



# The Hilltop Institute

## Taking Hospital Community Benefit Policy to the Next Level: Advancing Community Health

June 15, 2016

### SPEAKERS' BIOS

**Michael Abrams, MPH**, is Director of Special Research Studies at The Hilltop Institute. His work focuses on public health and health services questions surrounding the treatment and prevention of cognitive, emotional, and behavioral illness, including serious psychiatric disorders, substance use disorders, learning disabilities, and neurological malfunction. Research interests include behavioral health integration/coordination, pharmacoepidemiology, health quality assessment, and health risk communication. Mr. Abrams has extensive experience using large data sets to study the public mental health and substance abuse systems in Maryland and nationally. He is also skilled with other large and small administrative and clinical data sources, such as those capturing somatic and pharmacologic service use, level of functioning and psychosocial indicators, and Medicare and private insurance claims information.

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Prior to joining Hilltop, Mr. Abrams was a program officer at the National Academy of Sciences (NAS), where he directed a study about training psychiatrists to do patient-oriented research and supported another study focusing on spinal cord injury research. Prior to his work at NAS, Mr. Abrams was a research associate at The Johns Hopkins University School of Medicine and the Kennedy Krieger Institute, where he was involved in clinical research investigations of behavioral, genetic, and neurobiological correlates to developmental disabilities in children and adolescents.

Mr. Abrams holds a master of public health degree from The Johns Hopkins University and a bachelor of arts degree with a double concentration in biochemistry and history from the University of California at Berkeley. He is currently pursuing his doctorate in health policy at UMBC.

**Andy Allen, MBA**, serves as the Outreach Officer in the Office of Mayor-President Melvin L. “Kip” Holden. Andy graduated *Summa Cum Laude* from The College of William and Mary in Williamsburg, Virginia in May 2011. While there, he was inducted into the Phi Beta Kappa Society and was honored as a Timothy J. Sullivan Scholar, a Sharpe Community Scholar, and a Glenn Scholar.

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Following graduation, Andy came to Baton Rouge as a Corps Member with Teach For America and taught science for two years in alternative high schools in East Baton Rouge Parish. As a teacher, he was rated “Highly Effective” by the state of Louisiana and nominated for Biology Teacher of the Year in his district. Andy spent a summer in Mississippi training new Teach For America Corps Members prior to taking his current position in the Mayor-President’s Office.

As the Outreach Officer for Mayor Holden, Andy directs the Mayor’s Healthy City Initiative, a community coalition of partners with a mission to foster a movement based on communication, coordination, and collaboration that promotes a better and healthier life for all people in the great city of Baton Rouge. Under Andy’s management, the Mayor’s Healthy City Initiative, known locally as Healthy BR, has received multiple national awards and recognitions including the 2015 American Hospital Association’s NOVA Award and being a 2014 Robert Wood Johnson Foundation Culture of Health Prize Finalist. Baton Rouge has become one of the first cities to embark on a joint Community Health Needs Assessment among acute care hospitals and the first in the nation to follow up that joint assessment with a unified Community Implementation Plan.

Andy has given presentations for the National Conference of State Legislatures, the National League of Cities, the National Committee on Vital and Health Statistics, Leadership for Healthy Communities, and the Louisiana Smart Growth Summit, among others. Andy was appointed to serve on the Citizens Advisory Committee for Complete Streets and also serves on the Louisiana House Concurrent Resolution 129 Study Committee, the School Health Advisory Committee, Club Blue Leadership Council for Boys and Girls Club, the I Care Advisory Council (school-based alcohol, drug, and violence prevention), and the LSU-Southern University AgCenter Advisory Leadership Council. He is also the community principal investigator on a research grant through the Pennington Biomedical Research Center.

In 2015, Andy was named to the Baton Rouge Business Report’s *Forty Under 40*. He received his MBA in May 2016.

**Curtis Clark, PhD**, is Vice President of Mission for Bon Secours Baltimore. Prior to this role, Dr. Clark served as Vice President for Mission Integration at Genesys Health System (part of Ascension Health) in Flint, Michigan, and before that as Vice President of Mission and Ministry at St. Catherine Hospital in Garden City, Kansas. He holds a B.A. in Philosophy and a master’s degree in Theology from St. Charles Borromeo Seminary in Wynnewood, Pennsylvania, as well as both a Licentiate and Doctorate in Sacred Theology from Catholic University of America. He has also completed graduate studies in Canon Law at St. Paul University in Ottawa, Canada. Prior to his mission leadership positions in Catholic healthcare, Curtis taught at James Madison University in Virginia and St. Charles Borromeo Seminary in Pennsylvania. He also served in pastoral ministry, youth ministry, retreat work and vocations work in Philadelphia and Arlington, VA.

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**Desiree de la Torre, MPH, MBA,** is the Director of Community Affairs and Population Health Improvement for Children's National Health System in Washington, DC, where she leads the organization's population health improvement planning process, including support for community-based organizations, health equity, and compliance with federal community benefit regulations.

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Prior to joining Children's National, Ms. de la Torre was the Director of Community Health Improvement for the Johns Hopkins Health System where she led a \$3.5 million community benefits strategic planning and evaluation process for the health system's 6 academic and community hospitals in Maryland,

Washington, DC, and Florida to meet its mission and respond to state and national regulatory requirements. She also managed The Access Partnership program at Johns Hopkins that helps improve access to effective, compassionate, evidence-based health care for uninsured and underinsured patients residing in East Baltimore with demonstrated financial need.

Ms. de la Torre is a member of several local and national councils and associations. She holds a master's degree in public health from Boston University, a master's degree in business administration from The Johns Hopkins University, and a bachelor's degree in psychobiology from the University of California, Los Angeles.

**Freeman A. Hrabowski, III, PhD,** has served as President of UMBC since 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 produced the recent report, *Expanding Underrepresented Minority Participation: America's Science and Technology Talent at the Crossroads*. He also was named by President Obama to chair the President's Advisory Commission on Educational Excellence for African Americans.

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In 2008, he was named one of *America's Best Leaders* by *U.S. News & World Report*, which ranked UMBC the nation's #1 "Up and Coming" university for six years (2009-14). In 2015, *U.S. News* ranked UMBC fourth on a newly created list of the nation's "most innovative" national universities. For the past seven years, *U.S. News* also consistently ranked UMBC among the nation's leading institutions for "Best Undergraduate Teaching" – in 2015, other universities on the list included Princeton, Brown, Stanford, and Yale. *TIME* magazine named him one of *America's 10 Best College Presidents in 2009*, and one of the "100 Most Influential People in the World" in 2012. In 2011, he received both the *TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence* and the *Carnegie Corporation of New York's Academic Leadership Award*, recognized by many as the nation's highest awards among higher education leaders. Also in 2011, he was named one of seven *Top American Leaders* by *The Washington Post* and the Harvard Kennedy School's Center for Public Leadership. In 2012, he received the *Heinz Award* for his contributions to improving the "Human Condition" and was among the inaugural inductees into the *U.S. News & World Report STEM Solutions Leadership Hall of Fame*.

He 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), T. Rowe Price Group, The Urban Institute, McCormick & Company, and the Baltimore Equitable Society. He served previously on the boards of the Carnegie Foundation for the Advancement of Teaching and the Maryland Humanities Council (member and Chair).

Examples of other honors include election to the American Academy of Arts & Sciences and the American Philosophical Society; receiving the prestigious *McGraw Prize in Education*, the *U.S. Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring*, the *Columbia University Teachers College Medal for Distinguished Service*, the *GE African American Forum ICON Lifetime Achievement Award*, the *American Educational Research Association's Distinguished Public Service Award*, and the *American Association for the Advancement of Science's (AAAS) William D. Carey Award*; being named a Fellow of the AAAS, *Black Engineer of the Year (BEYA)* by the BEYA STEM Global Competitiveness Conference, *Educator of the Year* by the World Affairs Council of Washington, DC, 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, and receiving the Technology Council of Maryland's *Lifetime Achievement Award*. He also holds honorary degrees from more than 20 institutions – from Harvard, Princeton, and Duke to the University of Michigan, University of North Carolina at Chapel Hill, Johns Hopkins University, Georgetown University, Haverford College, and Harvey Mudd College.

With philanthropist Robert Meyerhoff, he 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 underrepresented minorities in these fields. The program is recognized as 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. His most recent book, *Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement* (Beacon Press, 2015), describes the events and experiences that played a central role in his development as an educator and leader.

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 from Hampton Institute with highest honors in mathematics. He received his MA (mathematics) and PhD (higher education administration/statistics) from the University of Illinois at Urbana-Champaign.

**Stephen F. Jencks, MD, MPH**, is an independent health care safety consultant who has devoted the past six years to reducing hospital readmissions, with special attention to measurement. He was the senior author of the most widely referenced article on Medicare readmission rates and patterns (Stephen F. Jencks, Mark V. Williams, and Eric A. Coleman, "Rehospitalizations among Patients in the Medicare Fee-For-Service Program," *The New England Journal of Medicine*, 360, no. 14, April 2, 2009). He is currently exploring policy effects of different measurement strategies. He held a variety of positions at the Centers for Medicare & Medicaid Services (CMS) and led a major transformation of the Quality Improvement Organization (QIO) program. Dr. Jencks was trained as a psychiatrist, retired from the Public Health Service as Rear Admiral, and has received the Codman Award and the PHS Distinguished Service Medal. He is a senior

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fellow of the Institute for Healthcare Improvement and serves as a Commissioner of the Maryland Health Services Cost Review Commission.

**Christopher Koller, MA**, is President of the Millbank Memorial Fund. Before joining the Fund, he served the state of Rhode Island as the country's first health insurance commissioner, an appointment he held from March of 2005 through June of 2013. Under Mr. Koller's leadership, the R.I. Office of the Health Insurance Commissioner was nationally recognized for its rate review process and its efforts to use insurance regulation to promote payment reform, primary care revitalization, and delivery system transformation. The Office was also one of the lead agencies in implementing the Affordable Care Act in Rhode Island. Prior to serving as health insurance

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commissioner, Mr. Koller was the CEO of Neighborhood Health Plan of Rhode Island for nine years. In this role he was the founding chair of the Association of Community Affiliated Plans. Mr. Koller has a bachelor's degree, summa cum laude, from Dartmouth College and master's degrees in management and religion from Yale University. He was a member of the IOM Committee on Essential Health Benefits and serves in numerous national and state health policy advisory capacities. Mr. Koller is also adjunct professor of community health in the School of Public Health at Brown University.

**George Leventhal, MPA**, is serving his fourth term as an at-large Democratic member of the Montgomery County Council. He chairs the council's Health and Human Services Committee, which is responsible for programs affecting the sick, the poor, the elderly, the homeless, the disabled, the mentally ill, and abused and abandoned children, as well as libraries and the arts and humanities. He also serves on the Planning, Housing and Economic Development committee, which oversees the county's economic development efforts and zoning laws.

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Councilmember Leventhal has championed access to health care for the uninsured, housing for the homeless, environmental protection, mass transit and measures to improve transparency in county government during his time in office. Prior to his election to the County Council, he served as Chairman of the Montgomery County Democratic Central Committee and as Legislative Director to U.S. Senator Barbara A. Mikulski (D-MD).

**Charles Milligan, JD, MPH**, is CEO of UnitedHealthcare Community Plan of New Mexico, a Medicaid managed care organization with enrolled members in all Medicaid eligibility categories (including dually eligible beneficiaries and adults in Medicaid expansion programs) that provides somatic, behavioral, and managed long-term services and supports.

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Mr. Milligan is a former state Medicaid and CHIP director in New Mexico and Maryland. He also served as executive director of The Hilltop Institute, a health services research center at the University of Maryland at Baltimore County, and as vice

president at the Lewin Group. Mr. Milligan is an appointed commissioner on the federal Medicaid and CHIP Payment and Access Commission (MACPAC). He practiced health care law earlier in his career.

Mr. Milligan received his master of public health from the University of California, Berkeley, and his law degree from Harvard Law School.

**Michael A. Nolin, MA**, is The Hilltop Institute's Deputy Director. He is responsible for assisting the executive director in guiding all operating units at Hilltop. 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. Mr. Nolin began his position as deputy director in 1996 and served as interim Executive Director from March of 2011 to March of 2013.

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Prior to joining Hilltop, 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 healthcare issues and healthcare 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.

**Ruth Ann Norton** serves as President & CEO of the Green & Healthy Homes Initiative (GHHI), a national nonprofit founded in 1986 dedicated to the elimination of childhood lead poisoning and the creation of healthy, safe and energy efficient housing for America's children. A dedicated advocate for healthy housing, she broadened the mission of the organization, formerly the Coalition to End Childhood Lead Poisoning, by designing a groundbreaking national program built on a framework of cross-sector collaboration to efficiently deliver green, healthy and safe homes in communities throughout the United States.

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One of the nation's leading experts on healthy housing, Ms. Norton led efforts to reduce childhood lead poisoning by 98% in the state of Maryland. She also developed and implemented one of the nation's first healthy homes programs to address the multiple environmental health and safety hazards in low and very low income housing for pregnant women.

In addition, she has authored over 30 pieces of healthy housing legislation and has served as manager, senior advisor or as the principal or co-principal for numerous federally funded grant programs to combat unhealthy housing. Ms. Norton serves as senior advisor to government and philanthropy and has directly raised more than \$300 million from the public and private sector to advance healthy housing.

In partnership with the Council on Foundations, the U.S. Department of Housing and Urban Development, the U.S. Centers for Disease Control and Prevention, the U.S. Department of Energy and the U.S. Conference of Mayors, Ms. Norton designed the national Green & Healthy Homes Initiative to cost effectively integrate energy efficiency and weatherization investments with lead hazard control and health and safety efforts. GHHI currently operates in 25 U.S. cities. In 2014, Ms. Norton led GHHI's entry into the Social Impact Bond/Pay for Success field to advance health-based housing and demonstrate the outcomes of evidence-based practices to change Medicaid policies and enhance broad health care and other private sector financing support. She also provides a leading voice to articulate the significant health and social benefits of energy efficient investments through her senior advisory role with Energy Efficiency for All.

Ms. Norton served as a federally appointed liaison to the CDC's Advisory Committee on Childhood Lead Poisoning Prevention and served as an expert panel member for HUD's Healthy Homes Guidance Manual. She serves as a director of Groundswell and is on the Executive Committee of the Maryland Asthma Control Council. Formerly she served on the Maryland Medicaid Advisory Committee, the Sustainability Commission of Baltimore as well as the Maryland Lead Poisoning Prevention Commission. She serves on the steering committee for Network Energy Water and Health in Affordable Housing and is a Healthy Homes Technical Advisor for the National Environmental Health Association. Ms. Norton was awarded the prestigious Robert Wood Johnson Foundation Community Health Leader (2005) and a Weinberg Foundation Fellow (2003) and was named as one of Maryland's Top 100 Women by The Daily Record. In 2016, she received the Tony Woods Award from the Building Performance Industry.

**Sylvia Pirani, MPH, MS**, directs the Office of Public Health Practice at the NYS Department of Health. The office provides technical, administrative, fiscal and data support to the state's 58 local health departments, oversee efforts to make public health information useful and accessible to public health providers and consumers, leads public health workforce initiatives, and directs the Prevention Agenda 2013-17, the state's health improvement plan. Ms. Pirani also oversees an initiative to integrate performance management and quality improvement into the state's public health programs and successfully led the NYS Department of Health's accreditation process, becoming one of the first large health departments to achieve accreditation by the Public Health Accreditation Board. Prior to joining the NYS Department of Health, she worked at the NYC Department of Health and Mental Hygiene.

Ms. Pirani has a master's of public health and a master's in urban planning from Columbia University.

**Julia Resnick, MPH**, is a Senior Program Manager with the American Hospital Association's Association for

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Community Health Improvement (ACHI) and the Health Research & Educational Trust. She is responsible for day-to-day operations of ACHI, as well as developing the educational curriculum, analyzing survey data, and planning the ACHI National Conference. In addition to her ACHI responsibilities, Ms. Resnick works on a variety of population health-related projects through the Health Research & Educational Trust, including leading the Population Health Task Force and writing guides for Hospitals in Pursuit of Excellence. She is passionate about fostering a health care system that aims to keep people healthy.

Prior to joining ACHI, Ms. Resnick worked as a research coordinator on NIH funded grants at NorthShore University HealthSystem. As a volunteer fellow in Israel, she worked in a community clinic and coordinated perinatal care for pregnant African refugee women. Ms. Resnick received her Master of Public Health at Hebrew University's Braun School of Public Health and Community Medicine and a Bachelor of Arts in sociology from Bates College.

**Sara Rosenbaum, JD**, is the Harold and Jane Hirsh Professor of Health Law and Policy and Founding Chair

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of the Department of Health Policy, George Washington University School of Public Health and Health Services. She also holds a Professorship by Courtesy in the law school and is a member of the faculty of the School of Medicine and Health Sciences.

A graduate of Wesleyan University and Boston University Law School, Professor Rosenbaum has devoted her professional career to issues of health justice for populations who are medically underserved as a result of race, poverty, disability, or cultural exclusion. An honored teacher and scholar, a highly popular speaker, and a widely read writer on many aspects of health law and policy, Professor Rosenbaum has emphasized public engagement as a core element of her professional life, providing public service to six presidential administrations and 15 Congresses since 1978. With respect to public engagement and health policy practice, Professor Rosenbaum is best known for her work on the expansion of Medicaid, the expansion of community health centers, patients' rights in managed care, civil rights and health care, and national health reform. Between 1993 and 1994, Professor Rosenbaum worked for President Bill Clinton, directing the drafting of the Health Security Act and designing the Vaccines for Children program, a landmark law offering near-universal coverage of vaccines for low income and medically underserved children. Professor Rosenbaum also regularly advises many state governments on matters of health policy.

Professor Rosenbaum is the leading author of *Law and the American Health Care System*, 2d ed., published by Foundation Press, May, 2012, a landmark textbook that explores in depth the interaction of American law and the U.S. health care system. She has received numerous national awards for her work, serves on many organizational and foundation boards, and advises the federal government on national health policy. She is a member of the CDC Director's Advisory Committee, the CDC Advisory Committee on Immunization Practice



(ACIP), and a Commissioner on the Medicaid and CHIP Payment and Access Commission (MACPAC), which advises Congress on federal Medicaid policy.

**Pamela Russo, MD, MPH**, Senior Program Officer, joined the Robert Wood Johnson Foundation in 2000.

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The major area of her work is improving health at the community level, based on the understanding of health as the result of interactions between social, environmental, behavioral, health care and genetic determinants. This area of programming includes developing robust collaborative partnerships across different sectors, agencies and organizations and requires addressing the root causes underlying inequities in the determinants between different populations or neighborhoods. Dr. Russo's program portfolio includes transforming the governmental public health system, including national accreditation as a platform for quality improvement; health

impact assessment and more routinely bringing a health lens to decisions made in other sectors; working with communities to bridge sectors, including health care, public health, social services and others, and to identify and implement financing innovations to sustain their progress in improving the health of all in their communities; supporting predictive modeling showing the value of community-level prevention based on the best available evidence, and making those models useful to decision-makers in communities and states. Dr. Russo is a member of the IOM Population Health Roundtable.

Prior to joining the Foundation, Dr. Russo was an associate professor of medicine, researcher in clinical outcomes, and program co-director for the master's program and fellowship in clinical epidemiology and health services research at the Cornell University Medical Center in New York City. Her education includes a BS from Harvard College, MD from the University of California, San Francisco, and an MPH in epidemiology from the University of California, Berkeley, School of Public Health, followed by a residency in primary care general internal medicine at the Hospital of the University of Pennsylvania and a fellowship in clinical epidemiology and rheumatology at Cornell.

**Sharon Sanders, RN, BSN, MBA, MHA**, is Vice President of Clinical Integration at Carroll Hospital.

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Ms. Sanders has been with Carroll Hospital Center for 29 years. She is responsible for all aspects of care surrounding Population Health. Her mission is to better coordinate patient care between the hospital, the community, and physicians.

Ms. Sanders worked as a clinical nurse, manager, and director. She served as the Director of Cardiopulmonary and Outpatient Services for 13 years. She also served as the Executive Director of Cardiovascular Services and, most recently, she was the Assistant

Vice President of Service Line Management.

Ms. Sanders received her Registered Nurse degree from Maryland General Hospital School of Nursing, her Bachelor of Science in Nursing from the College of Notre Dame of Maryland, and her Master in Business and Healthcare Administration from Baker College.

Ms. Sanders is a member of the Maryland Organization of Nurse Executives and the American College of Healthcare Executives. In addition, she serves on several committees at the state level. She serves on The

Partnership for a Healthier Carroll County Board and the Access Carroll Board. She is also adjunct faculty for the University of Phoenix.

**Laura Spicer, MA**, is Director of Health Reform Studies at The Hilltop Institute. In this position, she is part of a team of researchers responsible for program evaluation, data analysis, and policy development for health reform, Medicaid, and other publicly funded programs. She has been extensively involved in health reform implementation in Maryland. Many of her other projects involve analyzing Medicaid claims and other data on an extensive number of issues related to quality assurance, network adequacy, service utilization, enrollment trends, and costs. She assists states in developing policies and meeting federal reporting and waiver requirements. In addition to these state-based projects, she also works on other research grants and contracts.

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Prior to her current position, Ms. Spicer was a policy analyst at Hilltop and conducted various health care-related research activities, including ongoing analyses for Maryland's HealthChoice program. Before that, she was a research assistant who provided research support for various projects, including staffing the Maryland Community Health Resources Commission and conducting interviews and focus groups with various stakeholders.

Ms. Spicer obtained a master's degree (summa cum laude) in applied sociology and a bachelor's degree in sociology (cum laude) from UMBC.

**Julie Trocchio, BSN, MS**, is Senior Director of Community Benefit and Continuing Care at the Catholic Health Association (CHA) of the United States. She is based in CHA's Washington, DC office.

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Ms. Trocchio carries out programmatic and advocacy activities related to community benefit, tax exemption, environmental sustainability and long-term care. She also is the CHA liaison to the executives of state Catholic health associations and conferences.

Before joining CHA in 1988, she was director of delivery of services at the American Health Care Association in Washington, DC, a nonprofit organization that represents long-term care facilities. Ms. Trocchio also was a public health nurse for the Montgomery County Health Department in Rockville, MD, and has worked as a staff nurse for a hospital and nursing home facility. Ms. Trocchio earned a bachelor's degree from the Georgetown University School of Nursing in Washington, DC, and a master's degree from the University of Maryland School of Nursing in Baltimore.

**Cynthia Woodcock, MBA**, is The Hilltop Institute's Executive Director. She provides strategic leadership in pursuit of Hilltop's mission to advance the health and wellbeing of vulnerable populations; oversees new business development, program operations, and financial management; and ensures the quality of Hilltop's work for its clients, including the Maryland Medicaid program, other state and local agencies in Maryland, the federal government, other state Medicaid agencies, and private foundations. She also coordinates Hilltop's partnerships with academic departments and research centers at UMBC as well as other university-based centers and private research organizations.

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Ms. Woodcock was most recently a principal research associate and practice area lead for long-term care, aging, and disability at IMPAQ International, LLC. She was responsible for new business development and management of engagements with clients such as the Centers for Medicare and Medicaid Services (CMS) and the Administration for Community Living (ACL). She was project director for ACL's evaluations of the Chronic Disease Self-Management Program and the Aging and Disability Resource Centers. She also contributed to IMPAQ's work on CMS programs authorized under the Affordable Care Act, such as evaluation of the Community-Based Care Transitions Program, technical assistance provided to states participating in the Medicaid Incentives for the Prevention of Chronic Diseases program, and research and policy guidance for state health insurance exchanges under the Post-Reform Consumer Landscape Market Analytics and Implementation project.

Ms. Woodcock was a Hilltop staff member from 2004 to 2011. First, as a senior research analyst, she had responsibility for new business development and managed a major contract with the New Mexico Human Services Department. She then moved to the Long-Term Services and Supports (LTSS) Policy and Research unit to conduct health policy research and analysis and later advanced to be the director of that unit. In that capacity, she led Hilltop's work on the development of home and community-based services waiver programs and other integrated long-term care initiatives. Ms. Woodcock served as a lead writer and editorial director for a Maryland Health Care Commission report on planning for LTSS in Maryland in 2010, 2020, and 2030. Ms. Woodcock also co-authored issue briefs on Medicaid consumer-directed health purchasing and Medicare Advantage special needs plans for individuals eligible for both Medicare and Medicaid.

Before joining Hilltop, Ms. Woodcock was a principal of Futures, Inc., a consulting group specializing in program development and strategic planning. Prior to that, Ms. Woodcock was director of program development with the International Life Sciences Institute and assistant vice president for program finance and management with The Commonwealth Fund. She has also held positions with The Robert Wood Johnson Foundation and the Division of Health Planning and Resource Development in the New Jersey Department of Health.

Ms. Woodcock received an MBA in finance from the Columbia University Graduate School of Business and holds a BA from the University of North Carolina at Chapel Hill, where she graduated summa cum laude.

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Healthcare Research, as well as Professor of Strategic Management and Healthcare Systems, Northeastern University. He is also affiliated with the Health Services Research and Development Service of the Department of Veterans Affairs. Dr. Young has received research funding from both government agencies and private foundations, including the National Science Foundation, Agency for Healthcare Research and Quality, and the Robert Wood Johnson Foundation. His published work has appeared in such journals as the New England Journal of

Medicine, Journal of the American Medical Association, Health Affairs, Medical Care, Annals of Health Law, and Academy of Management Journal. In 1998, Dr. Young received from the Association of University Programs in Health Administration (AUPHA) the John D. Thompson Prize in Health Services Research. He is also a recipient of a Robert Wood Johnson Foundation Investigator Award in Health Policy Research. In 2012, he was appointed, by the US Secretary of the Treasury, to the Internal Revenue Service's Advisory Committee on Tax Exempt and Government Entities, one of several congressionally mandated committees that advise the IRS on policy and procedural issues. He received a law degree and PhD in management from the State University of New York.

Dr. Young's research interests generally cover management, legal, and policy issues affecting the delivery of healthcare services. Much of his recent research focuses on measuring and evaluating the performance of healthcare providers, particularly for quality of care, and the potential for using financial incentives to improve providers' performance on quality metrics. His recent research also includes studies of hospital engagement in population health including their spending on community health initiatives.