



# The Hilltop Institute

## Information Follows the Person: Advancing LTSS Integrated Electronic Records

June 14, 2012

### SPEAKERS' BIOS

**William F. Benson**, Managing Principal of Health Benefits ABCs, has worked in aging and health for 36 years. He established The Benson Consulting Group in 1998. In 2002, he joined with Sue Andersen to form Health Benefits ABCs, an independent consulting practice specializing in aging and health policy and services, program development, assessment and strategic planning, and training. Their clients include a number of national, state, and private organizations.

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From 1993 to 1998, Mr. Benson was the Deputy Assistant Secretary for Aging at the Administration on Aging (AoA) at the U.S. Department of Health and Human Services. He was the acting Assistant Secretary for Aging in 1997. Mr. Benson spent eight years in various capacities in the U.S. Congress. He played a major role in the 1987 and 1992 amendments to the Older Americans Act, including the creation of Title VII, the OBRA '87 nursing home reform legislation, numerous Medicare and Medicaid provisions, women's health, pension, and other notable legislative initiatives.

Prior to moving to Washington, D.C., Mr. Benson was with the California Department of Aging and served for more than five years as the State Long-Term Care Ombudsman. Mr. Benson spent three years with an AoA-funded demonstration project to train paralegals and other advocates for older adults, founded a community-based Retired Senior Volunteer Program (RSVP), and directed a senior citizens center.

He is a past president of the National Citizens Coalition for Nursing Home Reform, president of the Environmental Alliance for Senior Involvement & the American Association for International Aging, and chairs the advisory board to the Center on Global Aging at Catholic University of America's School of Social Work. He is in his 10th season as host of First Person, a weekly series of interviews with Holocaust survivors before live audiences at the United States Holocaust Memorial Museum in Washington, D.C. Mr. Benson was also the recipient of the Lifetime Achievement Award in 2007 from the National Committee to Preserve Medicare and Social Security (NCPSSM).

**Suzanne Bierman, JD, MPH**, has served as a Data and Policy Analyst for the Division of Aging & Adult Services (DAAS) at the Arkansas Department of Human Services since 2006. She manages the implementation of the Division's automated LTSS information system, called ArPath. She also serves as the Project Director for Arkansas's State Profile Tool grant, which is funded by the Centers for Medicare and Medicaid Services.

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Before joining DAAS, Ms. Bierman worked as a law clerk for the University of Arkansas for Medical Sciences and for a plaintiffs' law firm involved in multi-district hormone replacement therapy litigation. Prior to this, she was a Montessori school teacher for three years.

Ms. Bierman received a BA from Hendrix College in 2000. In 2006, she received an MPH from the University of Arkansas for Medical Sciences and a JD from the Bowen School of Law at the University of Arkansas at Little Rock.

**Cynthia Boddie-Willis, MD, MPH**, is The Hilltop Institute's Director of Health Services Policy and Research. In this position, she manages Hilltop's initiatives in acute care policy, clinical and quality management, and research. Under her direction, Hilltop provides assistance to managed care organizations, state health agencies, local health departments, and other health care organizations in implementing Medicaid managed care programs; monitoring MCO performance; analyzing service utilization; identifying access barriers; evaluating the quality, affordability, and sustainability of publicly funded health care services; analyzing the administrative efficiency for health programs and systems; and informing health policy development. Her main research interest is in health disparities.

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Previously, Dr. Boddie-Willis was the Director of the Division of Health Promotion and Disease Prevention at the Massachusetts Department of Public Health. There, she spearheaded development of a chronic disease blueprint mandated by the Massachusetts Health Care Quality and Cost Council; enabled statewide, regional, and local coalitions of public and private agencies, organizations, and institutions as agents of change; and managed a multidisciplinary team of 65 professional staff. Dr. Boddie-Willis also has more than 20 years of experience as a practicing physician, providing primary care to adults in Chicago, Illinois, and Mattapan, Massachusetts. She has also worked in the health care administration field as a consultant and office managing partner.

Dr. Boddie-Willis has been principal investigator on several health-related research projects and was co-author of an article on the Stroke Heroes Act FAST Campaign, published in *Preventing Chronic*



*Disease*, as well as an article on urinary c-peptide, published in *The Journal of Clinical Endocrinology & Metabolism*.

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.

**Stephanie Cannon-Jones, MA**, is a Senior Policy Analyst at The Hilltop Institute. Her key responsibilities include analyzing data to determine Medicaid nursing home, home and community-based waiver services, and state plan services utilization. She is currently working as a focus group moderator and key informant interviewer for the Medicare Acute Care Demonstration program evaluation. She recently contributed to a Hilltop report on community-based long-term care services for the Rhode Island Department of Human Services and a study of provider rates for home and community-based services in New Mexico.

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Previously, Ms. Cannon-Jones was a Research Analyst for the Maryland State Lottery Agency, where her responsibilities included conducting statistical analyses, analyzing survey data on customer satisfaction, and assisting in agency-wide strategic planning. Before that, she was a Data Processing Quality Assurance Supervisor at the Motor Vehicle Administration and held a managerial position in management information systems with Good Shepherd Center and Friends of the Family Inc.

Ms. Cannon-Jones earned her master's degree in policy sciences from UMBC and her bachelor's degree in sociology from Delaware State University.

**Rhonda C. Feaster, BSW**, has been employed at the South Carolina Department of Health and Human Services since 1991. She began her career with the department as a Social Worker in one of the regional offices and later served as Social Work Supervisor in the regional office. She currently works at the state office and serves as Department Head for Data and Reporting in the Division of Community Long Term Care.

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In her current role, Mrs. Feaster is responsible for managing the division's software systems, Care Call and Phoenix; guiding and operating the intake and training units; and responding to local, state, and federal reporting.

Mrs. Feaster holds a Bachelor of Social Work degree from Winthrop University.



**Donna Folkemer, MA**, is the Director of Long-Term Services and Supports (LTSS) Policy and Research at The Hilltop Institute. In this capacity, she manages Hilltop's LTSS initiatives, including designing integrated care systems and developing accountability measures for home and community-based services waivers. Under her direction, Hilltop is assisting Maryland with implementation of Money Follows the Person demonstrations; writing issue briefs and creating linked data sets for persons eligible for both Medicare and Medicaid; and developing *LTSSMaryland*, an integrated web-based tracking system for persons receiving LTSS.

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Prior to becoming the Director of LTSS Policy and Research, Ms. Folkemer directed Hilltop's Hospital Community Benefit Program, the central resource created specifically for state and local policymakers to improve the reporting and evaluation of tax-exempt hospitals' community benefit activities.

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, 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.



**Barbara Holt, PhD**, a Senior Policy Analyst at The Hilltop Institute, is responsible for providing policy analysis and analytical support for long-term services and supports initiatives in Maryland and other states.

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Before joining Hilltop, Dr. Holt was a Scientific Program Manager for the U.S. Department of Veterans Affairs. As such, she led the Health Services Research and Development (HSR&D) portfolio on Access, Rural Health, Telemedicine, and Disparities. She identified and addressed needs in the assigned portfolio area, including innovative approaches to resolving issues; guided researchers' selected topics; evaluated merit review projects recommended for funding; and represented HSR&D in communications and meetings

with senior management within and outside Virginia, non-government experts, and the public, serving as liaison to other federal agencies and internal Virginia committees.

Dr. Holt has served as Project Director for Head Start Knowledge and Information Management Services; special projects for the National Institute of Diabetes, Digestive, and Kidney Disease (NIDDK); and a pilot study of dispute resolution between the nursing home industry and state survey agencies. She has conducted deep research involving multi-state survey and data analysis of the Multiple Data Set and conceptualized and designed a community education program on HIV/AIDS issues for older persons. Dr. Holt was also the Associate Director of the Center on Aging at West Virginia University School of Medicine and Director of Long-Term Care Services at the Alabama Commission on Aging.

Dr. Holt is the author of a text book—*The Practice of Generalist Case Management*—and several journal articles, most recently including “Aging Policy for a Diverse Population” in the *Journal of Health and Human Services Administration*, “The Aging Student in Higher Education” in the *American Association of Behavioral and Social Sciences Perspectives Journal*, and “Factors Affecting Nursing Home Placement of Community-Served Individuals” in the *International Journal of Public Administration*.

Dr. Holt earned her PhD in public administration and public policy from Auburn University, her MSW from the University of Alabama, and her MEd and BS from Auburn University.

**Freeman A. Hrabowski, 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

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Participation: America's Science and Technology Talent at the Crossroads.”

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).

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.

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

**Janhavi Kirtane, MBA**, is the Director of Clinical Transformation and Dissemination for the Beacon Community Program at the Office of the National Coordinator for Health Information Technology (ONC), where she supports execution, innovation, and learning collaborative efforts related to clinical interventions. She also leads national efforts to share program-wide lessons learned, and supports Beacon Community efforts to drive local adoption of promising IT-enabled interventions. Prior to the joining the ONC, Ms. Kirtane spent ten years working with health care delivery leaders across the country to lead strategic planning and clinical operations initiatives, most recently as a Senior Consultant with the Chartis Group, LLC, and previously with APM. Ms. Kirtane's project portfolio included ED and OR redesign, inpatient care model redesign, integrated delivery system strategy, and mergers and acquisition operational evaluation. Her clients have included academic medical centers, children's hospitals, and national hospital systems.

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Ms. Kirtane has a BA in Economics, with honors, from Harvard College and an MBA from the Wharton School, University of Pennsylvania.

**Peter L. Levin, PhD**, was appointed Senior Advisor to the Secretary and Chief Technology Officer of the U.S. Department of Veterans Affairs (VA) in May 2009.

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He leads or co-leads the development of the Blue Button personal health record, the open source custodial agent for health record modernization; the Fast Track electronic claims processing system; the National Resource Directory for veteran employment; and the homeless services web application, "Project REACH," a contest run by the VA Innovation Initiative. Dr. Levin led the implementation of VA's social media outreach and their employee innovation competitions; he helped launch their suicide prevention chat

line and VLER's first clinical deployment in San Diego. All these programs are part of the Obama Administration's Open Government initiative, and are all being institutionalized inside the department, the government, and in the case of button-simple access to data, across society.

Prior to joining the Administration, he was an Executive Director of the successful open source network security company Astaro (acquired by Sophos), the Lead Investor and Board Member of the successful design automation company NeoLinear (acquired by Cadence), and Co-Founding CEO of the successful GPS-based cybersecurity company Zanio (acquired by an undisclosed public company). Dr. Levin was a venture partner of the Dusseldorf-based venture capital firm Ventizz Capital Partners, and a general partner of Munich-based Techno Venture Management.

Dr. Levin was a National Science Foundation Presidential Young Investigator during the first Bush administration, a Clinton White House Fellow in the Office of Management and Budget, an Alexander von Humboldt Fellow in the Department Mathematical Physics at the Technical University of Darmstadt, and a winner of an NIST Advanced Technology Program award. He is the co-author of more than 50 technical articles ranging from global positioning and cybersecurity to computer simulations and semiconductor test; he holds patents in chip design and GPS-based location authentication. Dr. Levin's policy essays have appeared in Foreign Affairs, The Huffington Post, and on the White House blog.

Dr. Levin's career began at Worcester Polytechnic Institute, and he was later appointed research dean for research and graduate studies in the College of Engineering at Boston University. His early teaching and research focused on electromagnetic and acoustic field theory, and he was tenured at both institutions. He is today a consulting professor in the Department of Aeronautics and Astronautics at Stanford University.

Dr. Levin studied at Carnegie Mellon University, where he received his BS, MS, and PhD in Electrical and Computer Engineering, and he enjoyed post-doctoral training at the Institute for High Voltage Engineering at the Technical University of Munich.



**Arun Natarajan, MA**, is a Subject Matter Expert on issues of Quality for the Division of Long-Term Services and Supports at the Centers for Medicare and Medicaid Services (CMS). At CMS, Mr. Natarajan provides technical guidance on issues of community inclusion and quality to Central Office Staff and manages a portfolio of 1915(c) and 1915(i) waivers. He serves on multiple committees within CMS addressing the need for coordination and consolidation of Quality requirements across CMS program authorities, with a focus on information technology integration.

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Mr. Natarajan has over 10 years of experience in advocating for the rights of individuals with disabilities and in managing and developing programs to enable individuals with disabilities to enjoy full access to the rights of citizenship afforded to all members of society both in the United States and internationally. He has a wide range of experiences in addressing the needs of individuals with disabilities. From his work at IFES (International Foundation for Election Systems) where he managed programs focused on civic inclusion for the disabilities community in the Iraq elections to his tenure at National Children's Center where he managed one of the largest provider run programs in the DC region to provide comprehensive and innovative supports and services to children and adults with intellectual and developmental disabilities, Mr. Natarajan has a demonstrated track record of addressing the needs of the disabilities community. Mr. Natarajan's state government experience includes working with the District of Columbia as the manager of the state's 1915(c) home and community-based waiver serving the long-term services and supports needs of the developmental disabilities community.

Mr. Natarajan obtained a BA in English Literature, and both a BA and MA in Economics from the University of Maryland at College Park.

**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 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 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.

**William C. Rollow, MD, MPH,** is the Solutions Leader for the Health Care Value and Transformation Strategy and Innovation Group with IBM Global Business Services. He seeks to promote improvement in health care outcomes and cost through organizational and delivery system redesign. Dr. Rollow has an extensive background in primary care practice transformation, quality improvement, medical management, managed care, federal government programs, and administration. He developed and led the EmblemHealth Medical Home High Value Network Project, directed the CMS group with responsibility for the Medicare Quality Improvement Organization and End Stage Renal Disease Networks programs, and held senior medical director positions at BlueCross BlueShield of Illinois and at Anchor HMO, a large staff model plan based in Chicago.

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Dr. Rollow is board-certified in family medicine and has a master's degree in public health.

**Jaewon Ryu, MD, JD,** currently serves in the position of Associate Medical Director for the Mid-Atlantic Permanente Medical Group in Kaiser Permanente's Mid-Atlantic States region. He is a board-certified physician in Emergency Medicine. He completed his post-graduate training at Harbor-UCLA Medical Center. Prior to his career as a physician, he was admitted to the State Bar of California and practiced as a corporate health care attorney focusing on corporate transactions and regulatory issues among large entities in the health care industry.

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Dr. Ryu has previously held positions in government, most recently as Expert Consultant and Policy Advisor in the Office of the Administrator at the Centers for Medicare and Medicaid Services, where he focused on quality and resource use measurement and alternative payment design. Prior to that, he was selected as a White House Fellow and placed in the Office of the Secretary at the Department of Veterans Affairs.



He received a BA in history from Yale University and a JD and MD from the University of Chicago.

**Ian Stockwell, MA**, is the Director of Special Studies—an area within the Long-Term Services and Supports (LTSS) Policy and Research unit—at The Hilltop Institute. He and his team focus on the quantitative analysis of Medicaid, Medicare, MDS, and multiple other data sources. By applying sophisticated analytical methods on these data, the team helps clients build more effective and efficient health care programs.

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Prior to his current position, Mr. Stockwell was a Senior Policy Analyst in the LTSS Policy and Research unit. In that role, he provided policy, analytical, and programming support for multiple state Medicaid initiatives. Before that, Mr. Stockwell was a Research Analyst for Hilltop's Information Systems and Programming unit, where he provided policy analysis and developed 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.

**Richard Thoreson, PhD**, Public Health Analyst at SAMHSA since 1992, manages the development of open source software for behavioral health and related safety net agencies. For the last 7 years, he has been Co-Chair of the Community Based Collaborative Care Work Group at Health Level 7, a U.S.-based international standards development organization. HL7 HIT standards underlay many "Meaningful Use" requirements for Electronic Health Records (EHRs) in the United States. This Workgroup publishes privacy and record content standards specific to specialty behavioral health. The latter are currently in use by the Office of the National

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Coordinator's Data Segmentation for Privacy Initiative. As part of this Initiative, SAMHSA wants to fully automate 42 CFR Part 2 consent directives. Our goal is to broadly enable trusted exchange of sensitive behavioral health data with other health and human service systems.

Dr. Thoreson holds a PhD in Economics from Harvard University.

**Aaron Tripp, MSW**, is a Policy Analyst within the Long-Term Services and Supports Policy and

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Research unit at The Hilltop Institute. In this position, he is part of a team of researchers responsible for program evaluation, data analysis, and policy support for Medicaid and other publicly funded programs in states such as Maryland, New Jersey, New Mexico, and Rhode Island, as well as the federal government. Recent projects have focused on analyzing unique populations—such as Medicare-Medicaid enrollees (persons who receive coverage from both programs), family caregivers, and persons with intellectual and developmental disabilities—through novel combinations of existing data sets, surveys, and assessment instruments to provide new information to assist state and

federal clients in program development and evaluation.

Prior to joining Hilltop, Mr. Tripp was a Long-Term Care Specialist at the Center for Development of Human Services, an organization affiliated with the Research Foundation of SUNY and Buffalo State College in New York. There, he provided policy analysis for the Bureau of Long-Term Care Restructuring in the New York State Department of Health's Office of Long-Term Care. He also participated in the development of research and recommendations related to the support of family caregiving with the Family Caregiver Council. In addition, Mr. Tripp researched federal legislation and its impact on New York State's Medicaid program; developed policy option papers and proposals for long-term care restructuring; analyzed long-term care programs and trends in other states and countries; facilitated statewide regional collaboration sessions with local government, service providers, and consumers on long-term care reform; and assisted the New York State Office for the Aging with the development of NY Connects, the aging and disability resource center model in New York.

Mr. Tripp obtained an MSW from Syracuse University and a BS in health sciences from Utica College of Syracuse University. He is currently pursuing a PhD in public policy at UMBC.



**James M. Walker, MD, FACP**, is the Chief Health Information Officer of the Geisinger Health System, where he leads Geisinger's development of a fully integrated inpatient and outpatient EHR; a networked patient health record (PHR) used by 191,000 patients; a health information exchange that serves 2.5 million patients; and the Keystone Beacon Community. He leads ONC- and AHRQ-funded studies on care coordination, health-information exchange, and health information technology (HIT) safety. He designs care-coordination and HIT systems that support safe and effective patient care.

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Dr. Walker is a member of the HIT Standards Committee of HHS and chair of the Committee's Clinical Quality Work Group. He is a member of the National Committee on Vital and Health Statistics and consults regularly with NIH and IOM. He has published numerous peer-reviewed articles and a widely used book, *Implementing an Electronic Health Record System* (2005).

Dr. Walker earned his MD degree at the University of Pennsylvania before completing a residency in internal medicine at the Penn State Hershey Medical Center.

**Anita Yuskauskas, PhD**, is the Technical Director for Quality in Medicaid Home and Community-Based Services (HCBS) at the Centers for Medicare and Medicaid Services (CMS). She also serves as a liaison with American Indian-Alaska native tribes regarding HCBS issues. She was previously an Analyst at CMS involved with HCBS self direction. Preceding her federal tenure, Dr. Yuskauskas served as a Division Chief in Hawaii's Department of Health, overseeing the developmental disabilities, Hansen's Disease, and brain injury programs. She also served as Chief Policy Analyst for the Center for Outcome Analysis in Rosemont, Pennsylvania.

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Dr. Yuskauskas received her PhD in rehabilitation from Syracuse University. She conducted numerous program evaluation and research projects specializing in organizational change, and taught undergraduate and graduate courses in human services and special education. Dr. Yuskauskas previously volunteered as an advisor for Speaking for Ourselves, a statewide self-advocacy organization in Pennsylvania, and is a trained mediator.