

**ELIZABETH A. RYAN, Esq.**  
4 Brookside Drive  
Bordentown, New Jersey 08505  
Home (609) 499-0990/Work (609) 275-4241  
E-mail: [eryan@njha.com](mailto:eryan@njha.com)

## EXPERIENCE

July 08-  
July 17      **The New Jersey Hospital Association (NJHA), Princeton, NJ**  
*President & CEO*

Oversees NJHA, a \$27.9 million trade association known primarily for advocacy in Washington, DC and Trenton, NJ; Health Research and Educational Trust of New Jersey, a not-for-profit which promotes continuing patient safety, quality improvement, education and research; and the for-profit NJHA Healthcare Business Solutions, which provides group purchasing and other business solutions for healthcare providers. Responsibilities include oversight of NJHA's operations including legal and legislative activities, communications, policy development, continuing care, health economics, clinical affairs and human resources departments. Responsible for coordinating advocacy efforts at both the state and federal levels. Significant accomplishments include bringing all hospitals back into membership, and leading NJHA through the Affordable Care Act enactment and implementation.

Feb. 05-  
July 08      **The New Jersey Hospital Association (NJHA), Princeton, NJ**  
*Chief Operating Officer*

Responsible for the daily operations of the largest healthcare trade association in New Jersey, with a consolidated budget of \$25 million and a staff of 149 FTEs. Directly responsible for oversight of the departments of Legislative and Legal Affairs, Health Economics, Communications, Continuing Care, Health Planning, Clinical Affairs and Human Resources. Principal staff to the Policy Development Committee, which recommends policy positions to the NJHA Board of Trustees. Responsible for 2007 advocacy efforts in which NJHA successfully advocated for an increase of charity care funding of \$133 million over and above the proposed budget, for a total of \$716 million, along with an additional \$40 million for Medicaid Graduate Medical Education

Mar. 00-  
Feb. 05      **The New Jersey Hospital Association (NJHA), Princeton, NJ**  
*General Counsel*

Served as in-house counsel to the 118-member trade association; responsible for all state and federal lobbying efforts on behalf of association in Trenton and in Washington, D.C. Operating as the senior lobbyist for the organization, Responsible for 2004 advocacy efforts in which NJHA successfully advocated for a new charity care formula for the hospital industry along with an infusion of \$200 million additional dollars for charity care funding, for a total of \$583 million.

Mar. 97-  
Mar. 00      **The American Hospital Association (AHA), Chicago, IL and Washington, D.C.**  
**Healthcare Association of New York State (HANYS), Albany, NY**  
*Shared Regional Executive*

Served as primary liaison to the CEOs and senior staff of hospitals and health systems in New York state; communicated federal advocacy positions of both the AHA and HANYS to member institutions; communicated concerns of hospital and health system staff to the AHA and HANYS; responsible for AHA grassroots advocacy efforts in New York state; tracked state legislation impacting hospitals and health systems.

Jan. 96-  
Mar. 97      **The American Hospital Association (AHA), Chicago, IL and Washington, D.C.**  
***Regional Executive***

Served as primary liaison to the CEOs and senior staff of academic medical centers and teaching hospitals in New Jersey, New York and Pennsylvania; communicated federal advocacy positions of the AHA; served as primary federal liaison to the state and regional hospital associations in the tri-state area; represented the AHA at all Board of Trustee meetings of such associations; tracked state legislation impacting hospitals and health systems.

Feb. 94-  
Oct. 95      **New York City Health and Hospitals Corporation (HHC), New York, NY**  
***Senior Vice President for Corporate Policy/Chief of Staff***

Managed the day to day operations and fiscal management of the nation's largest public hospital system, comprised of 11 acute care hospitals, five long term care facilities, six diagnostic and treatment centers, the City-wide Emergency Medical Service and an annual budget of \$3.8 billion. Assisted in the reorganization and downsizing of the system from 48,000 employees to 41,000 employees. Assisted in the development and implementation of a plan to organize the facilities into six vertically integrated health care delivery system. Led staff team that oversaw operations of, and increased enrollment in HHC's health maintenance organization, MetroPlus, from 16,000 to 72,000 enrollees over a 16-month period.

Oct. 92-  
Jan. 94      **New Jersey Department of Health, Trenton, NJ**  
***Chief of Staff***

Chief policy advisor to the Commissioner of Health. Oversaw the daily administrative functions of 1500-person department with an annual budget of \$300 million. Coordinated activities on behalf of the Commissioner with the Office of the Governor, the State Legislature, and federal, state and local officials. Spearheaded efforts to deregulate the hospitals from the rate-setting system, certificate of need reform and create hospital subsidy funding.

Jan. 90-  
Oct.92      **Office of the Governor, Trenton, NJ**  
***Assistant Counsel to the Governor***

Legal advisor to Governor James J. Florio on health care legislation and policy. Coordinated health care issues with Legislature, Department of Health, interest groups and the public. Initiated and maintained contact with various interest groups, associations and trade organizations, including the insurance industry, the medical community, health groups and hospitals on various aspects of health care. Principal staff advisor to the Governor on the following legislation:

- Individual and Small Group Health Insurance Reform Acts;
- The Health Care Cost Reduction Act;
- The Declaration of Death Act; and
- The Living Will Act.

Governor's Representative to the New Jersey Health Care Facilities Financing Authority.

- Jan. 88-  
Jan. 90      **Election Law Enforcement Commission, Trenton, NJ**  
*Director of Review and Investigation*
- Coordinated the review of campaign finance reports and the investigation of alleged violations of the New Jersey election law. Supervised a five-person staff.
- Sept. 86-  
Jan. 88      **Eleuteri, Wilkins & Jones, Mount Holly, NJ**  
*Associate Attorney*
- Represented clients in general practice areas including personal injury, divorce, estate transactions, and bankruptcy matters.
- Sept. 85-  
Sept. 86      **The Honorable Samuel D. Lenox, Trenton, NJ**  
*Judicial Law Clerk*
- Reviewed and prepared civil and criminal matters for review by the Assignment Judge of the Superior Court of Mercer County. Performed research and writing in various areas of law. Mediated disputes in small claims matters.

**OTHER EXPERIENCE**

- 2016 – Present    **Member, Burlington County Bar Association, Mt. Holly, NJ**
- 2015 – Present    **Member, AHA Committee on Research, Washington, DC**
- 2013 – Present    **Member, Advisory Board, Graduate Program in Healthcare Leadership and Management Program at Centenary College, Hackettstown, NJ**
- 2013 – Present    **Member, AHA Allied Advisory Committee on Medicaid, Washington, DC**
- 2012 – 2014      **Member, AHAPAC Steering Committee, Washington, DC**
- 2011 – Present    **Member, New Jersey State Employment & Training Commission, Trenton, NJ**
- 2011 – 2014      **Member, NJ Hall of Fame Foundation Board, Asbury Park, NJ**
- 2010 – Present    **Member, AHA Advisory Committee on Health Reform, Washington, DC**
- 2008 – Present    **Member, HEFCU Board of Trustees, Princeton, NJ**
- 2008 – 2013      **Member, Healthcare Employees Federal Credit Union, Princeton, NJ**
- 2008 - Present    **Member, New Jersey ACHE Regent's Advisory Council**
- 2008 – Present    **Ex-Officio Member, Medical Society of New Jersey**
- 2005 - 2007      **Member, Medical Care Availability Task Force, Trenton, NJ**
- 2004 - 2008      **Councilperson, Florence Township, Florence, NJ**
- 2003 - 2007      **Member, New Jersey Hospital Care Payment Commission, Trenton, NJ**
- 1997-98          **Member, US Executive Committee of the British-American Project, affiliated with Johns Hopkins School for Advanced International Studies and The Royal Institute, London.**

- 1995            **Independent Health Care Consultant**
- 1994-95        **Member, New York City Board of Medical and Health Research Association, New York, NY**
- 1992-94        **Member, NJ State Board of Medical Examiners**  
Department of Law & Public Safety, Trenton, NJ
- 1993            **Member, Legal Audit Team, Clinton National Health Care Reform Task Force**  
Old Executive Building, Washington, D.C.
- 1992-93        **Member, Clinton-Gore Transition Team - Health and Human Services**  
Humphrey Building, Washington, D.C.
- 1987-89        **Adjunct Professor**  
Burlington County College, Pemberton, NJ

## **EDUCATION**

- Juris Doctor - **Seton Hall University School of Law, Newark, NJ, 1985**
- B.A. with Honors - **Rutgers University, Cook College, New Brunswick, NJ, 1982**

## **ADMISSIONS**

- U.S. Court of Appeals (3rd Cir.) - 1987
- New Jersey State Bar - 1985
- U.S. District Court (D.N.J.) - 1985

## **AWARDS**

- 2016            George Hammell Cook Distinguished Alumni Award for 2016
- 2016            NJ Biz 50 Most Powerful People in New Jersey Health Care
- 2013            South Jersey Biz Magazine "Woman to Watch"
- 2012            NJ Biz Magazine one of the Most Powerful 50 People in Health Care in 2012
- 2012            ACHE-NJ Distinguished Service Award
- 2012            Garden State Woman of the Year Award
- 2011            ACHE-NJ Regents Award
- 2011            NJ Biz magazine's 100 Most Powerful Individuals in New Jersey Business
- 2010            ONE NJ Impact Award
- 2006            New Jersey Primary Care Association and the Federal Qualified Health Center Award for Women as Health Advocates