

Ingrid Ulrey

(b)(6)

PROFESSIONAL SUMMARY

Experienced health care professional with more than 20 years of leadership experience working with diverse partners on high profile initiatives to drive health system transformation, improve access to care and achieve health equity. Areas of expertise include the public health response to COVID-19, health care financing and delivery system reform, Medicaid and the Affordable Care Act, and Medicare and long-term services and supports. Skilled in federal and state legislative affairs, regulatory policy, cross-sector convening, advocacy and communications.

EXPERIENCE

Policy Director, Public Health – Seattle & King County Seattle, Washington

July 2016 – Present

- Senior manager responsible for policy development, strategic partnerships, and federal affairs for one of the largest and most complex metro health departments in the country. Supervise team of 18 analysts and program managers responsible for the department's initiatives on maternal and child health, behavioral health, healthy aging, health system transformation and healthy equity.
- Strategic lead for the Department's COVID-19 response. Appointed as Chief, Long Term Care Facility Response (April-July 2020); and Commander, Incident Command System (August-September 2020) and Co-Lead of the vaccine delivery strategy (December 2020 – present).
- Developer and board member of *HealthierHere*, a cross-sector Accountable Community of Health responsible for regional implementation of the Medicaid Transformation Project, a 1115 state Medicaid waiver.

Program Advisor, PATH Yangon, Myanmar

February 2015 – July 2016

- Managed communications and business development activities for PATH's operations in the Mekong Region with a focus on nutrition, reproductive health, infectious and non-communicable disease.
- Promoted PATH projects, such as the introduction of fortified rice in Myanmar and digital immunization registry in Vietnam through policy briefs, presentations, web content and reports to donors and partners.
- Successfully expanded PATH's portfolio in the Mekong region by securing funding awards from private foundations, corporations and high net worth individuals; and by supporting bids to government donors.

Advocacy Director, AARP Washington Seattle, Washington

January 2008 – June 2014

- Directed state and federal-level government affairs for the Washington State office of AARP. Mobilized AARP members to liaise with congressional representatives in support of Medicare, Social Security and passage of the Affordable Care Act; and to advocate for state policy changes to promote age-friendly communities.
- Organized extensive non-partisan statewide voter education efforts for gubernatorial and congressional elections through candidate forums, telephone town halls, and voter guides. Coordinated the first ever Governor's Summit on Aging, and led successful advocacy campaign to establish the Joint Executive and Legislative Committee on Planning for Aging and Disability Issues.
- Earned reputation as a leading aging policy expert through testimony before legislature, published opinion editorials, radio and television interviews, and speaking engagements.

Workforce Development Consultant Seattle, Washington

September 2006 - December 2007

- Worked on contract with the *Paraprofessional Healthcare Institute* to develop a training and workforce development fund for the *Service Employees International Union, 775*.
- Worked on contract with the *Economic Opportunity Institute* to develop a childcare center workforce union organizing model for *Service Employees International Union, 925*.

Consultant & Free Lance Writer

Amman, Jordan

2003 - 2005

- Fundraising and Communications Consultant to *Habitat for Humanity Jordan*.
- Management Training Instructor for *AMIDEAST, America-Mideast Educational and Training Services*. Led workshops on public speaking, negotiation skills and fundraising.
- Features Writer for *JO Magazine*, the leading English language monthly magazine in Jordan.

Senior Policy Analyst, Service Employees International Union (SEIU)

Washington, D.C.

1997 – 2002

- Led policy and legislative advocacy on long term care issues for the largest labor union in the United States.
- Developed policy positions, issue briefs and fact sheets on legislative issues relevant to the union's more than 250,000 members employed in the nursing home and home care sectors.
- Briefed union leadership and proposed policy positions on complex issues including nursing home reimbursement rates, the implementation of the State Children's Health Insurance Program, and the move toward managed care for long term care service delivery.

Campaign Coordinator, The Long Term Care Campaign

Washington, D.C.

1996 – 1997

- Led a national coalition to raise awareness about the lack of affordable, high quality long -term care services for the nation's elderly and people with disabilities.
- Conducted messaging research, held organizations accountable for delivery and reported directly to a board of Directors consisting of high-level managers from AARP, the Alzheimer's Association and the Paralyzed Veterans of America.
- Succeeded in raising awareness of the high cost of long term care through multi-state media and grassroots strategies and a shared message to Congress.

Community Organizer, Neighbor to Neighbor

San Francisco, California

1992 - 1995

- Founded and developed a city wide activist organization. Guided organizational development from planning stages to formal election of officers and a 1,000-person membership base.
- Responsible for volunteer recruitment; leadership development; issue briefs; grassroots lobbying; press and publicity; and a major donor and a grassroots fundraising program.
- Promoted to statewide volunteer program director for a statewide ballot initiative to establish universal health care access for all California residents.

Bay Area Campaign Coordinator, Access to Justice

San Francisco, California

1989 – 1991

- Managed Bay Area region campaign for a statewide ballot initiative to reduce auto insurance rates.
- Responsible for a recruiting, hiring, training and managing a 50-person staff tasked with gathering voter's signatures on petitions and conducting an outreach and fundraising drive.

EDUCATION

University of California, Santa Cruz, *Bachelor of Arts*, 1989 major in *Cultural Anthropology*
Georgetown University, *Master of Public Policy*, 1997
Graduate Student Internship, US Department of Health and Human Services, ASPE, Summer 1996

PUBLISHED MATERIALS

[*Protecting Residents in Long Term Care Facilities*](#), Public Health Insider, 2020
[*The Washington State Diversity and Equity Project*](#), Public Health Insider, 2019
[*Letter from Myanmar, A Glimmer of Hope*](#), American Scholar, Summer Issue, 2015
[*Aging Agenda 2014*](#), AARP Washington, Spring 2014
[*SEIU 775 LTC Training Network Blue Print for the Future, PHI*](#) PHI, February, 2008
[*Respectful Relationships: The Heart of Better Jobs Better Care*](#), AAHSA, March 2007
[*Letter from Amman: Echoes of the War Next Door*](#), American Scholar, Spring Issue 2006