

Mary Brogan, M.Ed.

GOV. MSG. NO. 664

### Summary of qualifications

Track record of measurable success and accomplishments in human services and governmental agencies in Hawaii and throughout the United States. Led service delivery and performance management transformation in Hawaii's public sector children's mental health system which achieved highest standards as behavioral health plan. Led teams that wrote and implemented multiple federal grant awards. Skills, training and experience in administration, project management, performance measurement and quality improvement. Designed and implemented clinical, utilization management, and accountability systems. Projects include community planning, maximizing funding streams, organizational development, and consulting. Consulted nationally on numerous system and practice development initiatives. Chair and chief architect of Hawaii's Interagency Quality Assurance System.

### Education

**Doctoral Studies, Social Welfare and Educational Administration**  
*University of Hawaii at Manoa*

**Master of Education, Counseling and Guidance**  
*University of Hawaii at Manoa*

**Bachelor of Education**  
*University of Hawaii at Manoa*  
*Pre-Service Education for Teachers of Minorities*

### Professional Experience

2014-Current

**Developmental Disabilities Division**  
**Hawaii State Department of Health**  
*Administrator*

Leads and administers the comprehensive statewide system of supports and services for persons with intellectual and developmental disabilities. Provides leadership for the operations of the State of Hawaii's 1915(c) Medicaid waiver for people with intellectual and developmental disabilities. Ensures the provision of quality services through a statewide network of providers, and case management services provided through the state. Ensures adequate infrastructure and continuous program improvements at all levels of the system. Works through the legislative process to support policy improvements on behalf of people with intellectual and developmental disabilities and their families. Oversees the management of the state's Neurotrauma Special Fund and public sector dental program for vulnerable adults.

2011-2014

**Office of Program Improvement and Excellence**  
**Behavioral Health Administration, Hawaii State Department of Health**  
*Performance Improvement Coordinator*

Lead initiatives for the Behavioral Health Administration (BHA) performance management activities resulting in comprehensive strategies for building internal capacity through technical assistance, training and coaching collaborative development of performance standards, process alignment and introduction of best practices. Responsibilities also include grant writing, policy development, and facilitating design of quality management structures and continuous quality improvement processes. Major accomplishments include: wrote and implemented successful grant applications for Federal funding; designed curriculum and tools to advance practices for case management and clinical systems for individuals with co-occurring treatment issues; provided consultation and technical assistance for developing results-based accountability systems; researched statutes and administrative

rules and provided policy recommendations for aligning statutes and planning functions; researched and provided policy recommendations for financing services for gap populations; facilitated development of BHA divisions' strategic plans inclusive of developing planning frameworks, collecting and analyzing quantitative and qualitative data, conducting focus groups, designing stakeholder involvement, and drafting strategic plan documents.

1997-2014

**Systems Development Consultant**

Initiated systems and practice improvements for mental health, disabilities and child welfare services in Massachusetts, Los Angeles County, New Mexico, Washington D.C., Indiana, Arizona, and Utah. Conducted clinical practice reviews of children and adults with disabilities. Supported Massachusetts in developing Medicaid service definitions and managed care behavioral health delivery systems in response to the *Rosie D. Remedy*. Designed and implemented monitoring program for the *Rosie D. Court Monitor* to gauge systems improvements for class members (youth with serious emotional disturbances) in the Commonwealth of Massachusetts. Facilitated development of performance measures for Hawaii-based programs. Currently serving the National Technical Assistance Network for Children's Behavioral Health (TA Network) with consultation to SAMHSA's system of care sites.

2009-2010

**The Institute for Family Enrichment**

*Development Administrator*

Directed development and improvement for statewide human services organization providing a range of behavioral health and prevention programs. Facilitated accreditation activities. Developed and managed a school-based psychiatric services program for Maui County (Central Maui, Molokai and Lanai) and the Big Island. Assisted the Institute in their mission of implementing innovative best-practice and evidence-based responses to health and human service needs. Wrote successful grant applications.

2007-2009

**Department of Health  
Child and Adolescent Mental Health Division (CAMHD)**

*Assistant Administrator*

Served as the executive operational manager for Statewide planning, coordination, and provision of treatment and prevention services to youth in Hawaii with severe mental health challenges. Nine month tenure as the Acting Division Chief. Collaborated with other child serving agencies, consumer organizations and Behavioral Health Divisions to assure seamless delivery of mental health services aligned with Hawaii's system of care values. Coordinated with the State Medicaid agency to maximize federal funding for service delivery within CAMHD's status as a behavioral health plan. Ensured the delivery of effective clinical health care delivery to the population. Principle Investigator for two Federal grants (Reduction of Seclusion and Restraints and Transition to Adulthood).

2000-2007

**Department of Health  
Child and Adolescent Mental Health Division**

*Performance Manager*

Directed all performance management operations and accountability systems for achieving quality services for youth and families. Managed quality measurement and oversight activities including program monitoring, grievance management, sentinel events/critical incident management, credentialing, and facility certification. Conducted child injury and death reviews. Led organization into full compliance with Medicaid requirements and the Department of Justice Settlement Agreement. Managed performance requirements of the Felix Consent Decree. Authored interagency memoranda of agreement. Designed and chaired Interagency Quality Assurance Committee. Co-led successful grant-writing teams resulting in multi-year awards including Mental Health Transformation State Improvement Grant. Teamed in key Division and state-level initiatives to improve access and quality of services.

1998-2000

**Department of Health  
Child and Adolescent Mental Health Division**

*Program Performance Specialist*

Designed and implemented systems for measuring mental health system performance and service quality. Initiated service testing to evaluate system performance for community-based and residential

treatment settings. Engaged stakeholders to determine statewide child-outcome performance measures. Assisted in designing infrastructure needed to support quality assurance activities in alignment with State Medicaid requirements. Managed Department of Health's involvement in service testing in partnership with Federal Court Monitor.

1996-1998

**Office of the Governor  
Children and Families Division**

*Planning and Policy Analyst*

Managed technical assistance program and training for local systems of care targeted at systems development and changing practice as required by the *Felix v. Cayetano* Consent Decree. Facilitated local-level interagency planning. Conducted service testing, a results-based monitoring methodology used to determine improvements in systems of care collaboratively with the *Felix* Court Monitor. Applied service testing as training in selected areas as a way of targeting improvement efforts. Made policy recommendations so departments could maximize resources and redeploy funds toward the development of community-based resources. Monitored and developed legislation relevant to children and families.

1993-1996

**Governor's Office of Children and Youth**

*Child Development Officer*

Directed activities and projects of the Child Development Division including facilitation of community planning initiatives around children and family issues, production of resource documents, and development of policy recommendations. Conducted quality service reviews and promoted use in State departments. Prepared recommendations to the director on statewide goals and objectives related to children and families. Tracked and testified on legislation relevant to children and youth. Promoted coordination between state agencies and between the public and private sectors. Monitored the division's contracts. Led statewide community planning initiative to build community-based solutions for teen pregnancy.

1992-1993

**Office of Youth Services  
Youth Development Project**

*Training Coordinator*

Consulted with educators and administrators with strategies for school improvement and educational change as a prevention strategy. Trained schools and organizations in community building, cooperative learning, and social skills. Conducted classroom consultations with regular and special education teachers. Conducted skill-building workshops for parents, teachers and administrators. Organized and facilitated school-based planning teams to integrate curriculum with social development strategies.

Other  
Relevant  
Work  
Experience

**Center for Student Development University of Hawaii at Manoa**

*Clinical Internship*

Provided individual and group counseling to University students; conducted psychological and vocational testing. Implemented multi-cultural training project.

**Learning Assistance Center  
University of Hawaii at Manoa**

*Facilitator*

Conducted individual and group trainings designed to facilitate learning for diverse populations of students including learning disabled. Designed training curricula and materials. Trained staff and students in learning styles and principles of adult learning. Supervised staff and interns.

**Queen Liliuokalani Children's Center**

*Researcher*

Supported staff projects through research including models for local governance and land-related issues.

### **Hawaii Youth Leadership Institute**

*Program Developer and Trainer*

Planned and conducted training/youth development program in youth leadership and community planning for at-risk youth.

### **Model Cities Education Center**

*Community Worker*

Planned and implemented educational programs in the Kalihi-Palama community of Honolulu.

Opened and managed a satellite learning lab in Kuhio Park Terrace public housing.

### **Publications and National Presentations**

Brogan, M. (2017, October). *Transforming for Community Integration from the Inside Out*. Keynote at the Pacific Rim 2017 International Conference on Disability and Diversity, Honolulu, HI.

Brogan, M. (2015, May). *Redefining Leadership: Moving Systems that Serve Individuals with Intellectual and Developmental Disabilities to the Next Level*. Keynote at the Pacific Rim 2015 International Conference on Disability and Diversity, Honolulu, HI.

Okamoto, J., Brogan, M., Arakaki, A. (2014, May). *Are There Preventable Deaths of People With Developmental Disabilities: the Hawaii Experience*. Presentation at the Pacific Rim 2014 International Conference on Disability and Diversity, Honolulu, HI.

Faran, M., Patrin, G., Brogan, M., Simmer, E., Silvernail, J. & Thompson, B. (2009, June). *Developing Systems of Mental Health Care for Military Youth*. Presentation at the Annual Summit on the Military Child and Adolescent, Military Child and Adolescent Center of Excellence, Tacoma, WA.

Adelsheim, S., Bostic, J., Faran, M., Kataoka, S., & Brogan, M. (2008, September). *Prescribing Psychotropic Medications at School: Possibilities and Pitfalls*. Workshop presentation at the 13th Annual Conference for Advancing School Mental Health, Phoenix, AZ.

Brogan, M., Letts, D., & Makaiwi, D. (2008, September). *Moving Toward a Community System of Care: Hawaii's Experience with Integration of Communities of Practice and Mental Health Transformation*. Workshop presentation at the 13th Annual Conference Advancing School Mental Health, Phoenix, AZ.

Armstrong, M., Brogan, M., Weisgal, & Zundel, C. (2008, July). *Financing Strategies to Support Prevention and Early Intervention in Systems of Care*, Symposium presentation at the 2008 National Training Institutes: Developing Local Systems of Care, Georgetown University National Technical Assistance Center for Children's Mental Health, Nashville, TN

Brogan, M. (2007, March). *Building Evaluation Using the System of Care Concept*. Symposium presentation at the 20th annual research conference of the Research and Training Center for Children's Mental Health, Tampa, FL.

Young, J., Mueller, C. W., Brogan, M., Daleiden, E. L., Chorpita, B. F., Schiffman, J., Tolman, R. T., & Lee, J. (2007, March). *Studying the congruence between system of care service plans and actual targets of treatment*. Paper presented at the 20th annual research conference of the Research and Training Center for Children's Mental Health, Tampa, FL.

Daleiden, E.L., Chorpita, B.F., Donkervoet, C.M., Arensdorf, A.A. & Brogan, M. (2006). Getting better at getting them better: Health outcomes and evidence-based practice within a system of care. *Journal of the American Academy of Child and Adolescent Psychiatry*, 45(6):749-756

Donkervoet, C.M., Daleiden, E.L., Brogan, M. & Cooper, S. (2006, June). *Integrating Perspectives to Conduct Useful Evaluation to Improve Services and Systems of Care*. Symposium presentation at the 2006 National Training Institutes, Georgetown University National Technical Assistance Center for Children's Mental Health, Orlando, FL.

Brogan, M. & Rosal, A. (2006, April). *Using Quality Improvement Processes to Ensure Effective Treatment for Children with Serious Emotional Disturbance and Their Families: The Hawaii Model*. Presentation at the National Council for Community Behavioral Health 36<sup>th</sup> Annual Training Conference, Orlando, FL.

Brogan, M. (2006, February). *Promoting Family Choice in Hawaii*. Presentation at the 19<sup>th</sup> Annual Research Conference, A System of Care for Children's Mental Health, Expanding the Research Base, Tampa, FL.

Brogan, M. (2004, June). *The Development and Sustainability of Interagency Accountability and Performance Management Systems Through Hawaii's Continuous Integrated Monitoring and Improvement Process*. Poster presentation at the 2004 National Training Institutes, Georgetown University National Technical Assistance Center for Children's Mental Health, San Francisco, CA.

Brogan, M., Campbell, R., & Shaw, V. (2003, February). *Interagency Accountability Systems Within Complex Systems Change in Hawaii*. Presentation at the 17<sup>th</sup> Annual Research Conference, A System of Care for Children's Mental Health, Expanding the Research Base, Tampa, FL.