

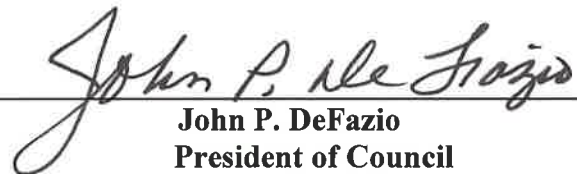
## APPOINTMENT

Approving the appointment of Debra Smith to serve as a member of the Area Agency on Aging Advisory Council for a term to expire on December 31, 2020.


**SPONSORED BY COUNTY EXECUTIVE FITZGERALD**

In Council April 19<sup>th</sup>, 2017.

**Read and approved by Motion of Council.**

  
\_\_\_\_\_  
**John P. DeFazio**  
**President of Council**

Attest:

  
\_\_\_\_\_  
**Jared Barker**  
**Chief Clerk**  
**Allegheny County Council**

COUNTY OF



ALLEGHENY

**RICH FITZGERALD**  
COUNTY EXECUTIVE

March 2, 2017

Honorable President and Members of Council  
Allegheny County Council  
119 Courthouse  
Pittsburgh, PA 15219

Dear Members of Council:

Please find the attached resume of Ms. Debra Smith, whom I am recommending for appointment to the Area Agency on Aging Advisory Council.

The Area Agency on Aging Advisory Council was established by the Board of Commissioners to monitor, evaluate, and comment on all plans/programs that affect older citizens as well as represent their interests to public officials and agencies. I am recommending Ms. Smith serve a four-year term expiring on December 31, 2020.

Ms. Smith is currently the Senior Vice-President of Senior Markets at Highmark, Inc. She has numerous experience in board leadership. She holds a bachelor's degree in Accounting from the University of West Florida.

I appreciate your consideration of Ms. Smith and ask that you act on this appointment as quickly as possible. Ms. Smith will make herself available for review before the appropriate committee if members of Council wish to speak with her.

Sincerely,

Rich Fitzgerald

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ALLEGHENY COUNTY COUNCIL  
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**OFFICE OF THE COUNTY EXECUTIVE**

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# DEBRA A. SMITH

Highmark Inc. | 412-544-6753 | [debra.smith@highmark.com](mailto:debra.smith@highmark.com)

**Senior Level Healthcare Executive and Proven Board Leader** with consistent track record of surpassing organizational, operational and financial goals. Solid reputation as a business and financial turnaround leader with 30+ years' experience transforming healthcare plans, building strategic relationships, generating new revenue streams, and growing membership.

## Key Leadership Qualifications

- Spearheaded financial, operational, and market position transformations across four regional health plan markets.
- Persistent, determined leader when faced with obstacles and barriers.
- Broad base of business, management, financial, and operational expertise.
- Medicare SME with deep healthcare knowledge.
- Executive leadership experience with National Health Insurance Company at corporate level.

## Board Leadership Experience

**Strategy Development | Corporate Sponsorship Committees,**  
Mar 2008–Mar 2010  
National Senior Corps Association (NSCA)  
Washington, DC

- Helped develop 3-year strategic plan positioning NSCA to become a leader and influencer in the national senior volunteer space.
- Contributed to corporate sponsorship and board leadership recruitment strategies resulting in strategic discussions for national partnership opportunities.

**Employee Benefits and Compensation Committee, National Board,**  
Jan 2005–Dec 2008  
American Heart Association (AHA)

- Played an advisory role in developing a health and wellness program to engage and retain AHA employees.
- Reviewed, evaluated, and made final Compensation Plan recommendations for enhancing retention of high-performing executives.

**Fundraising & Community Leader Strategy Committees,**  
Mar 2004–Aug 2005  
Greater Kansas City United Way

- Provided leadership in developing merger plan for separate regional United Way organizations across three counties.

**Audit Committee Chairperson, Board of Directors,**  
Jun 2003–Aug 2005  
Greater Kansas City YMCA

- Streamlined board review process by establishing annual audit protocols for board reporting.

**Board of Directors,**  
Jun 2003–Aug 2005  
KS & Kansas City Chamber of Commerce

- Served on legislative committees that developed key lobby efforts and gained chamber member support for critical business community initiatives.

**Executive Advisor to Scholarship Program Fundraising and Scholarship Awards,** Jun 2001–Aug 2005  
Johnston County Community College Foundation

- Evaluated and selected recipients of student scholarship awards.
- Championed fund raising initiatives and community leader outreach programs to add additional value to financial scholarship and internship program.

**Executive Board of Directors, Heartland Affiliate,**  
Oct 2000–Aug 2005  
American Heart Association

- Evaluated and selected recipients for health research grants.
- Served on multi-state board; Chaired Kansas City Annual Heart Walk and various advisory and fund raising committees.

**Board of Directors,**  
Sep 2000–Aug 2004  
Prime Health Charitable Foundation

- Streamlined grant application process and strategic plan increasing the impact of grant awards.

# DEBRA A. SMITH

Highmark Inc. | 412-544-6753 | [debra.smith@highmark.com](mailto:debra.smith@highmark.com)

## HIGHMARK INC.

### **Senior Vice President, Senior Markets – July 2016 to Present**

Full scope responsibility for Highmark's senior health plan markets serving over 500,000 Medicare eligible members across the states of Pennsylvania, West Virginia, and Delaware.

## HUMANA INC.

### **Vice President, Product Strategy and Development – Louisville, KY Dec 2010–Dec 2014**

Spearheaded Humana's national Medicare product strategy. Partnered with corporate, regional, and market P&L leaders on all aspects of successful product delivery to market, formulated acquisitions product strategy, and provided leadership for 200+ personnel. Oversight of CMS Medicare Advantage product approvals, product compliance and CMS relationship.

- Achieved 1,000+ Medicare product offerings representing \$30B+ in Medicare revenue and \$3.7B in underwriting margin. Grew Medicare Advantage membership 50% across 48 states.
- Built sustainable Medicare product strategy organization transforming business unit into strategic advisor and lead for Medicare product strategy development.

### **Regional President, Medicare, Humana Health Plans, West Region – Phoenix, AZ Sept 2005–Nov 2010**

Executive leadership responsibility for regional health plan covering 10 western states. Led cross functional matrix team of over 200+ associates.

- Drove financial turnaround in Arizona and Medicare Advantage market expansion across Western region.
- Created collaborative organizational culture, and repositioned the market for growth.
- Grew product margin 64% and membership x 4 over four year period.

### **Market President, Kansas, Missouri, and Colorado – Kansas City, KS Jul 2000–Aug 2005**

Executive leadership responsibility for regional health plan covering three states. Led team of 200 personnel across sales, medical management, network development, operations, regulatory compliance and customer service functions.

- Reversed declining market delivering double-digit growth in consecutive years while helping Humana reposition itself in the consumer-driven health insurance product space.
- Repaired state regulatory and community relationships re-establishing market trust in the Humana brand and laying the foundation for collaborative, long-term provider network relationships.
- Oversaw successful URAC, NCQA accreditation, and CMS regulatory reviews.

### **Market President, South Texas – Corpus Christi, TX Jan 1999–Jun 2000**

- Directed financial turnaround of South Texas market. Directed 100+ personnel.
- Accelerated membership growth by negotiating multi-year contract with large preferred health system.

### **Executive Director, Humana Health Plans – Sarasota, FL and Manatee, FL Apr 1997–Dec 1998**

- Supported health plan start-up office, grew new plan Medicare membership to 25,000.

## Early Career Experience

May 1983 – March 1997

**Associate Executive Director, Administration and Finance, Humana Health Plans, Central Florida**

**Associate Executive Director, Finance, Humana Hospital-Brandon – Tampa, FL**

**Assistant Executive Director, Finance, Humana Hospital-Bennett – Fort Lauderdale, FL**

**Financial Specialist, Humana Hospital-Orange Park – Jacksonville, FL**

## Education

**Bachelor of Arts in Accounting, Minor in Finance**  
UNIVERSITY OF WEST FLORIDA—PENSACOLA, FL  
*Graduated cum laude*



# COUNTY OF ALLEGHENY

## OFFICE OF THE COUNTY COUNCIL

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COUNCIL@COUNTY.ALLEGHENY.PA.US  
WWW.COUNTY.ALLEGHENY.PA.US/COUNCIL

April 20, 2017

Ms. Debra A. Smith, Senior Vice President  
Senior Markets  
Highmark Inc.  
Fifth Avenue Place  
120 Fifth Ave.  
Pittsburgh, PA 15222

Dear Ms. Smith:

This letter is to inform you that at the Regular Meeting of Allegheny County Council held on April 19, 2017 Council approved your appointment to serve as a member of the Area Agency on Aging Advisory Council for a term to expire on December 31, 2020.

We congratulate you on your appointment and wish you the best of luck in this undertaking. We look forward to receiving your recommendations and stand willing to assist you in any way you believe appropriate.

Sincerely,

Edward J. Kress, Appointment Review Committee Chair  
Allegheny County Council

cc: Marc Cherna, Director, Allegheny County Department of Human Services  
Mildred E. Morrison, Administrator, AAA

EJK/sb