



The Hilltop Institute

Responding to Community Health Needs within the Framework of the Affordable Care Act

June 28, 2011

SPEAKERS' BIOS

Eileen L. Barsi is Director of Community Benefit at Catholic Healthcare West (CHW) in San Francisco, California. Ms. Barsi is responsible for planning, developing, coordinating, and overseeing system community benefit initiatives, as well as for educating system Management and System/hospital Board members about community benefit initiatives.

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In collaboration with the System finance department, Ms. Barsi provides direction and oversight of the expense reporting for Community Benefit, in compliance with federal and state requirements. In this role, Ms. Barsi is a

member of the Mission Integration Department and is accountable to the Audit and Compliance and Strategy and Planning Committees of the CHW Board of Directors.

Ms. Barsi completed her undergraduate studies in education and graduate studies in gerontology at Notre Dame de Namur University in Belmont, California, and completed coursework in epidemiology at San Francisco State University. Currently, and for the last three years, she has also served as the Chairperson of the Community Benefit Committee of the Catholic Health Association. In 2000 and 2008, Ms. Barsi was the recipient of CHW's highest corporate employee recognition, the Values in Action Award for Excellence.

Relevant Citation

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Georges C. Benjamin, MD, FACP, FNAPA, FACEP (E), Hon. FRSPH, is well known in the world of public health as a leader, practitioner, and administrator. Dr. Benjamin has been the Executive Director of the American Public Health Association (APHA), the nation's oldest and largest organization of public health professionals, since December 2002. He came to that post from his position as Secretary of the Maryland Department of Health and Mental Hygiene. Dr. Benjamin became Secretary of Health in Maryland in April 1999, following four years as its Deputy Secretary for Public Health Services. As Secretary, Dr. Benjamin oversaw the expansion and improvement in the state's Medicaid program.

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Dr. Benjamin, of Gaithersburg, Maryland, is a graduate of the Illinois Institute of Technology and the University of Illinois College of Medicine. He is board-certified in internal medicine and a Fellow of the American College of Physicians; a Fellow of the National Academy of Public Administration; Fellow Emeritus of the American College of Emergency Physicians; and an Honorary Fellow of the Royal Society of Public Health.

An established administrator, author, and orator, Dr. Benjamin started his medical career in 1981 in Tacoma, Washington, where he managed a 72,000-patient visit ambulatory care service as Chief of the Acute Illness Clinic at the Madigan Army Medical Center. A few years later, he moved to Washington, D.C., where he served as Chief of Emergency Medicine at the Walter Reed Army Medical Center. After leaving the Army, he chaired the Department of Community Health and Ambulatory Care at the District of Columbia General Hospital. He was promoted to Acting Commissioner for Public Health for the District of Columbia and later directed one of the busiest ambulance services in the nation as Interim Director of the Emergency Ambulatory Bureau of the District of Columbia Fire Department.

Benjamin also serves on the boards of Research!America, Partnership for Prevention, the Reagan-Udall Foundation, and is a member of the Institute of Medicine of the National Academies. In 2008, he was named one of the top 25 minority executives in health care by Modern Healthcare Magazine, in addition to being voted amongst the 100 most powerful people in health care in 2007 through 2010 and one of the nation's Most Influential Physician Executives in 2009, 2010, and 2011.



Cynthia Boddie-Willis, MD, MPH, is The Hilltop Institute's Director of Health Services Policy and Research. Under her direction, Hilltop assists state health agencies, local health departments, and health service delivery organizations in implementing, monitoring, and evaluating the quality, affordability, and sustainability of publicly funded health care services; analyzing the administrative efficiency of health programs and systems; and informing health policy development.

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Previously, Dr. Boddie-Willis directed the Division of Health Promotion and Disease Prevention at the Massachusetts Department of Public Health for ten years. She has more than 20 years of experience as a primary care provider and has worked in health care administration as a

consultant and an office managing partner.

Dr. Boddie-Willis has been principal investigator on several health-related research projects funded by the Centers for Disease Control and Prevention and has co-authored articles published in *Preventing Chronic Disease* and the *American Journal of Public Health*. Health disparities is a principle research interest.

Dr. Boddie-Willis earned her MD from the University of Chicago, her MPH from Harvard School of Public Health, and her BA in economics from the University of Chicago.

Abbey Cofsky, MPH, is a program officer with the Public Health Team at the Robert Wood Johnson Foundation. She works directly with the Foundation's public health grantees to promote the evidence about what works in public health, to advance national accreditation for public health departments and to advocate for laws and policies that improve health.

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Ms. Cofsky, who joined the Foundation in 2007, was drawn to the Foundation's commitment to social change and the breadth of its work across the nation. She describes her

work as "striving to make communities healthier places to live." She also relishes the opportunity to interact with and learn from RWJF grantees.

Previously, Ms. Cofsky was the coordinator of community outreach and provider education for the Philadelphia Department of Public Health's Immunization Program. She also served as a research assistant for the Children's Safety Network at the Education Development Center in Washington, D.C., and as an account executive with Dorland Global Health Communications in Philadelphia, Pa.



Ms. Cofsky holds an MPH from the George Washington University School of Public Health and Health Services and a BA from Boston College. She spent her undergraduate winter breaks teaching in Belize and conducted independent research on land use and women's rights in northeastern Brazil.

Kathleen Hoke Dachille, JD, is an Associate Professor of Law and Director of the Public Health Law Network, Eastern Region and the Center for Tobacco Regulation at the University of Maryland School of Law. Dachille teaches the Public Health Law Clinic through which she engages law students in the work of the Network and the Center.

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The Public Health Law Network was launched in September 2010 with the goal of providing technical legal assistance to national, state and local public health professionals, their attorneys, legislators, and advocates working to develop sound public policy to improve public

health. The Network also develops factsheets, issue briefs, webinars, and other useful tools on emerging and persistent public health issues. Under Dachille's direction, the Network's Eastern Region deliverables have focused on environmental health, food safety, and injury prevention. Dachille has conducted research and prepared materials specifically related to hydrofracturing, medical marijuana laws, and health agency access to school health records.

Through the Center for Tobacco Regulation, Dachille provides technical legal assistance to Maryland state and local health officials, legislators, and organizations working in tobacco control. Recent work has focused on the regulation of cigars and the development of sound policies to create smoke-free multiunit housing.

Dachille joined the faculty in 2002 after serving for eight years with the Office of the Attorney General of Maryland. During her tenure as an Assistant Attorney General, Dachille served in the Civil Litigation Division and the Opinions and Advice Division. As a Special Assistant Attorney General, Dachille worked on a variety of public health initiatives, including an evaluation of the proposed conversion of CareFirst BlueCross/BlueShield with focus on whether the nonprofit health insurer was fulfilling its public obligations.

Dachille graduated from the University of Maryland School of Law in 1992, having served on the Executive Board of The Maryland Law Review and as a member of the National Moot Court Team.



Daniel J. Friedman, PhD, is an independent consultant, with interests in population and community health information strategies; web strategies for communicating population health information; and uses of electronic health records for population health monitoring and research. Usually working with his colleague, Gib Parrish, and in conjunction with the Public Health Informatics Institute, Dan consults to national and state health agencies and national and state foundations.

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Dr. Friedman formerly served as Assistant Commissioner of the Bureau of Health Statistics, Research, and Evaluation of the Massachusetts Department of Public Health and as a member of the National Committee on Vital and Health Statistics, the health information policy advisory body to the U.S. Secretary of Health and Human Services.

He contributes to and serves as peer reviewer for professional journals and guest-edited special forums for the American Journal of Public Health and the Journal of Public Health Management and Practice. With Gib Parrish and Ed Hunter, Dr. Friedman co-edited and contributed to *Health Statistics in the 21st Century: Shaping Policy and Practice*, published by Oxford University Press.

Relevant Citations

Friedman, D. J., & Parrish, R. G. (2010). The population health record: Concepts, definition, design, and implementation. *Journal of the American Medical Informatics Association*, 17, 359-366. doi:10.1136/jamia.2009.001578. Retrieved from <http://jamia.bmj.com/content/17/4/359.full.pdf>

Friedman, D. J. (2006, January). *Assessing the potential of national strategies for electronic health records for population health monitoring and research*. Vital and Health Statistics, Series 2 (143). Hyattsville, MD: National Center for Health Statistics, Centers for Disease Control and Prevention. Retrieved from http://www.cdc.gov/nchs/data/series/sr_02/sr02_143.pdf

Donna Folkemer, MA, a Senior Policy Analyst at The Hilltop Institute, directs Hilltop's new Hospital Community Benefit Program. This program is the first ever central resource created specifically for state and local policymakers to improve the reporting and evaluation of tax-exempt hospitals' community benefit activities.

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Before joining Hilltop, Ms. Folkemer was Group Director of the Forum for State Health Policy Leadership at the National Conference of State Legislatures. As such, she oversaw proposal development, research, and technical assistance activities of the group; conducted analysis for state legislators and staff on Medicaid, long-term care,



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health information technology, and health care financing; prepared and presented testimony for state legislative committees; and managed responses to legislators. Prior to leading the group, Ms. Folkemer served as Program Director in the Forum and worked with state legislators and their staff on Medicaid, prescription drugs, and long-term care issues. She also developed proposals, managed research activities funded by public agencies and private foundations, wrote issue briefs and news articles, and provided testimony.

Prior to her commitment to the Forum, Ms. Folkemer was Director of Policy and Planning at the Medical Assistance Administration of the District of Columbia, where she oversaw policy analysis, regulation development, budgetary review, and planning for Medicaid. She also coordinated the implementation of the Children's Health Insurance Program (CHIP) and managed a Medicaid eligibility expansion project. Prior to that, Ms. Folkemer was a Senior Research Associate for the Intergovernmental Health Policy Project at George Washington University. She was also Deputy Director of the Center for the Advancement of State Community Care Programs at the National Association of State Units on Aging. Prior to that, Ms. Folkemer served as Planner, Long-Term Care Division Chief, and then Planning and Evaluation Division Chief at the Maryland Office on Aging.

Ms. Folkemer earned her MA from Johns Hopkins University, her masters in community planning from the University of Maryland, and her BA from West Virginia University.

Freeman A. Hrabowski III, PhD, has served as President of UMBC (the University of Maryland, Baltimore County) since May 1992. His research and publications focus on science and math education, with special emphasis on minority participation and performance. He chaired the National Academies' committee that recently produced the report, "Expanding Underrepresented Minority Participation: America's Science and Technology Talent at the Crossroads."

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In 2008, Dr. Hrabowski was named one of *America's Best Leaders* by *U.S. News & World Report*, which in both 2009 and 2010 ranked UMBC the #1 "Up and Coming" university in the nation and among the top colleges and universities in the nation for commitment to undergraduate teaching. In 2009, *TIME* magazine named him one of America's *10 Best College Presidents*.

Dr. Hrabowski serves as a consultant to the National Science Foundation, the National Institutes of Health, the National Academies, and universities and school systems nationally. He also serves on the boards of the Alfred P. Sloan Foundation, France-Merrick Foundation, Marguerite Casey Foundation (Chair), and The Urban Institute. He sits on the boards of Constellation Energy Group, McCormick & Company, and the Baltimore Equitable Society. He is a past member of the board of the Carnegie Foundation for the Advancement of Teaching and the Maryland Humanities Council (member and Chair).



Examples of recent honors include election to the American Academy of Arts & Sciences and the American Philosophical Society; receiving the prestigious *TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence*, the *McGraw Prize in Education*, the U.S. *Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring*, and the Columbia University *Teachers College Medal for Distinguished Service*; being named a Fellow of the American Association for the Advancement of Science and *Marylander of the Year* by the editors of the *Baltimore Sun*; and being listed among *Fast Company* magazine's first *Fast 50 Champions of Innovation* in business and technology. He also holds honorary degrees from more than a dozen institutions, including Harvard, Princeton, Duke, Haverford College, the University of Michigan, Georgetown University, and Harvey Mudd College.

With philanthropist Robert Meyerhoff, Dr. Hrabowski co-founded the Meyerhoff Scholars Program in 1988. The program is open to all high-achieving students committed to pursuing advanced degrees and research careers in science and engineering, and advancing minorities in these fields. The program has become a national model, and based on program outcomes, Dr. Hrabowski has authored numerous articles and co-authored two books, *Beating the Odds* and *Overcoming the Odds* (Oxford University Press), focusing on parenting and high-achieving African American males and females in science. Both books are used by universities, school systems, and community groups around the country.

A child-leader in the Civil Rights Movement, Dr. Hrabowski was prominently featured in Spike Lee's 1997 documentary, *Four Little Girls*, on the racially motivated bombing in 1963 of Birmingham's Sixteenth Street Baptist Church.

Born in 1950 in Birmingham, Alabama, Dr. Hrabowski graduated at 19 from Hampton Institute with highest honors in mathematics. At the University of Illinois at Urbana-Champaign, he received his MA (mathematics) and four years later his PhD (higher education administration/statistics) at age 24.

Karen Johnson, MS, is a Senior Policy Analyst at The Hilltop Institute. She works with the director of special research and development to develop analytical resources and statistical and policy analysis to support longer-range goals within Hilltop. Her responsibilities include performing statistical analyses of large health care datasets for health economic, rate setting, and program assessment purposes; supporting the development and application of risk adjustment methods; developing protocols to link and integrate large health care datasets; and participating in the preparation and presentation of written reports and briefings.

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Before joining The Hilltop Institute, Ms. Johnson was a Lead Health Analyst at Delmarva Foundation for Medical Care, Inc. While there, she analyzed Medicare Parts A and B claims data to identify cases of suspected fraud and/or abuse. She also worked in the home health setting, where she analyzed health care processes and outcomes data to quantify impact of improvement interventions at the national and state level. Prior to that, Ms. Johnson was a



Senior Functional Analyst with Lockheed Martin, where she designed, conducted, analyzed, and interpreted epidemiologic studies related to illness and injury in the active duty military population.

Ms. Johnson is author and co-author of many articles on such subjects as illness and injury prevention and quality improvement in home health. She has been published in *Military Medicine*, *American Journal of Nursing*, and *American Journal of Epidemiology*, among others. She has also delivered oral and poster presentations at several nationwide conferences, including the Academy Health and American Public Health Association annual research meetings and the Tri-Regional QIO conference.

Ms. Johnson earned an MS in mathematical sciences/statistics from Virginia Commonwealth University and a BA in mathematics from Cedarville University. She is currently pursuing a PhD in gerontology at UMBC.

Michelle A. Larkin, JD, MS, RN, was promoted to assistant vice president, Health Group, effective April 2011. Prior to her promotion, Larkin was a team director and senior program officer with the Public Health team. Larkin led a major initiative to build the field of public health law through three integrated strategies: building the evidence for effective public health laws and policies; enhancing the public health infrastructure to support public health practitioners and their legal counsel; and increasing the support for, demand for, and use of law by policymakers, academics, and professionals in fields that impact health.

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Larkin joined the Foundation in 1999 as program associate, where she focused on tobacco control policy efforts and end-of-life care. From 2003 through 2006, Larkin co-led the Foundation's Tobacco team, promoting increased tobacco excise taxes, adoption of state and local smoke-free air laws, and increased funding for tobacco prevention and treatment.

Prior to joining the Foundation, Larkin worked as a health policy analyst at the Office on Smoking and Health at the Centers for Disease Control and Prevention in Washington, D.C., a legislative fellow for the U.S. Senate, and as an oncology nurse at University of Maryland Medical System.

Larkin received a JD from Seton Hall University School of Law, an MS in nursing/health policy from the University of Maryland, and a BSN from the University of Pennsylvania. She is a member of the American Public Health Association, the Public Health Law Association, the American Bar Association, and the New Jersey Bar.



Michelle Marcus, MPH, is a research scientist at the Georgia Tech Center for Quality Growth & Regional Development. She specializes in community based participatory research (CBPR). Michelle works to promote health by researching the health impacts of the built environment and human activities, and by working with community members to use such research to create a more healthful environment. She received the Public Health Student Achievement Award in 2008 for her work and has been accepted into the Urban Fellows program, an initiative of the Center for the Comparative Study of Metropolitan Growth and is housed in Georgia State's College of Law.

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Michelle has served as the program administrator for the Campaign for Walkable Communities at PEDS, a pedestrian advocacy group, since 2007. She sits on the board of directors for Citizens for Progressive Transit. As a graduate research assistant at Georgia State, her work has included improving access to primary health care for frequent 911 users in inner-city Atlanta. At the CQGRD, she has worked on a Health Impact Assessment investigating hospitals and community health and assists with operations of the Healthy Places Research Group.

Michelle has a master's degree in public health from Georgia State University and a bachelor's degree in Anthropology from Cornell University. Her work history includes administration, project management, and event planning as well as a background in community organizing and advocacy.

Paul Mattessich, PhD, has worked in the fields of human services, social policy, and social research since 1973. In 1982, he became Executive Director of Wilder Research and has served as a member of the Wilder Foundation's senior leadership team since then. He has authored or co-authored more than 250 publications. He has also served on a variety of government and nonprofit boards of directors and special task forces.

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Dr. Mattessich lectures frequently throughout the United States and the United Kingdom, especially on topics of organizational effectiveness, collaboration/partnerships, and major social trends that will affect our future. He worked for a year in Belfast, Northern Ireland, with organizations that promote the development of democratic skills to bring communities together and to resolve conflict through nonviolent means. He received his PhD in sociology from the University of Minnesota.



Recent projects include:

- Twin Cities Compass, an initiative in partnership with 8 foundations to educate policy makers and community residents, and to inspire action to improve the quality of life in the Twin Cities region
- Minnesota Compass, a statewide collaboration between Wilder Research, 3 foundations, and 6 initiative funds to support efforts to improve regions and communities
- Major publications in 2009: "Communities that don't bowl in the fog" in Contexts; chapter on "Managing evaluation studies," in New Directions in Program Evaluation
- Wilder Foundation strategic planning

Shawna L. Mercer, MSc, PhD, is the Branch Chief and Director of The Guide to Community

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Preventive Services at the Centers for Disease Control and Prevention (CDC). She previously served as Senior Advisor and Health Scientist on the Science Vision and Alliances Team in CDC's Office of the Chief Science Officer where she led a number of initiatives aimed at bridging gaps between research, practice and policy and developed CDC-wide mechanisms and information systems to ensure CDC's compliance with Office of Management and Budget requirements for scientific information. Dr. Mercer earlier served as a Senior Scientist and Deputy Director of the Office of Science and Extramural Research in CDC's Public

Health Practice Program Office, where she co-developed and oversaw a \$12M extramural grant funding program for community-based participatory prevention research and led a research and evaluation program aimed at strengthening the rigor of participatory research and assessing its value and benefits for bridging research and practice. Dr. Mercer also served as an Associate Service Fellow on the Global Team in the Office on Smoking and Health, where she explored the benefits of participatory research approaches for helping states to implement best practices for tobacco control following the Master Settlement Agreement.

Before joining CDC, Dr. Mercer worked at the Institute for Clinical Evaluative Sciences in Toronto, Ontario, Canada and at the University of Toronto as an Investigator and Research Associate on numerous cancer screening research grants and projects. She also worked as the first Evaluation Coordinator for the province-wide Ontario Breast Screening Program.

Dr. Mercer has a master's degree in health behavior from the University of Waterloo in Ontario, Canada and a doctoral degree in epidemiology from the University of Toronto. She has a growing number of publications, serves as an editor for the American Journal of Health Promotion, and is a reviewer for a large number of journals.



The Hilltop Institute

Michael A. Nolin, MA, Deputy Director of The Hilltop Institute since 1996, is currently the Interim Executive Director. He is responsible for guiding all operating units. He also guides managed care and community health planning and evaluation activities and serves as Hilltop's contact with a number of client agencies in managed care, long-term care, and public health.

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Prior to joining The Hilltop Institute, Mr. Nolin served as Director of Operations and later as Executive Director of Maricopa Managed Care Systems in Phoenix, Arizona (1990-1996). In this capacity, he managed a Medicaid plan under contract with the Arizona Medicaid Program (AHCCCS), established a Medicare plan, and directed a

long-term care/acute care integration plan, which incorporated care management of dually eligible (Medicare/Medicaid) enrollees. Prior to his work in managed care, Mr. Nolin served as County Public Health Director and Director of Community Health Services for the greater Phoenix (Arizona) metro area. Prior to these community health and Medicaid responsibilities, Mr. Nolin directed public and community health programs as Director of Planning for a Community Health Center (Tucson) and Preventive Services Director for the Navajo Tribal Health Department (Window Rock).

Mr. Nolin serves as adjunct faculty in UMBC's Sociology Department. He teaches courses pertaining to health care issues and health care organization.

Mr. Nolin holds a master's degree in city and regional planning from Howard University and a bachelor of arts from Catholic University of America.



Laura Spicer, a Policy Analyst at The Hilltop Institute, is part of a team responsible for program evaluation and data analysis for the Maryland Department of Health and Mental Hygiene. She develops quarterly and annual reports of blood lead testing rates for children enrolled in HealthChoice and performs data analyses for HealthChoice, including its value-based purchasing (VBP) program. Ms. Spicer also provides research and analysis for a Robert Wood Johnson Foundation SHARE evaluation of New Mexico's State Coverage Insurance (SCI) program, as well as other state coverage initiatives.

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Prior to her current position, Ms. Spicer was a Research Assistant at Hilltop. In this capacity, she provided research support for various projects, including a study of Maryland's school-based health centers, a Medicaid business analysis for a consortium of behavioral health providers in Virginia, and ongoing research activities for the HealthChoice program. She also assisted with special projects, such as providing staff support for the Maryland Community Health Resources Commission and assistance with conducting focus groups.

Ms. Spicer graduated *cum laude* from UMBC with a bachelor's degree in sociology. She is currently pursuing a master's degree in applied sociology from UMBC.

Alycia Steinberg, MPH, is a Senior Policy Analyst at Hilltop, where she is providing support to the state of Maryland regarding implementation of federal health reform. In addition to conducting policy research on health reform implementation, Ms. Steinberg's role includes analyzing policy options available to help Maryland and other states improve their Medicaid programs.

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Before joining Hilltop, Ms. Steinberg was a Program Officer for the Harry and Jeanette Weinberg Foundation's older adults portfolio, which includes capital, program, and general operating grants. Ms. Steinberg made funding recommendations and oversaw and evaluated grants throughout the United States and Israel. She has experience with public health insurance programs—Medicaid and the Children's Health Insurance Program (CHIP)—and previously worked for the Maryland Department of Health and Mental Hygiene (DHMH) as a deputy director in the Office of Planning, as well as a special assistant to the executive director in the Office of Health Services. Ms. Steinberg has worked on a broad range of projects and issues at DHMH, including the Maryland Health Quality and Cost Council, implementation of the PAC program, HealthChoice evaluations and waiver renewals, long-term care quality, and delivery system design for children with special health



care needs. Ms. Steinberg has also worked for the Lewin Group, where she conducted health policy and health care research and evaluation for state, federal, and private clients.

Ms. Steinberg holds a master's degree in public health from the University of Michigan School of Public Health.

Ian Stockwell, MA, is a Senior Policy Analyst for The Hilltop Institute. His key responsibilities include providing policy, analytical, and programming support for multiple state Medicaid initiatives.

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Prior to his current position in the long-term services and supports (LTSS) policy and research unit, Mr. Stockwell was a Research Analyst for Hilltop's information systems and programming unit. As such, he was responsible for providing policy analysis and developing new data retrieval tools to streamline report generation and information dissemination. He also analyzed data and provided policy support for long-term care research studies and maintained Hilltop's Decision Support System. Mr. Stockwell played a

leading role in processing and analyzing New Mexico's Medicaid data to support Hilltop's work related to the development of new LTSS programs for the New Mexico Human Services Department.

Mr. Stockwell began his career at Hilltop as a Student Programmer. In this capacity, he converted tables for the Decision Support System using SAS, SQL Server, and ColdFusion. He also composed and updated multiple SAS programs. His technical skills include: ColdFusion, hardware and software computer diagnostic and repair, network support, HTML, UNIX, Oracle Database, SAS, system analysis, SQL, and XML.

Mr. Stockwell obtained a master's degree in economic policy analysis, as well as bachelor's degrees in information systems and financial economics from UMBC. He is currently pursuing a PhD in public policy with a focus on evaluation and analytical methods at UMBC.

Mildred Thompson, MSW, is Director of the PolicyLink Center for Health and Place. A nurse and social worker by training, she works in partnership with a broad range of groups to advance new policies and approaches to improve health in low-income communities and communities of color. Through an approach that links health to environmental conditions, she helps to build legislative support for strategies to increase access to healthy foods, reduce childhood obesity, and decrease the incidence of childhood asthma. Ms. Thompson co-chairs the Institute of Medicine (IOM) Roundtable on the Promotion of Health Equity and the Elimination of Health

Disparities.

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Ms. Thompson obtained her AAS in nursing from Staten Island Community College, her BS in psychology/early childhood education from Richmond College, and her MSW from New York University.

Mary Vallier-Kaplan, MHSA, is Vice President and Chief Operating Officer at the Endowment for

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Health, a statewide private health foundation. She is responsible for the overall design and implementation of its program, which includes grantmaking as well as advocacy and policy work. In addition, Ms. Vallier-Kaplan oversees the day-to-day operations of the Endowment and manages strategic development and performance assessment functions of the Endowment.

A key strategy of the Endowment is to build the capacity of the health-related nonprofits in New Hampshire to effectively achieve their common mission of improving the health of New Hampshire's residents. As such, the Endowment has invested in developing not only an effective state health data infrastructure, but also tools and training for communities to access and use this data to plan, manage, and measure the impact of their work to address community needs. The foundation also has worked with others to develop and implement an effective community benefit law that links community needs assessments to community benefits across the state on an ongoing basis. This requirement has evolved into a system of community coalitions across the state that assesses and guides the use of community resources to meet such needs.

Ms. Vallier-Kaplan is an honors graduate of the University of Michigan, School of Public Health.

Helpful Links

NH Community Benefits Reporting Guide. <http://doj.nh.gov/charitable-trusts/community-benefits/index.htm>

Community Needs, Community Benefits, *Hospitals and Health Systems in NH*.
<http://www.healthynh.com/downloads/CommunityBenefits2009FINAL.pdf>

