



Carl L. Harper

Director

Office of Resource Access and Partnerships

Indian Health Service

Carl L. Harper, a member of the Cherokee Nation of Oklahoma, is the Director for the Office of Resource Access and Partnerships (ORAP) for the Indian Health Service (IHS), an agency within the Department of Health and Human Services (HHS). Mr. Harper began his career with the IHS in 1988 as a management analyst with the IHS Headquarters Office of Administration and Management in Rockville, Maryland. Previously, he worked five years with the Bureau of Indian Affairs and a number of years in the private sector.

As Director of ORAP, Mr. Harper is responsible for providing direction and leadership in the areas of contract care, business office/third-party collections, and partnerships with other Agencies and organizations. The ORAP Office was formed in the 2004 IHS reorganization to concentrate on supplementing funds provided by the IHS with other Federal, state, and private sector resources and to enhance Federal and Tribal access to those resources. The ORAP office consists of the Division of Contract Care, Division of Business Office Enhancement and the Partnership Staff component located in the ORAP Director's Office. The ORAP office deals with over \$1 billion in collections, contract care funds, and agency agreements. Mr. Harper serves as a senior advisor to the IHS Director and executive staff. He formulates Agency strategies and policies and oversees the many functions of ORAP such as policy/regulation development, legislative review, resources allocation and collections, contract care, management controls, and liaison to Tribes and other Federal agencies and outside organizations.

Prior to this position, Mr. Harper was the Director of the Office of Executive Management and the Executive Officer for the Office of Health Programs from October 1992 to August 2004. He also worked as a Senior Management Analyst, a Health Systems Specialist, and a Program Analyst in the Office of Health Programs and the Office of Administration and Management from 1988 to 1992. Throughout his IHS career, Mr. Harper has been actively involved with key work groups and committee appointments. He served on work groups and committees in the areas of third-party collections, internal controls, business office, budget formulation and execution, labor relations, procurement, management, marketing, and performance evaluation. He most recently served as a member of the National Council of Executive Officers and the National Business Office Committee.

Mr. Harper earned a bachelor of arts degree in social science from the Northeastern Oklahoma State University in 1972 and earned a masters of social welfare from Kansas University in 1978. He also has earned credit hours from the University of Oklahoma and participated in numerous training sessions. Among Mr. Harper's honors are numerous Superior Performance Awards, IHS National Council of Executive Officers Service Award, Superior Customer Service Award, Special Act Services Award for Y2K Activity, HHS Secretary's Group Award for Chairmanship of a Committee that established a new Employee Performance & Awards System in IHS, and various IHS Director's Group Awards.