

# Ellen G. Rabinowitz

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## Experience

### **Washtenaw Health Plan**

#### **Executive Director**

**Ypsilanti, MI**

**10/02 - present**

Responsible for the development and management of the Washtenaw Health Plan, an indigent health care program for low-income, uninsured County residents. Provide overall direction, including budget oversight, fundraising, strategic planning and policy recommendations to the organization's Board of Directors, and staff management and supervision. Major activities include:

- Develop and manage annual budgets, including a fund balance reserve policy.
- Secure all program funding, including local, state, and federal funding. Administer federal and foundation grants for the organization. Successfully increased total program revenues from \$500,000 to \$10 million.
- Lead Board of Directors through a strategic planning process to cut the budget when demand for program services exceeds revenues, as happened in fiscal year 2009.
- Manage program enrollment. Successfully grew enrollment from 1200 members at the program's start to over 10,000 program participants currently.
- Develop and implement a safety net grant funding program, including issuing an annual RFP, evaluating proposals, selecting grant recipients, and conducting annual program evaluations.
- Create and implement complimentary programs, including the Washtenaw Small Business Health Plan, a program targeted at small business owners with low-wage workers, and the Washtenaw County Prescription Plan, a program to provide access to discounted medications for uninsured and underinsured County residents.
- Manage staff and provide overall direction, assigning work duties and responsibilities.
- Present on topic of expanding access to care at numerous state-wide and national conferences.
- Represent the program to the County Board of Commissioners, and serve on statewide committees devoted to access to health care.
- Represent the program at the Washtenaw Health Initiative, a local collaborative focused on how to improve access to coordinated care for the low-income, uninsured and Medicaid populations both now and in anticipation of the implementation of federal health reform.

### **Washtenaw County Public Health**

#### **Program Administrator**

#### **Senior Management Analyst**

#### **Management Analyst**

**Ypsilanti, MI**

**9/01 - 10/02**

**10/00 - 9/01**

**2/96 - 10/00**

Coordinated the Washtenaw County Health Improvement Plan, and the Washtenaw County Community Health Committee, a county-wide health assessment and planning project.

- Oversaw the implementation of a behavioral risk factor survey, administered every five years.
- Developed and maintained community partnerships with health services delivery organizations (hospitals, safety net providers, social service agencies).
- Managed the analysis of survey data, and the development of proposals for action based on community needs identified in survey. Resulted in new

programming around access to care and chronic disease management.

**Southeast Michigan Health Association  
Community Health Planner**

**Detroit, MI  
4/95-2/96**

Conducted a comprehensive health needs assessment in two southeast Michigan public health jurisdictions.

- Coordinated the activities of broad-based community coalitions comprised of health professionals, service providers and community residents.
- Analyzed data to assess health status of community in context of national trends.
- Developed and implemented programs designed to address needs identified in health assessment.

**Washtenaw County Planning Commission  
Senior Planner**

**Ann Arbor, MI  
5/89 – 3/95**

Participated in the development of comprehensive short and long term plans and studies regarding the social, economic, environmental and physical policies of Washtenaw County. Organized the collection and analysis of data, prepared materials for various reports and presentations, conducted investigations for the development of plans. Major accomplishments included:

- Completed successful grant application of CDBG funds to acquire and rehabilitate multi-unit structure for homeless families; oversaw all project activities including grant administration, completion of historic preservation research and permitting.
- Managed lending of County funds and provided technical assistance to local non-profit housing development agencies.
- Researched and co-authored agency studies on land use and development issues, housing, and environmental issues.

**SOS/Prospect Place Family Shelter  
Client Services Coordinator**

**Ypsilanti, MI  
4/88 -5/89**

Directed case management and resource development at shelter for homeless families.

- Served as agency liaison to community resources, and provided linkages to those resources for shelter clients.
- Supervised and trained all direct care staff and community volunteers. Developed volunteer training manual.
- Served as the shelter director when Director was absent.

**Human Resources Administration  
Community Coordinator**

**New York, N.Y.  
12/86 – 1/88**

Prepared development proposals for city-initiated housing projects for the city's homeless population.

- Gathered and analyzed technical information about potential development sites, services and proposed building renovations.
- Served as liaison to several city departments, including the Departments of City Planning, Environmental Protection and the Mayor's Office on Homelessness. Worked with agency staff to address all site plan and development issues.
- Represented agency's proposals for public comment at community meetings throughout the city's five boroughs.

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**Community  
Involvement**

**Board of Directors, Washtenaw Housing Alliance**  
September 2009 - present

**Board of Directors, Avalon Housing**  
September 2005 – June 2009

**Board of Directors, Washtenaw Branch American Civil Liberties Union**  
President, September 2001 – August 2005

**Board of Directors, Community Day Care and Preschool**  
September 1993 – June 2000. President, 1998 - 2000

**Board of Directors, Ecology Center of Ann Arbor**  
January 1992 – January 1998. President, 1997 -1998

**Education**

University of Michigan, Ann Arbor, Michigan  
Master of Urban Planning, 1986

University of Michigan, Ann Arbor, Michigan  
B.A. in Political Science, 1981

Michigan Public Health Institute, Okemos, Michigan  
Michigan Community Health Leadership Institute Scholars Program, 1998

University of Michigan, Ann Arbor, Michigan  
School of Public Health, Graduate Summer Session in Epidemiology  
Coursework, 1995 and 1996

**References**

References are available on request.