1995  
Position Summary: As a team member of the Executive Staff, I directed and managed the Washington and State Health Policy Fellowship Programs and managed and directed the communications and public relations work of the Association and Foundation that included

- Developing and implementing the association's communications/media relations plan
- Developed and disseminated the association's annual report
- Created cover letters to accompany special reports of *The New Physician* which were disseminated to members of Congress, Governors, the Executive Branch and members of the news media
- Developed media campaigns for our annual meetings, i.e. wrote news releases and provided media follow-up which met with great success at our annual meetings
- Directed the production of the OATS newsletter that was sent to AMSA alumni
- Initiated and developed "SPEAK OUT" surveys that appeared in *The New Physician* to make the magazine more reader interactive and developed "Voice Box", a summary of the survey results and "Second Opinion" which appeared in the AMSA Focus Section of *The New Physician* to make the newsletter more reader interactive
- Participated in meetings and briefings on the Hill; assisted in writing testimony and position statements as well as represented our association at coalition meetings
- Worked with the President to create and distribute a five minute AMSA promotional video
- Developed grant proposals for health policy programs (\$160,000 received) and reports
- Developed and managed budgets for communications, pre-conventions and health policy fellowship programs
- Provided media support to the regions and chapters
- Managed the *Paul R. Wright Excellence in Medical Education Award* nominations and selection process
- Directed the Foundation's Washing Health Policy Fellowship Program and the State-based Health Policy Fellowship Program
- Provided reports to the Boards of the Association and Foundation

***Project Coordinator***, American Medical Student Association/Foundation, Reston, Virginia September 3, 1991 – December 31, 1993

Position Summary: Responsible primarily for developing and implementing a national health promotion/alcohol and drug abuse prevention project for medical students titled "Health Education Personalized! For Physicians-in-training," which was funded by the U.S. Department of Education Fund for the Improvement of Post Secondary Education (FIPSE). While in this position, I assumed additional responsibilities.

- Created a resource compendium for the Health Education Personalized! Project

- Designed orientations for the participating chapters and provided technical assistance
- Conducted needs assessments among chapter presidents and deans of student affairs via survey
- Managed the 1992 national preconvention conference titled "Medical Training: A Matter of Survival?" and developed and disseminated the conference proceedings
- Managed the 1993 preconvention conference titled "Celebrating the Rainbow: Caring for a Multicultural Society"
- Directed the Washington Health Policy Fellowship Program, an eight week summer health policy fellowship for medical students and developed and directed the State-based Health Policy Fellowship Program
- Developed the Association's annual reports; an informational brochure; an all purpose pocket folder, wrote media advisories and developed press folders for AMSA's annual conventions
- Initiated the creation of the Paul R. Wright Excellence in Medical Education Award, that is an annual student's choice award bestowed upon the medical school whose exemplary achievements best foster the development of socially responsive physicians who are truly committed to servicing American's communities
- Designed, conducted and evaluated a national workshop for recipients of FIPSE grants who were from health professional schools
- Provided reports to the Board of Directors and the Board of Trustees
- Provided Staff support at AMSA National Annual Meetings
- Developed, implemented and evaluated a national health promotion/alcohol and drug abuse prevention project for medical students titled "Health Education Personalized! For Physicians-in-training" which was funded by the US Department of Education Fund for the Improvement of Post Secondary Education (FIPSE).
- Developed a national workshop for project coordinators of FIPSE Grants

***Education & Development Director, Colorado Springs Osteopathic Foundation***  
 May 2, 1988 – May 31, 1991

**Position Summary:** My chief responsibilities were assisting the chief executive officer in the development, implementation and evaluation of the Foundation's programs

- Created radio public service announcements
- Crafted the Foundation's newsletters and annual reports
- Planned, implemented and evaluated the "appreciation day" activities and other membership meetings
- Planned, implemented and evaluated Continuing Medical Education programs for physicians including the first two medical ethics conferences; the first conference there were 350 participants registered with more than 200 returned due to maximum seating capacity
- Developed and monitored the public and professional education budgets
- Collaborated on a postgraduate general practice education training grant which was approved by the Department of Health and Human Services for \$375,000



# STATE OF COLORADO

APPLICATION - 2015  
BOARDS AND COMMISSIONS  
OFFICE OF GOVERNOR JOHN W HICKENLOOPER

FOR OFFICE USE ONLY  
DB SS 4/29/16

SLOT \_\_\_\_\_

Please attach a resume and fill ALL fields.

Please be advised that applications will not be processed if unsigned or resume is not attached and a board or commission is not specified.

BOARD OR COMMISSION FOR WHICH YOU ARE APPLYING: (Only one per application, your application will not be processed if left blank )

### FAMILY MEDICINE, COLORADO COMMISSION ON

Name (Last, First Middle): Jaquez, Freddie Luther		County: Alamosa	Cong/District: 3 ✓	Senate District: 35 ✓	House District: 62 ✓
Home Address: 5401 Rd. 4.9 South		City: Alamosa		State: Colorado	Zip Code 81101
Mailing Address:		City:		State: Colorado	Zip Code
Date of Birth [REDACTED]	Driver's License # [REDACTED]	Gender Male	Registered Voter? Yes	Ethnicity: Hispanic	
	SSN #		Party Affiliation? Democrat ✓		
Present Employer/Title San Luis Valley Area Health Education Center/ Executive Director		Business Phone # 719-589-4977		Home Phone # 719-589-4181	
		Cell Phone # 719-588-2808		E-mail freddie@slvahec.org	
Business Address 300 Ross Avenue		City Alamosa		State Colorado	Zip Code 81101

### EDUCATION AND GENERAL QUALIFICATIONS

LEVEL	NAME OF SCHOOL	LOCATION	No Years Attended	Did You Graduate?	Major Course of Study
High School	Centennial High School	San Luis, CO	4		General
College	Adams State University	Alamosa, CO	4		Psychology
Graduate Studies -or- Trade/Business/Correspondence	Adams State University	Alamosa, CO	1		Guidance and Counseling
Memberships in Organizations And Offices Held (Indicate if Past or Present)	Commission on Family Medicine - Present Alamosa Prescription Drug Task Force - Present Alamosa County Prevention Coalition - Present Rocky Mountain Prevention Research Center - Present				

### REFERENCES (List three persons, not related to you, who you have known for at least one year )

NAME	ADDRESS	PHONE #
Joe Valdez, RPh	412 Main Street Alamosa, CO 81101	
Dr. Mark Deutchman, MD	13120 E. 19th Ave., MS-F433 Aurora, CO 80045	
State Rep. Edward Vigil	State Capitol 200 E. Colfax Room 271	

Have you ever been a party to or the subject of or otherwise involved in any legal proceeding that might adversely affect your qualifications to serve on this board or commission? Is there anything in your background that might be an embarrassment to the Governor or you if it were to become public? (On Pg. 2 if applicable) Response: No

If appointed, you are expected to attend fully to the duties of the position. How much time are you capable of committing? All meetings, site visits and conference calls.

Please explain why you wish to serve on a board or commission (On Next Page)

I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize investigation of all statements contained herein and the references listed above to obtain any and all pertinent information, personal and otherwise. I further authorize the Office of the Governor to conduct a criminal background check, including requesting a criminal history from the Colorado Bureau of Investigation. I release all parties for all liability for any damage that may result from furnishing such information. I understand that the Colorado Open Records Act may require that certain information contained in this application be available for inspection by the general public.

RETURN COMPLETED FORM TO:  
Romaine Pacheco, Director  
Governor's Office of Boards and Commissions  
136 State Capitol Bldg.  
Denver, CO 80203  
Fax: 303.866.6368  
boards@state.co.us

SIGNATURE: Freddie L. Jaquez DATE: 04/29/2016



I am the SLVAHEC Executive Director in Alamosa, CO. I have been a long-time community activist for educational and health related concerns and opportunities. I believe that it is truly important to do all one can for the health of the community. I am completing my first term on the Commission on Family Medicine. During my first term, I have learned of the importance of our nine medicine residencies in Colorado and the need to support them as much as possible. We know that residents, many time, become medical providers at the health organization they did their last residency. It is also very important to support our residencies as we need to do everything in our power to assure rural Colorado has primary care physicians.

## RESUME

**FREDDIE L. JAQUEZ**  
5401 Road 4.9 South  
Alamosa, CO 81101  
(719) 589-4181

### EDUCATION

**Master of Arts Degree - August, 1977**

**Adams State College**  
Alamosa, Colorado 81102  
Guidance and Counseling with emphasis on  
college, youth and community based  
programs.

**Bachelor of Arts Degree - Spring, 1976**

**Adams State College**  
Alamosa, CO 81102  
Double Major - Psychology and Chicano Studies

**Exchange Student - Winter Quarter,**  
1974 Universidad de las Americas  
Cholula, Puebla, Mexico  
Emphasis in anthropology

### PROFESSIONAL HISTORY

**Executive Director**

**March, 2007 - Present**

**San Luis Valley Area Health Education Center**  
300 Ross Avenue / P.O. Box 1657  
Alamosa, CO 81101

**Responsibilities include: Managing and administering the Center to achieve the mission and goals of the San Luis Valley Area Health Education Center (SLVAHEC). This is accomplished through organizational leadership, planning, directing and evaluating the educational, financial and personnel activities of the organization. Initiate, facilitate and develop partnerships with regional, state and federal entities. Provide the development and implementation of state plans and have clear communication with the Board of Directors.**

**Field Services Representative  
Rocky Mountain SER/Jobs for Progress Inc.  
Workforce Investment Act (WIA)  
P.O. Box 1010/1016 West Avenue  
Alamosa, CO 81101**

**April 1989 – March 2007**

**Responsibilities included: Administering federal job training services and programs to adults, youth, dislocated workers, migrant/seasonal farm workers and seniors. Placing WIA participants into unsubsidized employment. Providing supportive services to WIA participants as appropriate to assure successful completion of their respective training programs. Perform job development activities in respect to job demand in the San Luis Valley. Work with public and private sector employers in the San Luis Valley on meeting their business needs through customized job training programs. Responsible for the management of participant training programs through personal contact and automated technology. Responsible for budgetary expenditures of training programs.**

**Director  
Adobe de Oro - Concilio de Artes  
5401 Rd. 4.9 South  
Alamosa, CO 81101**

**August, 1989 - April 1996**

**Responsibilities included: Directing an arts council whose mission statement is to research and document the traditional arts and humanities of the Indio-Hispanic community, encourage and support the development of Indio-Hispanic artists and scholars, create a national and international cultural exchange program in the arts and humanities and establish a permanent collection of Indio-Hispanic folk arts and documents. Networking with numerous arts organizations and individual artists. Writing proposals to various funding sources and presenting cultural arts programming.**

**Director  
Alamosa County Department of Social Services  
610 State Street  
Alamosa, CO 81101**

**August, 1985 - April, 1989**

**Responsibilities included: Directing public assistance programs including Aid For Dependent Children (AFDC), Aid to the Needy Disabled (AND) and Old Age Pension (OAP), also the Federal Food Stamp Program and the Low Energy Assistance Program (LEAP) to eligible Alamosa County residents. Assuring that the**

**aforementioned programs were administered according to the rules and regulations of the Colorado State Department of Social Services. Oversee social services administration of reported cases of abused and neglected children and to adults in need of home care in Alamosa County. Responsible for the administration of a three million dollar department budget. Manage a department staff of twenty four employees. Responsible for administering the U.S.D.A. food commodities program for Alamosa County.**

**Local Service Representative  
Rocky Mountain SER/Jobs for Progress, Inc.  
Job Training Partnership Act (JTPA)  
P.O. Box 1010/1016 West Avenue  
Alamosa, CO 81101**

**March, 1982 - August, 1985**

**Responsibilities included: Acting manager of Rocky Mountain SER - Region VIII office in absence of office manager. Coordinate Summer Youth Employment and Training Program with fourteen school districts. Administer numerous training programs for youth and adults. Work with public and private sector employers in negotiating On the Job Training contracts. Coordinate and facilitate the JTPA network of human services agency meetings. Provide supportive services to migrant/seasonal farm workers in the San Luis Valley.**

**Director of Counseling Services  
College Assistance Migrant Program  
Adams State College  
Alamosa, CO 81102**

**Sept., 1977 - Sept., 1981**

**Responsibilities included: Supervision and monitoring of a five (5) member counseling component with a caseload of fourteen (14) clients per counselor. Specific duties were: maintaining component statistics, organizing student activities, assisting students in seeking financial aid assisting students with housing concerns, working closely with admissions and records and overall counseling of students' academic and personal matters.**

**Graduate Assistant/Counselor Coordinator  
College Assistance Migrant  
Program Adams State College  
Alamosa, CO 81101**

**Aug., 1976 - Aug., 1977**

**Responsibilities included: Assisting C-A-M-P in maintaining the program counseling component while being a graduate student.**

**Student Assistant to the Director** 1976 - 1977  
**College Assistance Migrant Program**  
**Adams State College**  
**Alamosa, CO 81102**

**Responsibilities included: Assisting program director in planning, initiating and following-up students' functions and counseling program students.**

**DOP (Drop Out Program) Counselor** 1976 - 1977  
**San Luis Valley Schools**  
**Alamosa, CO 81101**

**Responsibilities included: Counseling San Luis Valley high school students on the importance of a high school education and the problems of drug abuse in relation to their education.**

**Part-time Recruiter** 1976 - 1977  
**College Assistance Migrant Program**  
**Adams State**  
**College Alamosa,**  
**CO 81102**

**Psychology Head Tutor** 1975 -1976  
**College Assistance Migrant Program**  
**Adams State College**  
**Alamosa, CO 81102**

**English Head Tutor** 1974 - 1975  
**College Assistance Migrant Program**  
**Adams State College**  
**Alamosa, CO 81102**

**Program Academic Researcher** Summer 1974  
**College Assistance Migrant Program**  
**Adams State College**  
**Alamosa, CO 81102**

### ARTS FUNDED PROJECTS

#### **Proposals written and funded.**

<i>Cultural Awareness</i>	<i>\$2,000</i>	<i>Sept.</i>	<i>1998 CCA</i>
<i>Curanderismo</i>	<i>\$1,000</i>	<i>Sept.</i>	<i>1995 CCA</i>
<i>Tumble Words-del Castillo</i>	<i>\$ 500</i>	<i>Sept.</i>	<i>1995 CCA</i>
<i>Reviving Gesso</i>	<i>\$1,500</i>	<i>Aug.</i>	<i>1994 CCA</i>
<i>Tumble Words Arellano</i>	<i>\$ 500</i>	<i>May</i>	<i>1994 CCA</i>

<i>Like Water for Chocolate</i>	\$3,000	Jan.	1994 Lila Wallace
<i>La Matanza</i>	\$2,500	Sept.	1993 Lila Wallace
<i>Nutrinaiernito de</i>	\$1,000	Aug.	1993 CCA
<i>Otra V'ez Camino Real</i>	\$1,000	Sept.	1992 Chinook Fund
<i>Artes Adelante</i>	\$1,000	July	1992 CA
<i>Four Ma/or Projects</i>	\$2,500	June	1991 CCA
<i>Los Folkloristas</i>	\$1,620	Oct.	1990 Local Funders
<i>The Art Project</i>	\$4,000	March	1990 CCA

### EDUCATIONAL FUNDED ACCOMPLISHMENTS

Have assisted in writing proposals which have been, funded:

C-A-M-P Proposal - Fiscal Year 1980 - 81  
Submitted to the Department of Education -  
Washington, DC.

C A-M-P Proposals - Fiscal Years 1976-77, 1977-78,  
1978-79 and 1979-80 submitted to U.S. Department  
of Labor.

Colorado Humanities Program - "Semana Cultural" - 1978

Special Services Program - 1976-77 submitted to the  
U.S. Department of Health, Education and Welfare.

Assisted in designing the counselor training program and served as the  
English instructor for the Summer Youth Enrichment Program - 1976-77.

### COURSES TAUGHT

Psychology 179 - Introduction to Career  
Awareness Spring Semester 1981  
2 hour credit - Adams State College

Interdivisional Studies 279 - Self designed course -1978 - Revised  
1979 and 1980 - Spring Semesters -2 hour credit - Adams State  
College

Interdivisional Studies 179 - Career Awareness -1977, 1978 and  
1979 Fall Semesters - I credit hour - Adams State College