

James "Jim" Blair

President and CEO

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Summary

Fifty-plus year career in progressive levels of responsibility within the Private, Public and Military Healthcare Sectors. Chief Executive Officer at military hospitals ranging from Combat Field, Combat Evacuation, Community, Medical Centers, and Major Healthcare System. Chief of Staff, 7th Medical Command and USAREUR Deputy Chief Surgeon - Medical Support Services (Safety and Security Readiness), Senior Healthcare Consultant for US Army Surgeon General, Chief, Education and Training, Office of Army Surgeon General. Vice-President HCA Middle East, Ltd. Health and Human Services Finance Commission Deputy Director, Operations, State of South Carolina, Independent Contractor, JCI. Fifteen years of preparing healthcare organizations to meet their expected role in the nation's strategy for first, CBRNE and later all-hazards preparedness for Homeland Security protection. Author of two books on Hospital and Healthcare all-hazards protection and numerous articles on several expert domains dealing with hospital administration

Specialties: Safety and Security

Hospital Administration

Healthcare Education

External Assessment for Hospitals

International Consulting for all aspects of Healthcare Administration

Consulting to Native American Tribes

Medicaid Administration

Homeland Security Preparedness

Experience

President/CEO at Center for HealthCare Emergency Readiness (CHCER)

January 1996 - Present (17 years 1 month)

The Center for Health Care Emergency Readiness (CHCER) was created to assist hospitals in meeting their expected role as full partners, in the nation's strategy for Homeland Security Healthcare Emergency Preparedness. Building on existing efforts to meet this demand CHCER strengthens existing capabilities. The organization does not Certify nor Accredite its client facilities. Extant external evaluation mechanisms designed to Accredite or Deem organizations for federal payment of its beneficiaries are necessary but not sufficient to meet the demands of today's all-hazards hostile environment. We have designed our program to be less threatening and promotes sharing of information, indeed, this adds value to the process and promotes better outcomes. CHCER assessments focus on preparing for and responding to known threats..

Following the 9/11 terrorist's attacks on New York City and the Pentagon a small group of like-minded senior domain experts in a number of health related fields bonded by a desire to contribute in some meaningful way

to an effort to help make the nation more secure from future threats be they Natural or Man-Made. Our first step was to undertake a self-funded nine month study of the nations's Public Health and Non-Federal Healthcare sector for their understanding.of their expected roles. We were quite convinced that the industry had little understanding and even less interest in becoming a full partner in such an endeavor. This sent us back to the research documents. We visited our professional organizations for guidance and were shocked that they did not see any type of advocacy role and that someone else would have to pick up the gauntlet. We developed our program which was no longer a gap analysis but was a comprehensive, holistic process with some 500 interrelated elements to assess all-hazards readiness.It has a lot of moving parts; no cookie-cutter model. Understanding that readiness is not a destination, it is a journey.

Managing Partner at J. Blair and Associates

August 1996 - January 2006 (9 years 6 months)

Established J.Blair and Associates LLC, a domestic and international healthcare consulting firm. Served as an Independent Contractor with Joint Commission International (JCI) and collaborated on international on projects in Lebanon, U.A.E., Kuwait, Mexico, Japan and South Korea. Conducted numerous consulting engagements with Native American Tribes, who chose their options under U.S. Public Law-93-638 Indian Sovereignty Act. Hospital management consulting to a private hospital in Port Said, Egypt and Faculty development project, University of Alexandria, Egypt.

Research Professor, Public Health/Health Policy at University of South Carolina

January 1996 - August 1996 (8 months)

Developed a Plan to meet the healthcare requirements in the "South Carolina Family Independence Act of 1995" through the expanded use of the extant South Carolina Health Access Plan. Academic Appointments-Adjunct Professor -Baylor University, Tulane University, Medical University of South Carolina.

Deputy Executive Director, Operations S.C. Health and Human Services Finance Commission at Independent State Commission

July 1985 - December 1995 (10 years 6 months)

State Medicaid and Human Services Agency- Annual budget \$ 2.2b (1995)

1985-1989, Operational responsibility for Commission: Budget, Fiscal Operations, Contract Administration and Agency Research. 1989-1996 Perational Responsibility for: Interagency Health and Human Services Planning (18 State Agencies) ,

Developed and mobilized National Award winning HealthReform Plan, South Carolina Health Acces Plan (SCHAP) Distinguished Partnership Award, ASTRA, MERCK, SCHAP PROJECT 1992-1995

Senior Healthcare Consultant Design, Construction and Commissioning at Pacific Healthcare

January 1985 - January 1986 (1 year 1 month)

Responsible for the final phases of design, construction and commissioning of this 300 bed Private Hospital in Riyadh (Al Hammadi). Established to serve the International Community and Saudi VIPs.

Brought in to manage the commisioning of the hospital as the senior advisor to assemble Medical and

Operations process and staffing from over 10 nationalities with a Korean Management Company.
Successfully opened the hospital and helped it become the largest private facility in the Kingdom at the time.

Vice President Hospital Corporation of America (HCA) Mideast Ltd.. at Hospital Corporation of America (HCA)

October 1982 - January 1986 (3 years 4 months)

As Vice President of HCA Mideast Ltd and Project Manager of the SANG Medical Services Project was responsible for the last stages of construction, mobilization, staffing, equipping a 500 bed hospital located 25 kl from Riyadh, Saudi Arabia. A stand alone hospital compound with its own utilities systems, housing, fire, public safety and security with over 2000 employees from 19 nationalities. First non-traditional Hospital to be surveyed and receive a 3 year JCAH Accreditation.

Chief of Staff, 7th Medical Command at US Army

July 1980 - October 1982 (2 years 4 months)

CEO of healthcare system comprised of two Medical Centers and eleven Community Hospitals and 200+ Clinics throughout Europe, the second largest healthcare system in the US Army. USAREUR Deputy Surgeon, Medical Support Systems. Guided all 7th Medical Command healthcare organizations to JCAH accreditation after a 10 year hiatus without such status. Primary mission is to provide Combat Medical support for mass casualties in the event of war. The secondary ongoing mission was comprehensive healthcare services for all US forces and their dependents in Europe, with 500,000 lives under care.

Responsible for comprehensive healthcare including inpatient, outpatient, dental, mental health, veterinary services and all ancillary support services. Operations management including procurement of food with inspection functions comparable to FDA and Department of Agriculture in the US, healthcare logistics planning to provide required care for non-combatant evacuees in case of war, including known medicines and patient-specific care requirements, i.e., every diabetic patient was accounted for in the plan.

Security responsibilities included physical security for all medical facilities under the 7th MEDCOM, during the height of the Euro-terrorism era (Baader-Meinhoff and Red Army Faction). Despite multiple terrorist car-bombings in the region, none the the Command's facilities were ever penetrated, despite active threats, which include the Ramstein AFB car bomb that created a mass casualty event at one of the Medical Centers.

Deputy Commander (CEO) Landstuhl Army Medical Center at US Army

July 1978 - July 1980 (2 years 1 month)

CEO of one of the two major Medical Centers in the 7th MEDCOM, an integrated healthcare delivery system, self contained for all service and support functions, i.e., fire, security, logistics, housing, healthcare delivery. Tasked with additional responsibility to ensure the entire 7th MEDCOM was prepared to receive JCAH accreditation after a 10 year hiatus. Oversight of Design and Construction of a \$50M hospital addition. These hands-on responsibilities helped position for an in-depth understanding of compliance requirements at both the healthcare facility and "city manager" levels.

Hands on responsibility for facility security and mass casualty care including response to a Baader-Meinhoff

car bombing in the catchment area.

Chief of Education and Training OTSG at US Army

June 1975 - July 1978 (3 years 2 months)

Following the 1972-3 reorganization of The Army Medical Department, most of the Education and Training operational responsibility for The Army Medical Department was placed under the US Army Health Services Command, Academy of Health Sciences (Medical Field School, Ft. Sam Houston Texas). Major functions of the Education and Training activity in The Office of the Surgeon General was of an Army Staff Support and Policy role.

Staff Assignment - Office of the Army Surgeon General at US Army

September 1972 - June 1975 (2 years 10 months)

Doctoral Student, George Washington University (GWU) School of Government and Business Administration-September 1972-June 1975. Doctor of Public Administration (DPA)

Full time earned doctorate with major work in Health Systems Management / Public Health / Metro Management under the guidance of Dr. Leon Gintzig, advisor and advocate, at the time, Chairman of the graduate program in Health Services Administration.

Greatly expanded scope of Healthcare knowledge beyond the traditional brick-and-mortar hospital organizations.

Principle OTSG Representative to Comptroller of The Army at Staff Assignment - Office of The Army Surgeon General (OTSG)

August 1971 - September 1972 (1 year 2 months)

Army Surgeon's Principle representative on the Army Comptroller General's Study (CONMED) August 1971- September 1972.

The study focused on the reorganization of the U.S. Army Medical Department's Healthcare delivery system and the goal of bringing the delivery of healthcare closer to warfighters. Three major objectives were attained: 1) The establishment of the U.S. Army Health Services Command, and reassignment of all MEDDAC's (hospitals) in the CONUS (Continental U.S.) to the U.S. Army Health Services Command; 2) the extensive reorganization of the Office of The Surgeon General and the concurrent phasing out of the Field Activities Unit; and 3) the reorganization and designation of class II facilities (Medical Centers) and activities, along with TOE units, from the command jurisdiction of The Surgeon General to that of the U.S. Army Health Services Command.

CEO 95th Evacuation Hospital at US Army

January 1971 - July 1971 (7 months)

CEO 400 bed evacuation hospital receiving casualties from the northern part of Vietnam to the 38th parallel. Mass casualties were a daily event and non-combat casualties from local civil unrest contributed to the challenges. A spate of "fraggings", soldiers attempting to kill their Officers created emotional casualty

conflicts when the victims could not be saved but the alleged attackers could be saved. Events which will never be forgotten.

Executive Officer (CEO) 8th Field Hospital at U.S. Army

July 1970 - December 1970 (6 months)

CEO of a 200 bed combat field hospital in direct support of the Fourth Division combat operation. The hospital was located on the side of a mountain frequently used by Viet Cong Sapper Teams targeting helicopters and personnel on the installation. Rocket attacks and occasional small arms fire into the area were common. The enemy would attack the local village prior to scheduled organized attacks with the purpose of filling the hospital's emergency room and operating suites.

Soon after combat casualties would arrive. Mass casualty triage was often the order of the day. In November 71 the half of the hospital operation was relocated to the coast with the other half to follow in December.

Attacks in An Khe became more intense.

Executive Officer (CEO), Bassett Army Hospital, Fairbanks, AK (68/09-70/06) at US Army

September 1968 - June 1970 (1 year 10 months)

Executive Officer responsible for all aspects of Healthcare Delivery, Hospital Administration and Support Services of Arctic combat troops 5 degrees below the Arctic Circle in a very challenging operational environment. This largest military hospital at the time was an All Hazards poster child: Major Earthquake, Spring Floods, Fall forest fires and temperatures of -50 during the winter.

Assistant Professor Baylor Graduate Program in Healthcare Administration at US Army

July 1962 - September 1968 (6 years 3 months)

Held several assignments including faculty and training roles at Medical Field Service School. Major responsibilities included:

July 1962- March 1964

Administrative Assistant to the Chief of Internal Medicine, Brooke Army Medical Center.

March 1964-May 1964

Attended Student Hospital Registrar Course (later Patient Administration specialty) Medical Field Service School (MFSS)

March 1964-September 1964

Drill and Military Ceremonies Instruction Officer, MFSS. Instructed new Army Medical Department Officers in Drill and Ceremonial Practices (marching, saluting, uniform standards and care, etc.) (AMEDD)

September 1964-May 1965

Army Medical Service Officer Career Course:

Mandatory Advanced Training: Weapons Qualifications; Survival, Escape and Evasion; Chemical, Biological and Radiological Training; Military Justice; Counterinsurgency and Medical Management of Mass Casualties.

June 1965-September 1968

Instructor and Assistant professor in Healthcare Administration MFSS (later Academy of Health Sciences) Appointed to the Faculty of Baylor University. Instructed all levels basic, advanced and Graduate course in Patient/Hospital Administration with a platform time exceeding 40 hours per week to support the demand surge for Vietnam build up. Graduated from the Army/Baylor Graduate Program in Healthcare Administration (MHA) Honor's Graduate, Upsilon Phi Delta. Summer 1966 attended Officer advanced CBR course, Ft. McClellan, AL.

Publications

Lessons Learned? Hospitals in Hurricane Katrina – and Sandy.

Homeland Security Today Magazine January 2013

Authors: James "Jim" Blair

A discussion of mistakes made in Hurricane Katria that were repeated in Hurricane Sandy.

Blair, J.D., All-Hazards "HVA" for Non-Federal Healthcare CBRNE Readiness: A Level Playing Field? Inside Homeland Security, Volume 3, Issue 5, Sept/Oct 2005.

Authors: James "Jim" Blair

Blair, J.D., Homeland Security and the Non-Federal Healthcare Sector: evaluation of your Incident Command System (ICS), Journal of Healthcare Protection Management, Volume 21 Number 2, Summer 2005.

Authors: James "Jim" Blair

Blair, J.D., Homeland Security and Non-Federal Health Sector: Incident Command Structure. Hospital Fire Marshal's News (HFMA), April 2005

Authors: James "Jim" Blair

Blair, J.D., National Response Plan and the Non-Federal Healthcare Industry's Design and Construction Community, MATRIX, 2005

Authors: James "Jim" Blair

Blair, J.D., Healthcare Readiness for CBRNE Terrorist Events, Emergency Response Manual, Chapter 25, Anti-Terrorism Board Certified Anti-Terrorism Specialist (ATAB)

Authors: James "Jim" Blair

Blair, J.D., Edwards J. T., Critical Issues for homeland security and health care readiness Journal of Healthcare Risk Management, October 2005

Authors: James "Jim" Blair

Blair, J.D. Is Healthcare the Weak Link in the Homeland Security Chain? MEDICAL News, January 2006, KY Medical News(KY,IN ,OH)

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Blair, J.D., Homeland Security and the Non-Federal Sector Readiness. Hospital Fire Marshal's Association, Part 1, December 2005, Part 2, January 2006.

Authors: James "Jim" Blair

Blair, J.D., Perspectives on Advanced Directives, Monograph, Task Force member,

Authors: James "Jim" Blair

Blair, J. D., Is The Healthcare Industry Prepared for Terrorism? Journal of Healthcare Protection Management, volume 22, Number 1,

Authors: James "Jim" Blair

Blair, J.D., Silver, R. B., Modern Healthcare, "Commentary" Daily Dose and Modern Healthcare on-line, January, 2007.

Authors: James "Jim" Blair

Blair, J. D., Scanlon, P. A., Pandemic Flu Threat and Business Continuity. Elliot Consulting Group, Newsletter

Authors: James "Jim" Blair

Blair, J. D., Dluzneski, P. K., Evolving Roles and Responsibilities for Healthcare Security Professionals: The Non-Federal Healthcare Sector Meets NIMS and NIPP, Journal of Healthcare PROTECTION Management, January 2007.

Authors: James "Jim" Blair

Blair, J. D., NIPPS vs Non-Federal Hospital Design and Construction, letter to the editor, Health Affairs, July, 2006.

Authors: James "Jim" Blair

Blair, J. D., Lagging Healthcare Sector”, Updates and Responses, HSToday, April, 2007.

Authors: James "Jim" Blair

Blair, J. D., “Are Medical Facilities Doing Enough to Prepare for Catastrophic Events?” Healthcare

Construction and Operation, March 2008

Authors: James "Jim" Blair

Blair, J.D., Scanlon, P.A., REFLECTIONS ON A “MOTTO”, Hospital Fire Marshal’s

Authors: James "Jim" Blair

Blair, J.D., Scanlon P. A., Dluzneski, P.D., TO PROTECT IN PLACE OR

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Blair, J.D., Is the Healthcare Industry Prepared for Terrorism? Revisited, Inside Homeland Security, Vol. 7.Issue 1, Spring 2009.

Authors: James "Jim" Blair

Blair, J.D., GITMO detainees and U.S. host communities: Is your hospital prepared to live with terrorist inmates in your backyard? Journal of healthcare PROTECTION Management, Volume 25,Number 2, Summer,2009

Authors: James "Jim" Blair

Blair, J.D., Hospitals: The Weakest Link? Front Lines, HSToday, September, 2010

Authors: James "Jim" Blair

Blair J.D., A Day Late and a Dollar Short, Family Security Matters., October, 2010

Authors: James "Jim" Blair

Blair J.D., Who is minding homeland security for hospitals? Hospital Impact, September 22, 2010

Authors: James "Jim" Blair

Blair J.D., JAMA coverage of the Johns Hopkins shootings: a dissenting view Journal of Health Protection Management, Volume 27, Number 2, August 2011.

Authors: James "Jim" Blair

Blair J.D., Drugs, Drugs, Where are the Drugs?: In Peer Review - Journal of Health Protection Management, Volume 27, Number 2, August 2011.

Authors: James "Jim" Blair

Blair J.D., Dirty Bombs Journal of healthcare PROTECTION Management, Summer, 2012

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Army/Baylor Master's Program in Healthcare Administration, "SO IT WILL NEVER HAPPEN AGAIN" Distinguished Lecture Series # 2, October 2008

Authors: James "Jim" Blair

University of Southern Mississippi, "The Department of Homeland Security Handoff to the New Administration of the Non-Federal Healthcare Sector: What is there to Handoff? Hattiesburg Clinic Scholars Series, 4 November, 2008

Authors: James "Jim" Blair

Presentation on Deadly Neglect: Apathy and Denial vs. Act of God. 6/6//2012, ASIS International, Middle Tennessee Chapter 052.

Authors: James "Jim" Blair

So It Will Never Happen Again", Annual Conference, American Board for Certification in Homeland Security, Orlando FL., September 24, 2010.

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Skills & Expertise

Healthcare Management

Hospitals

Emergency Management

Military

Homeland Security

Long Term Care continuum

Published books, 2010, 2011 pending 2012

UNREADY: To Err is Human

DEADLY NEGLECT: Apathy and Denial

Pending, ELDERCARE: The Coming Storm

Lecture series on books-B/M/PhD levels

Presentations-Community Groups

Continuum

Elder Care

Health Education

Long-term Care

Healthcare

Policy

Training

Command

Security

Medicine

Army
Public Health
Healthcare Information Technology
Managed Care
HIPAA
EMR
Nursing
Clinical Research
Physician Relations
Healthcare Consulting
System Administration
EHR
Physicians
Healthcare Industry
Patient Safety
Quality Improvement
Revenue Cycle
JCAHO
Practice Management
Health Policy
Utilization Management
Informatics
Medicaid
Medicare
Emergency Medicine
Revenue Cycle Management

Education

The George Washington School of Government and Business Administration

Doctor of Public Administration (DPA), Healthcare Systems Management/Public Health/Metro
Admin, 1972 - 1975

Activities and Societies: The George Washington School of Government and Business Administration
Three year full-time earned Doctorate-Faculty Advisor and Advocate, Leon Gintzig PhD.

Baylor University

MHA, Healthcare Administration, 1966 - 1968

Honors and Awards

Upsilon Phi Delta National Honor Society in Health Administration

Legion of Merit (two awards)

Bronze Star (combat awards) two

Meritorious Service Medal (two awards)

Army Commendation Medal

Purple Heart

Order of Military Merit No. 169

Distinguished Member of the Regiment, ,Army Medical Department Regiment

Certificate of Merit for Exceptional Service to South Carolina Health Access Plan (SCHAP)

Distinguished Partnership Award,ASTRA, MERCK, SCHAP PROJECT 1992-1994

Distinguished Service Award, Rotary International, Roswell, Ga.

Distinguished Service CitationRotary International Rakouda Alexandria, Egypt

International Executive Service Corp Award of Excellence 1999

Distinguished Service Award Saudi Arabia, SANG

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[Contact James "Jim" on LinkedIn](#)