

## **ANTHONY E. MUNROE, EdD, MBA, MPH, FACHE**

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### **SENIOR MANAGEMENT EXECUTIVE**

Dynamic, energetic, and experienced visionary and strategic executive with 28 year career in complex, world-class institutions that is showcased by an impressive record of leadership and management performance. Significant track record and achievements in delivering strong market, financial, and operational results in very complex and large systems. Recognized for innovative leadership in transitioning underperforming organizations into top producers and guiding others through growth and expansion; skilled in negotiations, changing culture, board relations, creating systemness, improving operations efficiency and project management, driving revenues and market shares, improving productivity and quality, generating savings, enhancing customer satisfaction, managing multi-site operations and integrating systems. Expertise in public health systems operations, physician relations, network development, strategy execution, clinical excellence, financial management, and market growth.

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### **SELECT CAREER HIGHLIGHTS**

- One of the first in the City Colleges of Chicago to successfully launch the College to Careers (C2C) initiative. C2C ensures that Chicago residents are ready for jobs in high growth industries, with Malcolm X College focused on healthcare. Through C2C, new programs, with stackable credentials, have been developed; existing programs have undergone curriculum review, revision, and validation. Created six accelerated health sciences programs with an emphasis on Veterans.
- Facilitated the consolidation of all City Colleges of Chicago health sciences and Nursing programs creating one of the largest Nursing Schools in the State of Illinois
- Improved Student Success by increasing the graduation applications by over 40%; Increased Total Degrees conferred by 25%; Increased Graduation rate by 11 percentage points in one academic year (2012 to 2013); Spearheaded the execution of key articulation agreements including: onsite BSN completion, guaranteed admission program to University of Illinois at Chicago BSN Online Program, guaranteed admission to medical school. Created Saturday Academy focused on assisting high school students in their academic performance and making them college ready.
- Achieved 100% accrediting body approval for six (6) health professions programs, including securing full accreditation of the Paramedic Program by the Commission on Accreditation of Allied Health Programs, being only one of two in the State of Illinois with this honor. Successfully addressed and resolved complex specialized accreditation issues.
- Facilitated and coordinated the planning of the new health sciences campus and the health science programs; Facilitated the design of the \$251 Million dollar, state-of-the-art health sciences academic campus scheduled for completion December 2015, project is on time and on budget.
- Spearheaded very successful turnaround that generated an \$18.5 million improvement in one fiscal year and grew Advocate Trinity Hospital market share by 12% in same time period; created systems to ensure financial stability and fund development.
- Successfully led and coordinated the Project Management team that transitioned a 400-bed acute care hospital into outpatient services, imaging services, physician practices, and long term acute care facility; developed and grew a very successful Rehabilitation Service line.

## EDUCATION

**COLUMBIA UNIVERSITY**, New York, NY

**Doctorate of Education (Ed.D.), Health Education** –Teachers College (2007)

**Dissertation:** *Health System Reconfiguration: Urban Hospital Closure's Impact on Health Disparities and Access*

**COLUMBIA UNIVERSITY**, New York, NY

**Masters of Public Health, Health Policy & Management (Executive MPH)**

Mailman School of Public Health (2003)

**NORTHWESTERN UNIVERSITY**, Evanston, IL

**Master of Business Administration (Executive MBA)**

Kellogg School of Management (2001)

**REGENTS COLLEGE** (now known as Excelsior College), Albany, NY

**Bachelor of Science, Liberal Arts** (1996)

## PROFESSIONAL EXPERIENCE

**THE CITY COLLEGES OF CHICAGO, MALCOLM X COLLEGE, Chicago, IL**  
**President**

2011- present

Malcolm X College, one of the City Colleges of Chicago, is a community college that empowers students to achieve academic, career and personal success. Located near the Illinois Medical District on Chicago's Near West Side, the college annually serves about 14,000 students and offers associate degrees and certificate programs that prepare students to transfer to bachelor's degree programs or move directly into the workforce. Adult education programs, including GED, ESL and adult basic education, also put students on the path to college and careers.

As the healthcare hub of City Colleges' renowned College to Careers program, which prepares students for fast-growing fields in the Chicago region, Malcolm X College has partnered with leaders in the healthcare field to revamp its health sciences curricula and give students real-world training through clinical experiences and internships. A brand-new \$251 million Malcolm College campus, a centerpiece of City Colleges' current \$524 million capital plan, will open in 2016 and offer state-of-the-art teaching and learning facilities.

### City Colleges of Chicago

City Colleges of Chicago is the largest community college system in Illinois and one of the largest in the nation, with 5,700 faculty and staff serving 115,000 students annually at seven colleges and six satellite sites citywide. City Colleges is in the midst of a Reinvention, a collaborative effort to review and revise programs and practices to ensure students graduate ready for further college and careers. City Colleges' internationally recognized College to Careers initiative partners faculty and staff with industry experts to prepare Chicagoans for careers in fast-growing fields. Since the launch of Reinvention in 2010, the number of degrees awarded has increased 80 percent

### Job Responsibilities:

Provide executive leadership to the College to ensure academic, fiscal and operations are consistent with the strategic direction of The City Colleges of Chicago. Provide leadership and coordination of all efforts to ensure

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student success and faculty satisfaction. Lead the strategic planning efforts that foster growth of the Allied Health and Nursing programs at the College. Malcolm X College has the largest concentration of health professions and nursing programs among all The City Colleges of Chicago.

Select Accomplishments:

- Successfully implemented the College to Careers initiative;
- Secured Department of Education grant funding to support academic enrichment and remediation programs;
- Improved graduation applications by over 40%; Increased Graduation rate by 3 percentage points in one academic year;
- Facilitated the successful revision of the Nursing curriculum;
- Recruited key academic leadership and faculty members;
- Achieved 100% accrediting body approval for six (6) health professions programs;
- Created six accelerated health sciences programs;
- Facilitated / coordinated the planning of the new health sciences campus, \$251 Million budget;
- Spearheaded the execution of articulation agreements, including a guaranteed admission program for Nursing students to enter into the University of Illinois BSN Online Program;
- Created Saturday Academy focused on assisting high school students in their academic performance.

**ROSS HEALTH SCIENCES**, North Brunswick, NJ

2009 – 2010

**ROSS UNIVERSITY SCHOOL OF MEDICINE**

Ross University offers a Doctor of Medicine or Doctor of Veterinary Medicine degree to dedicated students. Basic science and preclinical courses are taught on the campuses in the Caribbean with clinical rotations completed in the U.S. Ross University is a subsidiary of DeVry, Inc.

**Associate Vice President, Health Systems Affairs and Associate Dean, Clinical Network Operations**

Job Responsibilities:

Developed and participated in the execution of strategic initiatives that fostered growth and market development, including a focus on developing Allied Health education programs. Held executive responsibility for national clinical affiliation network development and relationship management. Responsible for the successful planning, negotiations, development, and execution of clinical affiliations with academic medical centers, teaching hospitals, and health systems for the establishment of clinical core and elective rotation opportunities for third and fourth year medical students. Provided executive leadership and overall coordination, of all clinical network operations activities across Ross University departments. Responsible for the development, management, effective operation, outcomes, external relations / advocacy, and leadership of Health Systems Affairs and Clinical Networks Operations in support of medical education. Participated in and provided executive leadership in accreditation, regulatory affairs, and academic affairs matters.

**Executive Administrator, Bahamas Campus – Ross University School of Medicine**

Job Responsibilities:

Provided executive leadership and overall direction to the medical school branch campus including oversight of Facilities Management, Academic Affairs, Faculty Recruitment, Budgeting and Resource Allocation, Public Safety, Procurement, Medical Library, Student Services and Affairs, Medical Education, Information Technology, Finance,

Operations, External Relations and Communications, Capital Budgeting and Space Planning, Strategic Planning, Academic Program Development, and Human Resources. Developed and participated in the execution of strategic initiatives that fostered growth and market development, including a focus on developing Allied Health education programs.

**MUNROE MANAGEMENT GROUP, LLC, Chicago, IL**  
**President & CEO / Principal**

2007-2011

**Job Responsibilities:**

Provide leadership to the healthcare consulting practice in addition to consulting services to practice clients. Munroe Management Group (MMG) is a boutique, healthcare focused consulting practice that builds partnerships with clients identifying sustainable solutions for academic medical centers, healthcare systems, hospitals and health centers in the areas of turnaround management, organizational culture change, operations efficiency, negotiations, strategy, leadership development, board development, organizational and program assessment, strategic planning, executive coaching, and interim management.

**ADVOCATE HEALTH & HOSPITAL CORPORATION, Chicago, IL**

2005-2007

*Recognized as one of the top 10 systems in the country, Advocate Health & Hospital Corporation is the largest fully integrated not-for-profit health care delivery system in the State of Illinois, with 24,500+ employees, \$3.5 billion in gross revenue, \$296 million in charitable care, more than 4600 affiliated physicians (including 2000 in physician hospital organizations and 475 in three large medical groups), and eight hospitals with 3500 beds. Advocate's primary academic and teaching affiliation is with the University of Illinois at Chicago Health Sciences Center.*

**President and Service Area Leader, Advocate Trinity Hospital**

**Job Responsibilities:**

Served as market Service Area Leader with P&L responsibility for all Advocate facilities and services, including Advocate Trinity Hospital, 5 ambulatory care sites, home care and diagnostic center services with gross revenue of \$500+ million. Provided strategic, operational, clinical excellence, and financial leadership to Advocate Trinity Hospital with 400 licensed beds / 250 operating beds; hospital had 40,000+ annual ER visits, 13,000 discharges, 1,900 OB deliveries, 10,000 surgical procedures, 100,000 outpatient procedures, 332,000 outpatient visits, 1000+ full-time employees, and 400+ on-site medical staff members. Member of the System Executive Leadership Team and served as the Vice Chairman of the Physician-Hospital Organization. Worked closely with the Governing Council leadership, identified new members and provided training. Provided leadership to the creation and execution of the strategic plan, long-range financial plan, capital budgeting and space planning, community benefit, operational plan, clinical excellence plan development and implementation. Ensured the mission, values, and philosophy of the organization was carried out in the delivery of care and services. Liaison to many and varied constituencies with primary responsibility for external relations and communications. Worked closely with the medical staff and its leadership in clinical excellence, service line development, strategic, operational, and financial planning. Developed and managed relationships with external / internal stakeholders.

**Job Accomplishments:**

**Clinical Excellence and Culture Transformation:** Led effort that improved the hospital's clinical excellence and core bundles performance from worst in the health system to an emerging leader.

- Improved CMS clinical outcomes performance to nearly 95%; attained mortality index in the top 1% of the country

- Mortality Index in the top 1 percentile in the country; best in the health system
- Executed the redesign of clinically and financially poor performing clinical service lines
- Initiated strategic planning with the Joslin Diabetes Center for diabetic disease management, first in Chicago
- Improved SCIP CMS core bundle performance from 40% to 90% in less than 4 months
- Implemented a Culture of Safety Program, and provided related training to 100% of associates and 75% of medical staff; drove creation of a patient safety culture model; implemented executive patient safety rounding

**Physician Integration and Patient Safety:** Led efforts to gain a greater understanding of physician concerns and developed strategic and tactical plans to improve performance.

- Involved key physician constituents in the successful design and implementation of the Cardiovascular Service Line
- Reduced the left without being treated rate from 13% to less than 6% in less than 5 months
- Fully engaged medical staff leadership and key physicians in strategic planning, operations improvement, patient satisfaction, clinical excellence, budgeting and capital planning
- Successfully recruited over 20 physicians and surgeons to drive clinical excellence, market share growth, and improved financial performance; drove Faculty Recruitment
- Successfully partnered with medical staff improving clinical outcomes to the 90<sup>th</sup> percentile

**Operational Efficiency and Productivity Enhancement:** Led efficiency efforts that included the redesign of the Care Management model, emergency room processes, and new partnerships.

- Drove 7% reduction in inappropriate emergency room utilization and generated cost savings by establishing a Federally Qualified Health Center to service non-urgent emergency department patients
- Reduced Medicare length of stay from 6.2 to 5.2 days in six months by implementing a new care management model; Improved Case Mix Index through better documentation as a result of physician training
- Developed operational plans, policies, and accountability systems which drove growth and efficiency
- Facilitated the training of 50 leaders in LEAN process improvement methodologies for Healthcare; designed leadership development program

**Fiscal Management and Turnaround Leadership:** Led turnaround effort that focused on achieving clinical excellence, driving market share, and improving financial performance of Trinity, which is now the fastest growing hospital and market leader within the Advocate system.

- Generated an \$18.5 million improvement in FY06 and grew market share by positioning the hospital as the dominate market leader in Medical Cardiology and other key service lines
- Led top-line growth and cost reduction activities; implemented Financial Accountability systems
- Grew market share by 12% in less than 2 years through service line improvement and development
- Secured \$250,000 grant funding from Avon Foundation to support Women's Breast Health
- Coordinated most successful philanthropy year in hospital's history; exceeded fundraising and attendance goals

**ST. JOHN HEALTH SYSTEM, Detroit, MI**

2003-2005

*\$3 billion provider of heart, cancer, obstetrics, neurosciences, orthopedics, physical rehabilitation, behavioral medicine, surgery, emergency and urgent care services through its eight hospitals, 55 physician practice sites, 125 ambulatory care sites, eight school-based clinics; System has 20,000 Associates and a medical staff of 3500.*

**President and Service Area Leader, St. John Detroit Riverview Hospital & St. John Conner Creek Campus  
System Strategic Review Council Member, St. John Health System**

**Job Responsibilities:**

Served as market executive leader and provided strategic, operational, and financial leadership to this two-campus hospital with 285 Acute Care Beds, Level I and Level II Emergency Rooms having a total of 55,000 emergency visits, a NICU, two Adult Psychiatric Units, a Geriatric Center, Bariatric Surgery, a Rehabilitation Institute, and a 75-bed Long Term Acute Care Hospital. Oversaw 1500 associates and 400+ medical staff members, and managed a \$300+ million budget. Concurrently, as a member of the St. John Health Strategic Review Council, contributed to planning, developing, implementing, and steering the strategic planning and direction of the health system. Worked closely with Governing Council leadership, identified new members and provided training. Provided leadership to the strategic plan, long-range financial plan, community benefit, operational plan, clinical excellence plan development and execution. Ensured the mission, values, and philosophy of the organization was carried out in the delivery of care and services. Liaison to many and varied constituencies. Worked closely with the medical staff and its leadership in clinical excellence, service line development, strategic, operational, and financial planning. Developed and managed relationships with external / internal stakeholders.

**Job Accomplishments:**

- **Market Share Growth:** Significantly grew Medicare market share by 10% in two years
- **Operational Improvement and Six Sigma:** Generated \$900,000+ savings in the first year of implementing a Six Sigma process improvement methodology
- **Grant Funding, Program & Service Expansion:** Executed grant application process that resulted in funding for a Federally Qualified Health Center, new access center, and funding to expand school-based services. Implemented and expanded graduate medical education programs in Dentistry; developed Fellowships in Nephrology, Gastroenterology and Emergency Medicine; expanded Women's Health and Older Adult Services service lines; and led the development of Bariatric Surgery and Geri Psychiatry clinical service lines
- **Physician Satisfaction and Recruitment:** Strengthened hospital services by recruiting key medical staff and management personnel; recruited Chief of Surgery, developed a Bariatric Surgery Program, and recruited Chief of Radiology, Vascular Surgeons, Breast Surgeons, Primary Care Physicians, and other specialists. Delivered significant improvements in physician satisfaction survey scores by implementing a Physician Relations Program and building a state-of-the-art medical office building
- **Quality Improvement:** Improved clinical excellence quality performance from 21% to over 90% within nine months, successfully turning around the hospital from the worst performer to the best performer in the system; received recognition with an award from the State of Michigan
- **Space Planning and Capital Funding:** Secured \$12 million in capital funding to build an additional professional office building and \$27 million master facility plan; achieved 90%+ occupancy in the office building before groundbreaking

**ECONOMIC OPPORTUNITY FAMILY HEALTH CENTER – Miami, FL**

1998-2003

*\$22 million, 310-employee not-for-profit 501© 3 comprehensive federally qualified community health center (safety net provider) and social services provider with 17 sites, including numerous School Based centers, in Miami-Dade County, Florida. Mission-driven organization dedicated to providing high quality health and social services to the uninsured and underinsured of South Florida.*

**President & Chief Executive Officer, EOFHC  
Secretary, Board of Directors – Health Choice Network**

**Job Responsibilities:**

Provided vision, insight, and decisive organizational change leadership to the FQHC / safety net provider that delivered significant operational and financial improvements. Developed and managed relationships with external / internal stakeholders. Provided strong organizational leadership, developed and managed productive relationships with key stakeholders, including the Board, medical staff, community, staff, and other organizations. Facilitated the financial turnaround of the multi-site, safety net FQHC while growing the organization, motivating and mentoring leaders.

**Job Accomplishments:**

- **Operational & Financial Improvement:**
  - Improved current ratio from -0.21 to 1.37 over a two-year period
  - Increased cost savings, billing, efficiencies, and revenues by a total of \$11.4 million
  - Eliminated deficit and reduced A/P from 98 to 38 days, improved A/R from 31+ to 20 days, increased days in reserve from -35 to 19, and established initial operational reserves of \$1 million
  - Reduced claims denial rate from 70% to 5%
- **Site Expansion:** Increased primary care sites from 13 to 17 with new access points and school-based sites

**DEKALB COUNTY BOARD OF HEALTH – Decatur, GA**

1996-1998

*\$22 million, 350-employee, comprehensive, preventive, primary care provider and public health department (125,000 clinic visits) serving the metro Atlanta region. Provider to high quality, public health, safety net services to the DeKalb County residents.*

**Division Director, Community Health Promotion**

**Job Responsibilities:**

Reporting to the Director of the DeKalb County Board of Health, was responsible for strategic planning, leadership, operations, external relations, and financial management, with key focus on improving the health status of DeKalb County residents. In addition, was responsible for the operational/financial performance of the Community Health Promotion Division and expanding community presence and Board of Health services. Responsible for Community Health Promotion countywide services that included: School Health, Immunization, Injury Prevention, Cancer Care / Breast Health, Status of Health, Health Education, and Violence Prevention. Developed and managed relationships with external / internal stakeholders to improve the health status of metropolitan Atlanta region.

**Job Accomplishments:**

- **Patient Visits:** Drove a 15% increase in annual patient visits by orchestrating the coordination of successful clinical service integration initiatives
- **Program & Service Development:** Improved overall health status of DeKalb residents by developing innovative new programs and increasing access to services
- **Community Partnerships & Relations:** Built strong community partnerships and coalitions by establishing and maintaining harmonious relationships with community leaders, corporations, healthcare professionals, faith-based organizations, and the collective community

**NEW YORK CITY DEPARTMENT OF HEALTH / NEW YORK CITY HEALTH & HOSPITALS CORP.** 1993 -1996  
New York, NY

*New York City Department of Health is a comprehensive, multi-site health department that is considered the largest public health department in the country; previously, worked for New York City Health & Hospitals Corporation (HHC), the country's largest municipal hospital/healthcare system – HHC is a \$5.4 billion public benefit corporation serving 1.3 million New Yorkers via 11 acute care hospitals, four skilled nursing facilities, six diagnostic/treatment centers, and 80+ community based clinics.*

**Executive Director, NYC Department of Health Family Health Services Commission** 1994-1996

**Job Responsibilities:**

Provided strategic, financial, and operational direction to the NYC Department of Health's largest commission, a \$200+ million organization with 110+ service sites and 1.2 million clinic visits. Scope of responsibility spanned all citywide clinical services – 80 child health, 10 oral health, 14 correctional health hospitals, and four primary care centers, Immunization, School Health, Maternal Child Health, Daycare Inspection, Physically Handicapped Children's Program, Child Health Plus managed care insurance program, and other Family Health Services programs. Managed operating budgets exceeding \$200 million, and oversaw 400 direct and 800 indirect reports. Appointed to the State and City of New York's Medicaid Managed Care Standard Development & Provider Selection Committees. Developed and managed relationships with external / internal stakeholders.

**Job Accomplishments:**

- **Multimillion-Dollar Savings:** Generated multimillion-dollar savings to the Department of Health and City of New York by realigning services and functions, resulting in a reduction in the number of full-time employees
- **Liaison Affairs:** Fostered positive external relationships and served as liaison to the New York City Mayor's Office, government officials, medical providers, educational institutions, and community leaders; also represented the Family Health Services Commission to key stakeholders, New York City Health & Hospitals Corporation, and other City of New York Mayoral Agencies
- **Labor Relations:** Actively participated in handling sensitive union negotiations and in resolving labor relations and collective bargaining issues
- **Regulatory Compliance:** Established the New York City Primary Care Services and Correctional Health Compliance Department/Standards

**Associate Executive Director, NYCHHC Cumberland Diagnostic & Treatment Center** 1993 -1994

**Job Responsibilities:**

Functioned in the capacity of Chief Operating Officer at this \$27 million, 400-employee Integrated Delivery System primary care provider (125,000 visits) that is part of HHC. Primary responsibilities included guiding day-to-day operations and administrative affairs, providing strategic planning and direction, administering the grants development process, supporting management information systems, maintaining regulatory compliance, ensuring excellent customer service, and managing an operating budget. Co-chaired the organization's academic medical center affiliation selection committee. Responsibilities included management oversight for Capital Budgeting / Space Planning, Facilities Management, Support Services, Transportation, Mail & Messenger, Materials Management, Hospital Police, Engineering & Maintenance, Housekeeping, Buildings & Grounds, EMS Command Station Liaison



Job Accomplishments:

- **Annual Savings:** Yielded \$1+ million annual savings by successfully integrating and merging, leveraging, and consolidating the combined synergies and resources of the Support Services and Facilities Divisions
- **Client Visits:** Increased client visits 15% by implementing a mobile medical van service to travel throughout local neighborhoods and provide cholesterol screening, hypertension assessments, vision tests, dental screening, nutritional counseling, HIV education, and substance abuse treatment referrals

**MEMORIAL SLOAN-KETTERING CANCER CENTER** – New York, NY

1992-1993

*4000-employee, \$295 million world renowned cancer treatment and research institution (110,000 Radiation Oncology clinic visits, 20,000 admissions, 425,000 outpatient visits).*

**Administrator, Radiation Oncology**

Job Responsibilities:

Directed overall operations of the Clinical and Administrative Business Units and coordinated Residency, Fellowship, and Technician Training Programs. Delivered significant improvements in staff productivity, client services, and quality by implementing a new clinical practice and service line in operations; also enhanced associate relations, and satisfaction and resolved labor relations issues.

**Early Career:**

1986-1992

**Administrator, Department of Medicine**

**Interfaith Medical Center**, Brooklyn, NY

Provided operational and management leadership of the Department of Medicine and all its divisions. Coordinated all the administrative functions of the graduate medical education teaching programs (Residencies and Fellowships) and the Faculty Practice Plan.

**Administrator / Manager, Department of Psychiatry and Community Mental Health Center**

**Brookdale Hospital Medical Center** Brooklyn, NY

A multi-site teaching / academic medical center affiliated with the State University of New York Downstate Medical Center, 1200 bed, Level I trauma center. Provided administrative coordination support to the residency and fellowship training programs. Coordinated the operational, compliance, patient support, and management services of the medical center's second largest clinical service line, the Department of Psychiatry and Community Mental Health Center.

**SPECIALIZED TRAINING**

**HARVARD UNIVERSITY, GRADUATE SCHOOL OF EDUCATION**, Cambridge, MA

**Harvard Seminar for Experienced Presidents** (2014)

**AMERICAN COUNCIL ON EDUCATION**, Washington, DC

**ACE Institute for Presidents** (2013 – 2014)

**THE UNIVERSITY OF MICHIGAN**, Ann Arbor, MI

**LEAN in Healthcare Certification** (2007)

## **PROFESSIONAL AFFILIATIONS**

- Fellow and Board Certified, American College of Healthcare Executives
- Past Chairman and Member, Chief Executive Officer Committee, American College of Healthcare Executives
- Member, National Association of Health Services Executives

## **ACADEMIC AFFILIATIONS**

- RUSH University, Health Systems Management Program – Faculty
- Columbia University, Teachers College Health Education Depart.– Research Group on Health Disparities
- Northwestern University, School of Continuing Education – Former Faculty
- Florida International University, Healthcare Management Program – Former Faculty

## **COMMUNITY AFFILIATIONS**

- Advisory Board Member, Children's Hospital of the University of Illinois
- Former Board Member, Chicago Sinfonietta
- Former Advisory Board Member, University of Illinois at Chicago, Department of Cardiology Translational Research Council
- Former Executive Board Member, Columbia University School of Public Health Alumni Association, New York, NY

## **HONORS & DISTINCTIONS**

- *Fulbright Senior Specialist, Council for the International Exchange of Scholars*
- International Health Economists Association Scientific Committee, 2010
- *Alumni Achievement Award*, Excelsior College, Albany NY, 2009
- *TOP 25 Minority Healthcare Executive in the United States, Modern Healthcare*, 2006
- *Robert S. Hudgens Memorial Award Recipient for "Young Healthcare Executive of the Year Award"*, American College of Healthcare Executives, 2003
- Congressional Special Recognition Award for Community Service, 2003
- *Up & Comers Award – Modern Healthcare Magazine* and Witt / Kieffer Annual Award, 2002
- ACHE South Florida Senior-level Healthcare Executive of the Year Regent's Award, 2001
- Mayoral Proclamation 'Anthony E. Munroe Day', Miami-Dade, FL
- Public Health Fellow, Kellogg Foundation, 1997-1998
- Featured in *The Miami Herald* as "Man on the Move", 2001

## PUBLICATIONS & PRESENTATIONS

- Dotson, E.D., Haywood, M., and **Munroe, A.E.** Embracing New Pathways for Diverse Workforce: Supporting Health Professions Training. Presenting findings at Columbia University Teachers College 6<sup>th</sup> Annual Health Disparities Conference, New York, NY March 2014.
- **Munroe, A.E.**, (2012) Cultural Competency and the Need to Eliminate Health Disparities, in Rose, P.R. *Cultural Competency for the Health Professional*, Jones & Bartlett, 75 – 89.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure*” 7<sup>th</sup> World Congress, International Health Economist Association, Beijing, China, July 2009 (accepted).
- **Munroe, A. E.** “*Community Hospital Closure and its Impact on Community Health Status: the Impact of the Economic Downturn and Recession on Hospitals*” Annual Black History Celebration Keynote Address, Southern Illinois University School of Medicine, February 2009.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure’s Impact on Health Disparities and Access – The Community’s Health and The Role of the Healthcare Executive*” 3<sup>rd</sup> Annual Health Disparities Conference, Columbia University – Teachers College, March 2008.
- **Munroe, A.E.** “*Health System Reconfiguration: Urban Hospital Closure’s Impact on Health Disparities and Access*” 35<sup>th</sup> World Hospital Congress, International Hospital Federation, Seoul, South Korea, November 2007
- **Munroe, A.E.** “*At the Crossroads: Healthcare Leadership for a Successful Future*” National Association of Health Services Executives Annual Conference, Dallas, TX, October 2007.
- **Munroe, A. E., Mott, W.** “*From Cultural Diversity to Cultural Competency: A Hospital Based Business Model of Success*” 2005 Congress on Healthcare Management: American College of Healthcare Executives, Chicago, IL, March 2005.
- **Munroe, A. E., Rose, P.R.** “*Developing an Effective Cultural Competency Assessment Tool*” 2004 Congress on Healthcare Management: American College of Healthcare Executives, Chicago, IL, March 2004.
- **Munroe, A.E.** “*Healthcare Leadership: The Challenges Facing The Executive*” 21<sup>st</sup> Annual S. Tanner Stafford Lecture Series, Florida A & M University, Tallahassee, FL, November 2003.
- **Rose, P.R., Munroe, A. E.** “*Organizational Cultural Competence Assessment and Implementing the CLAS Standards: A Community Health Center’s Experience*” Culturally Competent Care Multicultural Healthcare: A Mosaic for the New Millenium.UMDNJ/ RWJ Foundation Conference. September 2003.
- **Munroe, A.E., Rose, P.R.** “*Evaluation of a Successful 3-year HIV / AIDS Capacity Building Project*” 13<sup>th</sup> International Conference on AIDS and STIs in Africa. Nairobi, Kenya, September 2003.
- **Munroe, A.E., Rose, P.R.** “*Overview of a Comprehensive Evaluative Study Exploring Models of Treatment and Care in Diverse Settings*” 2<sup>nd</sup> International AIDS Society Conference on HIV / AIDS Pathogenesis and Treatment. Paris, France, July 2003.

- **Rose, P.R., Munroe, A. E.** "*The Efficacy of the Use of OraSure to Increase Voluntary HIV / AIDS Counseling and Testing*". 2<sup>nd</sup> International AIDS Society Conference on HIV / AIDS Pathogenesis and Treatment. Paris, France, July 2003.
- **Munroe, A.E.** "*Leadership in Healthcare Systems: Preparing for the Challenge*" Department of Health Policy & Management Student Lecture. Mailman School of Public Health, Columbia University, New York, May 2003.
- **Rose, P.R., Munroe, A.E.** "*Translating Cultural Competency and Diversification into Rewards and Profitability: Highlights of a Replicable Model*" 2002 Congress on Healthcare Management: American College of Health Care Executives, Chicago, IL, March 2003.
- **Munroe, A.E., Rose, P.R.** "*The EOFHC, Inc. Cultural Proficiency Model*" 16th Annual Conference, Counseling and Treating People of Colour: An International Perspective, St Thomas, VI, December 2002.
- **Munroe, A.E., Rose, P.R.** "*Report on Deliberations and Recommendations of Executive Leadership and Cultural Competency-Aruba 2002*" 16th Annual Conference, Counseling and Treating People of Colour: An International Perspective, St Thomas, VI, December 2002.
- **Munroe, A.E., Rose P.R.** "*National Cultural Proficiency Model (Phase II): Adherence to the CLAS Standards and Beyond*" National Association of Health Service Executives, Miami, FL, October 2002.
- **Rose P.R., Munroe, A.E.** "*A National Model on Cultural Competency/Proficiency*" Executive Leadership and Cultural Diversity: A Call for Higher Concern and a Pathway to Implement Cultural Diversity in the Workplace, Aruba, N.A., June 2002.
- **Rose, P.R., Munroe, A.E.** "*Enhancing Customer Service Through Cultural Competency Initiatives*". 2002 Congress on Healthcare Management: American College of Health Care Executives, Chicago, IL, March 2002.
- **Rose P.R., Munroe, A.E.** "*Phase II of the EOFHC, Inc. National Cultural Proficiency Model: Adherence to the CLAS Standards and Beyond*". 2002 Policy and Issues Forum: National Association of Community Health Centers, Inc Washington, D.C., March 2002.
- **Rose, P.R., Munroe, A.E.** "*Closing the Gap: An Effective, Innovative Community-level HIV/AIDS Prevention and Intervention Project*". XI International AIDS Conference 2002, Barcelona, Spain, Monduzzi Editor: International Proceedings Division, July 2001.
- **Rose, P.R., Munroe, A.E.** "*Prevention of Substance Exposed Infants: The EOFHC, Inc. Jefferson Reaves House Residential Treatment Program*", Third National Conference on Women, SAMHSA Conference, Orlando, FL, June 2001.
- **Rose, P.R., Munroe, A.E.**, "*From Cultural Competency to Cultural Proficiency: The EOFHC, Inc. Model*", 26<sup>th</sup> Annual Policy and Issues Forum, National Association of Community Health Centers, Inc., February 2001.
- **Rose, P.R., Munroe, A.E.**, "*The EOFHC, Inc. Cultural Competency/Proficiency Model for Physicians*", Preventive Medicine 2001 Annual Conference, February 2001.
- **Munroe, A.E., Butts, G. et. al.** "The Impact of Medicaid Managed Care on the Children served by The New York City Health Department Family Health Services", American Public Health Association, 1995.