

# Table of Contents

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Leticia E. Reyes-Nash, MBA..... 2

John O'Connor..... 5

Lisa Braude, PhD..... 8

Michelle Ford, MBA.....11

Maddy Shea, PhD.....14

Doris Tolliver, JD, MA .....20

Nora Carreras, MPA.....22

Deborah Rose, PsyD .....25

Nicole Lehman, MSW .....27



## **Leticia E. Reyes-Nash, MBA**

Principal

*Chicago, Illinois*

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### **Range of Experience**

- 20 years of experience in policy advocacy, project leadership, and community engagement specifically focused on the health care sector
- Integrates equity, diversity, and inclusion in program design, implementation, and fiscal decision-making
- Expert navigator of government and implementation complexities resulting in effective program and policy implementation
- Effectively works across silos within government and across multiple sectors
- Approaches collaborations and partnerships between nontraditional public health partners in innovative ways
- Nationally networked with active involvement and strong connections in the community and government agencies, philanthropy, and business community

### **Professional Experience**

#### **Health Management Associates, Inc., June 2021–present**

- Provide equity-expertise for managed care organizations, health systems and behavioral health providers
- Support community behavioral health providers with equity-centered strategic planning
- Work with philanthropic clients to develop multi-sectoral partnerships and provide strategic guidance to inform investments
- Work with clients to develop healthcare transformation applications for the Illinois Medicaid agency. The proposals required the implementation of a racial impact assessments, and the development of strategies to address racial and health equity. The development of these proposals required the implementation of a community engagement and co-design process.
  - Worked with a 12-organization behavioral health consortium to develop a community health worker proposal that addressed community trauma in Cook County
  - Worked with 2 safety net hospitals located in Chicago, and serve communities with a lack of health care resources
  - Large pediatric hospital implementing a community co-design approach
  - Rural critical access hospital working to develop a one-stop shop for health care resources including resources that address social needs

#### **Cook County Health (CCH), Chicago, IL, Director of Programmatic Services and Innovation, Co-Lead for the Center for Health Equity and Innovation, 2016–2021**

- Built and led an innovation team that works to provide ideation and design for key projects and innovations funded by external funders
- Managed a variety of key cross-sectoral projects and initiatives for CCH

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's Community Mental Health Center (CMHC) Workforce and Service Provision

- Worked across CCH to expand programs and services through innovative partnerships with public and private partners
- Secured more than \$60 million of new funding and oversaw a total of \$100 million in external funder investments for research and programmatic services
- Initiated and coordinated a multi-sectoral Justice and Mental Health Collaborative focusing on strategies to divert mentally ill individuals from correctional to therapeutic settings
- Created the Center for Health Equity and Innovation at CCH
- Initiated five Research and Innovation Summits at CCH, creating an effective dialogue addressing innovative work with the community and funders that reached more than 1,000 participants

**Illinois Department of Public Health (IDPH), Chicago, IL, Chief of Health Policy, Project Director, 2009–2016**

Managed a variety of key projects and initiatives for the governor's office and IDPH director focused on improving health in Illinois by assessing and aligning existing resources and identifying opportunities for new resources or partnerships to improve health. Areas of work included:

- Population Health Innovation
  - Served as the project director for the State Innovation Model planning grant, a \$3 million federal grant from the Center for Medicare & Medicaid Innovation
  - Initiated and coordinated an internal Affordable Care Act cross-agency coordination team
  - Managed the Population Health Integration Work Group
  - Developed concepts and recommendations for innovative approaches for health system reform, including the Regional Health Improvement Collaborative, asset-based community development model, expanding child home visits, and developing bonus pools to fund population health interventions
- Statewide Health Planning and Implementation
  - Managed the governor-appointed State Health Improvement Plan Implementation Coordination Council and State Health Assessment and Plan development efforts
  - Created a video challenge for communities to demonstrate how they are improving the health of communities; awarded mini-grants for winners
  - Published statewide metrics for key health priorities
  - Conceptualized and implemented Regional Health Transformation Summits reaching more than 1,500 stakeholders to engage health system stakeholders in statewide efforts to achieve the triple aim
- Project Management
  - Secured \$25 million in a competitive grant from the Centers for Disease Control and Prevention to fund *We Choose Health* and served as the project manager. The *We Choose Health* project utilized a community empowerment model and evidence-based approaches to reduce chronic disease and support healthy communities in 58 Illinois counties
- Strategic Planning and Policy Evaluation
  - Coordinated department leadership, subject matter experts, and stakeholders to develop, implement, and review key health policy issues
  - Developed and led the department's strategic plan implementation
- Outreach

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's Community Mental Health Center (CMHC) Workforce and Service Provision

- Designed and directed the implementation of a statewide community outreach and public awareness campaign for seasonal and H1N1 influenza
- Led the partnership development section of the strategic plan for the department
- Served as the community liaison officer

**Office of the Governor, Chicago, IL Senior Director of Marketing and Civic Engagement, Director of Program Outreach, 2005–2009**

- Developed and managed statewide outreach, marketing, and community engagement efforts across state agencies and with a diverse group of stakeholders
- Led efforts for statewide program implementation, program enrollment, program expansion, grassroots outreach, issue advocacy, and urgent issue triage in key areas, including health care, homeowner assistance, senior transit, affordable prescription drugs, and infrastructure improvements
- Worked with advocates to successfully pass landmark legislation, including *All Kids*, a dependent health insurance coverage to age 26
- Increased enrollment by 25 percent in six months for the *All Kids* health care program through a paid and earned media campaign and community outreach efforts
- Increased enrollment in the Illinois Breast and Cervical Cancer Program by 126 percent over the previous year by targeting outreach and enrollment to all uninsured women; campaigns included participation from lead agencies, providers, community organizations, and faith-based organizations
- Secured \$50,000 donation in Walgreens gift cards to promote the program for breast cancer screening
- Developed an integrated marketing program for the Illinois Warrior Assistance Program, targeting returned veterans and active military personnel for traumatic brain injury and PTSD screening and treatment
- Directed a coordinated communication effort across state agencies by creating cross-promotional printed and email newsletters to better inform State of Illinois clients reaching more than four million Illinoisans monthly

**Field Operations Management – Political Campaigns Nationally, 2000-2005**

- Managed field operations in seven states, recruited, hired, trained, and managed over 1000 team members
- Developed and implemented field strategies for specific populations and managed community relationships.

**Education and Certifications**

Master of Business Administration, National-Louis University, Chicago

Bachelor of Arts, Political Science, University of Illinois, Urbana

Public Performance Management Certificate, Rutgers University

Metropolitan Leadership Institute Fellow, United Neighborhood Organization, Chicago, IL

Mid-American Regional Public Leadership Institute Fellow, University of Illinois, Chicago, IL



## **John O'Connor**

Managing Director, HMA Community Strategies  
*Los Angeles, California*

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### **Range of Experience**

- More than 20 years of program planning, evaluation, management, strategy, fundraising, and advocacy experience in dynamic foundation, corporate, and community-based organizations
- Focus on social determinants of health, health equity, and improving health care and social services for underserved populations
- Comprehensive expertise in LGBTQ policy, community-based organizations, program development, and community-participatory evaluation
- Accomplished leader of multi-stakeholder engagement efforts and collaborations that bring diverse parties together to develop solutions to shared problems
- Extensive experience in program development, implementation, and the evaluation of services for older adults and supporting aging-in-place programs
- Extensive experience in planning and implementing telehealth programs

### **Professional Experience**

#### **Health Management Associates, Inc., March 2015–present**

- Leads a multimillion-dollar California statewide opioid addiction treatment system program for the California Department of Health Care Services, managing all elements of the multi-stakeholder program to strengthen treatment systems on the county level
- Provides expert guidance to the Gender Health Center in the California Reducing Disparities Program (CRDP) to support and evaluate how their community-defined mental health practices address disparities in transgender communities
- Provides expert guidance to Openhouse in its CRDP work to support and evaluate how their community-defined mental health practices address disparities in older adult LGBTQ community members
- Provides expert guidance to the Bakersfield Center for Sexuality and Gender Diversity in its CRDP work to support and evaluate how their community-defined mental health practices address disparities in the LGBTQ community members, including many in remote rural settings
- Serve as the project manager for the team evaluating the City of West Hollywood's Five-Year Aging-in-Place Strategic Plan
- Planned, implemented, and supported the on-site uptake of telepsychiatry programs in skilled nursing facilities for a national Medicaid managed care health plan

#### **Equality California, Executive Director, November 2012–July 2014**

Charted a course and inspired the board, staff, volunteers, donors, community leaders, and thousands of community members with a shared vision to lead the nation's largest statewide LGBT political organization to stability after a period of upheaval

- Provided chief executive leadership for statewide lobbying and public education organizations with a combined \$3.5 million budget, a statewide board of directors, 45

employees, and four offices with a 501(c)(3), a 501(c)(4), and various political action committees under one umbrella

- Advanced key issues of LGBT equality broadly, HIV/AIDS, health disparities, health data collection, and Affordable Care Act enrollment through public education and advocacy efforts
- Executed a complete strategic restructuring with strong results in solvency, programmatic effectiveness, and expansion; a rebuilt and diverse senior staff; substantially reduced fixed overhead; and a dramatically improved reputation
- Operated as the dynamic public face in national and statewide media, on event stages, in the legislature, and in numerous political and programmatic coalitions, always clearly articulating relevance and urgency
- Led robust fundraising efforts, including an extensive statewide event program, special candidate political action committee fundraisers, individual major donor efforts, and a major expansion of government and foundation grant funding for new programming

**The LGBT Community Center of the Desert, Executive Director, April 2011–November 2012**

Successfully rallied board, staff, volunteers, donors, community leaders, and members to embrace a vision for an LGBT community center that serves the health and well-being of the community

- Stabilized, restructured, and grew the organization with strong results of solvency and sound financial management, enormous budget growth, a larger board, an expanded mission, a new identity, a dramatically improved reputation, and robust new programming
- Created successful and diverse development programs to expand the budget with achievements of multiyear grants, corporate partnerships, major individual donors, membership campaigns, signature special events, and a business partner program
- Established a new counseling center and developed all infrastructure and staffing to become fully operational and filled to capacity in less than one year
- Developed programming and negotiated a relationship with the school district to bring anti-bullying and suicide prevention workshops into every ninth-grade class
- Established health partnerships with regional providers to better address the special needs of LGBT and long-term HIV survivors through clinical testing opportunities, referrals, and educational programming
- Planned and established a partnership role in a comprehensive, multi-sector, regional HIV testing collaborative

**The California Museum, Deputy Director, January 2007–January 2010; Director, the California Hall of Fame, March 2006–January 2010**

- Managed a comprehensive restructuring, played a key leadership role for all departments, and fundraised millions of dollars as a direct report to then First Lady Maria Shriver and Governor Arnold Schwarzenegger

**The Gill Foundation, National Director, February 2002–May 2004**

**The David Geffen Foundation, Program Director, August 1999–January 2002**

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's  
Community Mental Health Center (CMHC) Workforce and Service Provision

**Dreamworks/The Katzenberg Family Trust, Director of Charitable Giving, August 1999–  
January 2002**

**AIDS Action Foundation, Development Associate, April 1997–November 1998**

## **Education**

Bachelor of Science, Russian; minor in Business, Georgetown University



**Lisa Braude, PhD**  
Principal  
*Boston, Massachusetts*

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## Range of Experience

- Experience supporting statewide health care reform initiatives in Massachusetts
- Background is rooted in facilitating policy conversations across multidisciplinary stakeholder representatives and using data-driven strategies to inform decision-making
- More than 20 years of experience leading the development, implementation, and improvement of high-impact public policy and health and human services

## Professional Experience

### **Health Management Associates, Inc., May 2022–present**

- Provides consulting services in health policy analysis and system re-design to government and not-for-profit clients

### **Commonwealth Medicine, University of Massachusetts Medical School, Shrewsbury, MA, Principal, December 2019–May 2022**

- Provided consulting services in health policy analysis and system re-design to government and not-for-profit clients as a member of the senior leadership team. Major initiatives included:
  - MassHealth Behavioral Health Redesign: Senior project director for a statewide interagency roadmap for a behavioral health system in Massachusetts that responds to urgent needs, builds the foundation for improved access to behavioral health treatment, and fills gaps in the current array of services
  - Massachusetts Department of Mental Health Behavioral Health Access Line: Senior program development director for the design and implementation of the statewide access line that will include a multi-channel system for individuals to receive information, engage in intake and referral, and clinical triage to behavioral health treatment
- Cultivated relationships and generated cross-sector business opportunities in health policy, program and policy evaluation, and system design, which generated more than \$11 million in new business contracts
- Supervised and mentored junior staff in ongoing client relationship management, project strategy and content development, and budget management

### **Aspire Health Alliance, Quincy, MA, Executive Director for Strategy and Planning, November 2017–December 2019**

- Provided guidance to the CEO and team on critical public and private partnerships to advance Aspire's ability to provide effective services in the region
- Engaged in new project and business development prospects; led the proposal team, drafted proposal narratives, and assisted with other response needs
- Designed agency-wide internal systems, processes, and frameworks to guide organizational efficiencies

- Provided consultancy, technical assistance, and process implementation support to other senior team members to facilitate the implementation and ongoing success of organizational initiatives
- Conducted market scans and gathered research and intelligence to identify new business and partnership prospects across sectors
- Represented the organization on regional and statewide committees and task forces

**Beth Israel Deaconess Hospital Organization (BID-Milton) Milton, MA, Senior Advisor, Health Policy and Grant Management, January 2015–November 2017**

- Directed the administrative component of a state-funded care integration effort to improve care for emergency department patients and reduce revisits, including ensuring fidelity to the program model, managing budget and the overall program lifecycle, mining patient data, and drafting progress reports
- Directed the Integrated Care Learning Consortium, a regional networking and information-sharing collaborative and partnership
- Drafted grant proposals to public and private funders for capital and programmatic funding initiatives to strengthen the hospital's market position
- Represented the hospital through networking and presentations to cultivate new business and partnership opportunities

**DMA Health Strategies, Lexington, MA, Senior Associate & Advisor, January 2012–November 2017**

- Project director on a Blue Cross Blue Shield Foundation City of Boston Substance Abuse and Recovery Services Needs Assessment
- Consultant to the Middlesex County Sheriff Office on the development of a retooled Vivitrol Reentry Project and Medicaid suspension versus termination policy implementation
- Consultant for the National Institute of Corrections on Sequential Intercept Mapping and the full implementation of Medicaid suspension versus termination for state and county correctional systems
- Drafted the project model and served as a lead consultant on the implementation of the \$2.5 million Bureau of Justice Assistance, Massachusetts Drug Court Enhancement Grant
- Drafted foundation and government grant proposals for state and local justice, health and human services clients, totaling awards of almost \$7 million
- Consulted on strategy/drafted strategic plans for state/local health care transformation efforts
- Served as project director for a rural health and hospital system's integrated care strategic plan

**Select Publications**

McCarty, D., and **Braude, L.**, et al. "Assessing the Evidence Base: Intensive Outpatient Treatment." Psychiatric Services. Arlington, VA, American Psychiatric Association, 2014.

Reif, S., and **Braude, L.**, et al. "Assessing the Evidence Base: Peer Recovery Support Services for Substance Use Disorders." Psychiatric Services. Arlington, VA, American Psychiatric Association, 2014.

**Braude, L.**, and Miller, N. "National Healthcare Reform — Planning for Corrections Populations and Improving the Return." Advocates for Human Potential, Healthcare Solutions. Sudbury, MA, 2012.

**Braude, L.**, and Miller, N. "RSAT Training Tool: Preparing for Reentry: Evidence-based Practices for RSAT Inmates." Bureau of Justice Assistance Residential Substance Abuse Treatment Program, Training and Technical Assistance. Office of Justice Programs, 2012.

**Braude, L.**, and Miller, N. "RSAT Training Tool: Understanding Co-Occurring Disorders and Applying Integrated Treatment Strategies for Adult Correctional Populations." Bureau of Justice Assistance Residential Substance Abuse Treatment Program, Training and Technical Assistance. Office of Justice Programs, 2012.

Lurigio, A.J., Lyons, T., **Braude, L.**, and Jantz, I. "Exercising Therapeutic Jurisprudence in an Urban Felony Court: The Cook County Mental Health Court Program." Executive Exchange. National Association of Probation Executives, Fall 2008. ISSN 1075-2234, 2008.

**Braude, L.**, Heaps, M. M., Brookes, L., Williams, G.W., and Roque, L. "No entry: Safe alternatives to incarceration." Offender Substance Abuse Report. Vol. 7, No. 1. Jan/Feb 2007. Civic Research Institute, 2007.

**Braude, L.** "Chapter 21: The Cook County Mental Health Court: Development, Implementation, and Initial Implications." In *Treating Addicted Offenders, a Continuum of Effective Practices*, eds. Knight, K., and Farabee, D. Kingston, NJ: Civic Research Institute, Inc., 2007.

**Braude, L.**, and Alaimo, C. "A large court system tackles a huge problem." Behavioral Healthcare, March 2007.

**Braude, L.**, and Baille, D. "Integrating prevention, treatment and recovery to support re-entry following incarceration." Prevention Forum. Summer 2006.

**Braude, L.** "The Cook County Mental Health Court: Development, Implementation, and Initial Implications," Offender Substance Abuse Report, Vol. V, No. 5, September-October.

Downey, K., and **Braude, L.** "The Case Management Role in Clinical Reentry Management," Offender Substance Abuse Report, Vol. V, No. 1, 2005.

## Education and Certification

Doctor of Philosophy, The George Washington University

Master of Arts, Wayne State University

Bachelor of Arts, Oakland University

Lean Six Sigma Green Belt Certification for Healthcare



**Michelle Ford, MBA**

Principal

*Chicago, Illinois*

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## Range of Experience

- More than 20 years of executive leadership, change management, and fund development experience across several industries, including corporate, nonprofit, health care, and foundations
- Led a national strategic action network in its efforts to achieve health equity by addressing the social determinants of health
- Worked with community-based organizations to support organizational capacity to contract with the health industry while also developing best practices.
- Experienced in developing health policy agendas

## Professional Experience

### Health Management Associates, Inc., 2022–present

- Provide expertise and advice in helping organizations improve their business performance in terms of operations, profitability, management, structure, and strategy
- Develops and maintains client relationships
- Responsible for achieving firm expectations for effective client services (i.e., project direction, project management, and work product quality)
- Mentors junior staff
- Contributes to HMA's strategic objectives, meets internal administrative expectations, and contributes to HMA's culture

### Alliance for Strong Families and Communities, Director, Health and Well-Being, 2019–2021

- Led the design and implementation of the Alliance's results-based plans for health impact
- Worked in partnership with government affairs to position the Alliance as a central resource and authority to advance population well-being research, best practices, and necessary systems and respective policy change
- Served as a national thought leader and subject matter expert in health and well-being, who is experienced in the ability to influence public policy, produce thought leadership pieces, and inform and guide the Alliance's efforts across departments to achieve meaningful progress in outcomes aligned to the impact area
- Responsible for resource allocation, project definition, planning and execution, and program and partnership development
- Led a cross-functional team of staff and member volunteers to leverage Alliance resources to achieve agreed-upon outcomes

### United Neighborhood Centers of Milwaukee (UNCOM), CEO, 2018–2019

- Championed UNCOM's mission and vision; communicated UNCOM's culture, goals, outcomes, strategic plan, and news to the broader community; advocated on behalf of

the interests of UNCOM and service area residents as appropriate; and served as a representative and spokesperson for UNCOM in the community

- Responsible for day-to-day operations of organization; oversaw program direction, impact, and results; responsible for recruiting, interviewing, hiring, training, coaching, evaluating, and managing UNCOM personnel; enforced compliance with personnel policies and procedures
- In conjunction with the board treasurer, drafted an annual budget for board adoption; prepared and maintained an appropriate budget to include adherence to the approved planned budget; approved purchases, monitored cash flow, and stewarded resources in an appropriate manner; protected all assets by ensuring proper insurance coverage and adequate security

### **American Cancer Society, 2010–2018**

#### **Director, Regional Corporate Relations, 2017–2018**

- Executed a region-based strategy for corporate account management, including prospecting, cultivation, and stewardship to achieve American Cancer Society mission priorities and income targets
- Served as primary relationship manager for a portfolio of priority corporations, foundations, CEOs, and C-suite executives
- Provided leadership for a CEO's Against Cancer chapter, achieving high recruiting levels and member retention rates and delivering against the CAC strategy by meeting chapter financial and mission goals
- Leveraged volunteers to serve as door openers for partnership opportunities
- Collaborated with mission and advocacy teams to support key initiatives and priorities

#### **Senior Director, Community Engagement, 2013–2017**

- Provided vision and direction for the American Cancer Society integrated market team strategy
- Accountable for income and mission targets through relationship management and the engagement of locally based corporations, health systems, and community partners
- Developed and implemented short- and long-range goals, objectives, and communication for cultivating and soliciting for signature events
- Led the integration of community engagement, health systems, and corporate and distinguished partner activities for an assigned territory that included Milwaukee, Madison, Green Bay, and LaCrosse/Eau Claire
- Managed the engagement of the American Cancer Society state leadership board

#### **WI Director, Community Partnerships, 2010–2013**

- Provided vision and strategic direction for community-based, disparities-reducing planning throughout the division
- Managed state disparities staff to ensure the successful completion of performance goals and professional development
- Planned and managed the statewide Health Equity Department budget and committed organizational resources that directly aligned with the disparities team scope of work
- Managed grants awarded to outside organizations to ensure the appropriate use of resources and alignment to reduce disparities
- Developed, managed, and leveraged partnerships/relationships with key stakeholders and local and national partner organizations to achieve the National Home Office outcomes
- Represented the Midwest Division on the state American Cancer Society leadership team, national committees, and work groups

**Aurora Health Care, Manager, Community Partnerships, 2008–2010**

- Served as a member of the Social Responsibility Department leadership team
- Managed an annual employee giving campaign resulting in annual contributions exceeding \$2.5 million
- Provided strategic direction and leadership to the employee giving campaign cabinet, the Aurora executive leadership cabinet, and fundraising staff
- Developed and managed annual plans and implementation strategies for a system-wide employee giving campaign
- Developed and executed prevention partner programs with key community agencies
- Managed and administered annual community relations plans for Aurora Health Care
- Stewarded key community partner relationships such as United Way
- Served as an Aurora ambassador and partnered with local agencies to educate and bring service to communities

**Cardinal Stritch University, Adjunct Instructor, 2007–present**

- Instruct undergraduate and graduate courses in business, human services, and communications

**Aurora Health Care, Senior Philanthropy Officer, 2006–2008**

- Administered and implemented a comprehensive action plan to cultivate, solicit and receive, and steward charitable gifts
- Developed and implemented short- and long-range goals, objectives, and communication for cultivating and soliciting for giving programs
- Established new giving programs and managed the effectiveness of existing programs
- Produced 200 new donors and \$350,000 in new gifts
- Participated in the selection and production of foundation, government, and corporate grant solicitations
- Planned, coordinated, and evaluated the productivity of donor stewardship and cultivation special events and activities
- Established budget goals, objectives, and timelines
- Monitored all phases of event preparation to ensure timely completion

**YMCA of Metropolitan Milwaukee, WI, Senior Program Director, 2001–2006**

- Cultivated and stewarded key stakeholder relationships in the community with business leaders, education, government agencies, and civic groups to support YMCA's programs and mission
- Maintained, administered, and extended Black Achiever and Teen youth programs at six YMCA branches
- Managed citywide fiscal operations for the seven program sites
- Marketed and promoted the program's premier annual fundraising events, producing more than \$500,000 in donor revenue annually

**Awards/Recognition**

(Honorary) Doctorate, Humanities, Medical College of Wisconsin

**Education**

Master of Business Administration, Cardinal Stritch University

Bachelor of Arts, Business and Management/Professional Communications, Alverno College



**Maddy Shea, PhD**  
Principal, HMA Community Strategies  
*Washington, DC*

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## Range of Experience

- More than 30 years of national, state, and local public health leadership in all health domains
- National expertise in housing, nutrition, community development, senior services, transportation, lifestyle, and social service partnerships to address social determinants of health
- Expert in performance measurement, evaluation, outcome-based funding, and community-driven health equity action
- Expertise in Medicaid and Medicare managed care quality measurement, value-based care, and payment and care delivery innovations, particularly for persons with complex conditions and cultural, linguistic, and socioeconomic barriers to health
- Expert in evidence-based practice adaptation and diffusion: prevention and wellness, population health, chronic disease, maternal child health, infectious disease, and environmental health
- National leader in multi-sectoral collective action and population health system redesign
- Cross-culturally experienced adaptive learner, qualitative researcher, and policy analyst

## Professional Experience

### **Health Management Associates, Inc., December 2017–present**

- Developing business models to leverage senior housing and service infrastructure to support aging in place
- Consulting with local health departments, hospitals, community-based organizations, and health plans on health equity, community health worker, and community engagement strategies
- Consulting on social risk screening and social need navigation programs to address social health determinant gaps
- Developing quality improvement plans, measures, and targets for health plans, community-based organizations, and local health departments
- Consulting with health plans on strategies and partnerships to address health-related housing, nutrition, community development, employment, financial security, and other social needs
- Coaching community development, housing development, and community services agencies on their value propositions in health partnerships

### **Centers for Medicare & Medicaid Services (CMS), Office of Minority Health, Baltimore, MD, Deputy Director, Supervisory Health Insurance Specialist, September 2014–December 2017**

- Developed, implemented, and evaluated the *CMS Equity Plan for Improving Quality in Medicare* goals and initiatives

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's  
Community Mental Health Center (CMHC) Workforce and Service Provision

- Consulted on new models to address social health determinants, including the Medicare Diabetes Prevention Program and the Accountable Health Community model
- Analyzed CMS regulations, policies, and standards to increase the measurement of racial, ethnic, and rural disparities and to diffuse evidence-based practices to increase health equity
- Co-directed a report to Congress on the impacts of telehealth on minority and rural health care access and identified other delivery models to improve health care access, quality, and outcomes
- Participated in CMS opioid leadership to identify levers to prevent and treat opioid addictions
- Directed the development of the *Guide to Preventing Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries*, the Mapping Medicare Disparities tool, and Medicare Advantage plan stratified quality measures

**Delmarva Foundation for Medical Care, Easton, MD, Vice President and Director,  
Disparities National Coordinating Center, May 2013–July 2014**

- Coached quality improvement organizations to reduce disparities in chronic disease, medication safety, prevention, and community engagement
- Directed research on disparities in hospital readmissions, adverse drug events, health care-acquired infections, chronic disease, nursing home quality, and primary care access
- Developed and tested patient diabetes self-management activation evaluation tools
- Wrote and edited provider and consumer guides, health equity articles, and white papers

**Maryland Department of Health and Mental Hygiene (DHMH), Office of Population Health  
Improvement, Baltimore, MD, Director, January 2011–June 2013**

- Directed the development and implementation of Maryland's framework for delivery system reform (Medicare waiver, state innovation model, health enterprise zone), including 39 stratified performance measures, strategies, and resources to meet health improvement targets
- Directed the development of hundreds of tools for local health coalitions to improve health care access, chronic disease management, birth outcomes, and social health determinants
- Evaluated hospital community benefits programs and trained hospitals on outcome-based programs to meet community health improvement targets
- Contributed to Maryland's community health worker program design

**Baltimore City Health Department, Baltimore, MD, Assistant Commissioner, June 2006–  
December 2010**

- Built the first US city healthy homes division to reduce asthma, injury, lead poisoning, malnutrition, and infant deaths in very low-income, racial, and ethnic minority communities
- Developed partnerships with hospitals, health clinics, housing providers, public safety responders, universities, and energy assistance programs to improve health determinants
- Developed and executed a funding strategy that quadrupled and diversified resources, including Medicaid reimbursement for home visiting services

**Baltimore Homeless Services, Baltimore, MD, Interim President, October 2006–February 2007**

- Managed the 2007 homeless census, launched planning processes for the Ten-Year Plan to End Homelessness, and negotiated with the Substance Abuse and Mental Health Services Administration for a \$2.5 million “housing first” grant

**Maryland DHMH, AIDS Administration, Baltimore, MD**

**Acting Deputy Director, October 2004–June 2006**

- Directed HIV prevention, care, training, evaluation, and surveillance (\$54 million/135 staff)
- Built collaborations with state agencies to integrate HIV prevention and health services into corrections, drug treatment, mental health, primary care, and schools

**Chief, Center for Prevention Planning, Development, and Evaluation, 2001–2004**

**Chief, Office of Prevention Research and Evaluation, 2000–2001**

**Chief, Division of Evaluation, 1998–2000**

**United Way of Central Maryland, Baltimore, MD, Director, Research and Evaluation, November 1997–November 1998**

**University of Maryland, Baltimore County, Public Policy Department, Baltimore, MD**

**Social Policy Researcher, 1993–1997**

**Research/Teaching Assistant, 1992–1993**

**Johns Hopkins University School of Public Health, Infectious Diseases Epidemiology, Baltimore, MD**

**Administrative Manager, 1990–1992**

**International Research Coordinator, 1988–1990**

**Regional Planning Council, Baltimore, MD, Economic Development Planner, July 1987–July 1988**

**Calvary International Sales Company, Towson, MD, International Trade Specialist, April 1986–June 1987**

**United States Peace Corps/Cooperative Development Agency, Liberia, Instructor, August 1983–August 1985**

**Selected Publications**

**Shea, M.,** and Tripp, A. Strategic Approaches to Utilization of American Rescue Plan Act Funds to Support Older Adults. The Milbank Memorial Fund. Published September 27, 2021.

Ng, J., Hart, L., **Shea M.,** et al. 2019. “Explaining the Relationship Between Minority Group Status and Health Disparities: A Review of Selected Theories.” *Health Equity*.

**QIO News** April 2016 *Health Equity Q&A with Madeleine Shea*

<http://qioprogram.org/qionews/articles/health-equity-qa-madeline-shea>

**QIO News** April 2016 *Office of Minority Health Aims to Close Disparities Gap with Equity Plan*

<http://qioprogram.org/qionews/articles/office-minority-health-aims-close-disparities-gap-equity-plan>

Whitaker, S., Richardson, A., and **Shea, M.** *Cardiovascular Disease Risk Factors among Medicare Beneficiaries: Review of Disparities and Opportunities*. Delmarva Foundation for Medical Care, White Paper. April 2014.

Paulin, L G. Diette, M. Scott, C McCormack, E. Matsui, J. Curtin-Brosnan, D. Williams, A. Kidd Taylor, **M. Shea**, P. Breyse, and N. Hansel. 2013. "Home interventions are effective at decreasing indoor nitrogen dioxide concentrations." *Indoor Air*.

Thornton RLJ, Fichtenberg SM, Greiner A, Feingold B, Ellen JM, Jennings JM, **Shea MA**, Schilling J, Taylor RB, Bishai D, Black M. *Zoning for a Healthy Baltimore: A Health Impact Assessment of the Transform Baltimore Comprehensive Zoning Code Rewrite*. Baltimore, MD: Johns Hopkins University Center for Child and Community Health Research. August 2010.

**Shea, M.**, Callis B., Cassidy-Stewart H., Cranston K., and Tomoyasu N. 2006. "Diffusion of Effective Interventions – Lessons from Maryland and Massachusetts." *AIDS Education and Prevention*, Supplement to Volume 18, Number 4. Guilford Press.

Hypki, Cinder, 2001. *The Corner Revisited: The Implementation of Baltimore's Comprehensive Communities Program*, Ed., **M. Shea**. Mayor's Office on Crime Control, Baltimore City.

**Shea, M.** 2001. *European Union*. In *Women's Rights: A Global View*. Lynn Walters, ed. Greenwood Press: Westport, CT.

**Shea, M.** 1997. *Supporting Working Parents: Leave and Childcare Policy Development in the European Union*. Ph.D. Dissertation, University of Maryland Graduate School, Baltimore.

**Shea, M.** 1992. *Putting People First: Can Clinton Reform Welfare in the US?* The Maryland Informer, ASPA, Maryland Chapter, 1(3):4-5.

## Select Presentations

**Shea, M.**, and Asomugha, C. Leavitt Partners Future Frame Series: Health Disparities, LinkedIn Live, October 14, 2021

**Shea, M.**, and Tripp, A. How American Rescue Plan Act Dollars Can Support Older Adults, LeverAGE Podcast Episode, American Society on Aging, October 2021

**Shea M.** *Mapping Medicare Disparities: A Tool to Promote Health Equity*. Academy Health 2016 Disparities Interest Group Meeting Presentation, Boston, MA, June 25, 2016

**Shea, M.** *Reporting of National and Contract Level Quality Scores by Race and Ethnicity*. Medicare Advantage and Prescription Drug Plan Spring Conference and Webcast Presentation, Baltimore, MD, May 5, 2016

**Shea, M.**, and Betancourt, J. *CMS Equity Plan for Medicare - Data to Action*. From Health Care to Healthy Communities: Association for Community Health Improvement 2016 National Conference Presentation, Baltimore, MD, March 3, 2016

**Shea, M.** *QIN QIO Mini-Plenary: CMS Equity Plan*. CMS Quality Conference: Building Partnerships. Delivering Results, Baltimore MD, December 2, 2016

**Shea, M.** *Investing in Best Practices for Asthma*. Medicaid Health Plan of America Conference Presentation, Washington, DC, November 13, 2015

**Shea, M.** *Taking Action – Next Steps to Reduce Disparities and Improve Quality*. Medicare & Medicaid at 50: Their Past, Present and Future Impact on Health Equity Panel Moderator, Baltimore, MD, September 8, 2015

**Shea, M.** *All Things CMS: What's New with Medicare, Medicaid and the Exchanges: CMS Office of Minority Health Update.* National Association of Community Health Centers Policy and Issues Forum 2015 Presentation, Washington, DC, March 20, 2015

**Shea, M.** *Supporting Vulnerable Populations: Best Practices from the Field.* Exponential Impact: Connecting Health, Housing and Community, NeighborWorks Symposium Moderator, Washington, DC, December 10, 2014

**Shea, M.** *Maryland's SHIP: How Healthy People 2020 Supported Local Health Action.* 2012 National Health Statistics Conference, Washington, DC, August 6–9, 2012

**Shea, M.** *Maryland's State Health Improvement Process: Healthy People 2020 Framework and Local Health Action.* HP 2020 Coordinators Meeting, Washington, DC, April 11, 2012

**Shea, M.,** and Brookmyer, B. *The State Health Improvement Process: How Local Health Improvement Coalitions are Achieving Health Care Reform's "Triple Aim".* Johns Hopkins Bloomberg School of Public Health Public Health Grand Rounds, Baltimore, MD, March 21, 2012

**Shea, M.** *The State Health Improvement Process (SHIP)-A New Community Benefits Tool for Maryland Hospitals.* Maryland Hospital Association Community Benefits Reporting Seminar, October 3, 2011

**Shea, M.,** Feinberg, L., and Greiner, A. *Baltimore's Zoning Code Rewrite & Public Health.* Johns Hopkins Bloomberg School of Public Health, Baltimore Week Panel Presentation, Baltimore, MD, October 5, 2010

**Shea, M.** *Changing Home Environmental Health Behaviors – The Power of Home Based Interventions.* Oral Presentation at the National Environmental Public Health Conference, Atlanta, GA, October 26, 2009

**Shea, M.** *Local Initiatives in Children's Environmental Health* Presentation at the 7th Annual Children's Health and Environment Conference, Baltimore, MD, September 11, 2009

**Shea, M.** *Legal Approaches to Lead Poisoning Prevention and Healthy Homes Promotion in Baltimore City.* Panel Presentation at the National Conference on Legal Remedies: How States, Municipalities and Public Interest Groups Can Combat Childhood Lead Poisoning through Legislation, Litigation and Regulatory Enforcement, Baltimore, MD, November 29–30, 2007

**Shea, M.,** and Goldman, L. 2007. *Children's Environmental Health in Maryland.* Public Health Practice Grand Rounds Johns Hopkins Bloomberg School of Public Health, November 28, 2007

Bronner, Y., Squires, B., **Shea, M.,** Atlas, R., and Navarro, E. *Baltimore Babies Born Healthy Leadership in Action Program: An Innovative Approach to Addressing Infant Mortality in an Urban Setting.* Panel Presentation at the 6th International Conference on Urban Health, Baltimore, MD, October 31–November 2, 2007

**Shea, M.** 2007. *There's No Place like Home: How Baltimore City Partnerships are Tackling Lead Poisoning, Asthma and Injuries.* The Johns Hopkins Bloomberg School of Public Health, Baltimore Week. Dr.Ph. Program Presentation, October 11, 2007

**Shea, M.,** and Cassidy-Stewart, H. *Mainstreaming HIV Prevention Evaluation and Building Local Vendor Capacity in Maryland.* Panel Presentation at the American Evaluation Assoc. Conference, Mainstreaming Evaluation, St. Louis, MO, November 7–10, 2001

**Shea, M.,** Cassidy-Stewart, H., Gasiorowicz, M., Herrmann, M., Napp, D., Glassman, M., and Hill, C. *Strategies for Successful Implementation of the CDC Evaluation Guidance: The*

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's  
Community Mental Health Center (CMHC) Workforce and Service Provision

*Maryland and Wisconsin Approaches*. Panel Presentation at the CDC HIV Prevention  
Conference, Atlanta, GA, August 2001

**Shea, M.** *Using Logic Models for Program Evaluation*. The Center for Poverty Solutions  
Statewide Conference, October 1998

**Shea, M.** *Supporting Working Parents: Policy Convergence in the European Union*. Paper  
presented at the annual meeting of the Social Policy Association, Sheffield, UK, July 18, 1996

## **Education and Training**

Doctor of Philosophy, Public Policy, University of Maryland, Baltimore County

Master of Advanced Study in Management, Johns Hopkins University

Peace Corps Training in Rural Development, Ganta, Liberia

Research Assistant, Master of Business Administration Coursework, Temple University

Bachelor of Arts, Economics, Trinity College

Study Abroad, the London School of Economics

Brookings Executive Leadership for America Training



**Doris Tolliver, JD, MA**  
Principal  
*Indianapolis, Indiana*

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## Range of Experience

- Provide administrative oversight, budget development and management, and legal compliance to ensure organizational efficiency, fiscal responsibility, and programmatic results
- Develop and execute strategic plans at the organization and programmatic level, establishing intermediate benchmarks, assigning responsibility, and ensuring realistic timelines
- Lead field-deployed human resources team to deliver workforce results, including streamlining the hiring processes, recruiting and retaining top talent, increasing employee satisfaction, and mitigating employment risks
- Drive organizational use of data to guide planning and operations, including using disaggregated data to monitor organizational outcomes by subpopulations (e.g., race, ethnicity, gender, age)
- Design and deliver training, workshops, and strategies that create diverse and inclusive organizations and promote equitable service delivery

## Professional Experience

### **Health Management Associates, Inc., September 2020–present**

#### **Annie E. Casey Foundation, Indianapolis, IN, Senior Fellow, Child Welfare Consultant, 2017–2020**

- Supported county and state governmental agencies with strategy development, implementation support, and technical assistance to enhance organizational policies, practices, and service delivery
- Improved the hiring process, which reduced staff vacancies by more than 50 percent in less than one year
- Introduced organizational practices that reduced racial disparities in county child welfare agency

### **Indiana Department of Child Services, Indianapolis, IN, Chief of Staff, 2013–2017**

- Led strategic and daily operations of one of the largest administrative agencies in the State of Indiana, providing direction to the agency executive leadership team and ensuring a diverse and inclusive organizational culture
- Oversaw strategy that increased federal funding for the child welfare case management system by more than \$2 million annually
- Restructured a large organization of more than 3,000 to support a continuous quality improvement culture and proactively respond to a changing workforce landscape, ensuring a diverse workforce and inclusive organizational culture
- Masterminded development of an analytics tool that improved permanency outcomes for children in foster care

**State of Indiana, Indianapolis, IN, Human Resources Director, 2009–2013**

- Supported the Indiana Department of Child Services, working with executive leadership to support key business initiatives for the 4,000-employee organization
- Implemented hiring and retention practices, resulting in the timely filling of employee vacancies and a decrease in staff turnover
- Launched manager training and development and improved organizational climate, reducing the number of employee complaint filings and findings against the agency

**State of Indiana, Indianapolis, IN, Human Resources Business Consultant, 2008–2009;  
Employee Relations Specialist, 2007–2008; Human Resource Generalist, 2007**

- Provided strategic and transactional human resources support, including recruitment, employee relations, Human Resource Information System management, and leadership development

**Tulsa Welding School, Jacksonville, FL, Student Advisor/Registrar**

**United Way, San Jose, CA, and North Charleston, SC, Allocations Director, Allocations  
and Evaluations Specialist**

**Community Involvement and Board Affiliations**

Founding Board Member, Circle City Prep Charter School, December 2015–present

Board Member, Families First, January 2018–present

Board Member, Choices Coordinated Care Solutions, January 2020–present

**Education and Certifications**

Juris Doctor, Indiana University Robert H. McKinney School of Law

Master of Arts, Human Resources Management, Webster University

Bachelor of Arts, Psychology and Sociology, University of California, Davis

Attorney, licensed and in good standing, State of Indiana, June 2013–present

Executive Certificate in Information Sharing, Georgetown University, McCourt School of Public Policy

Senior Professional in Human Resources, HR Certification Institute, 2009–2015



**Nora Carreras, MPA**  
Senior Consultant  
*Harrisburg, Pennsylvania*

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## Range of Experience

- Extensive leadership, management, community and government relations, program development, training, fundraising, grant writing, and program evaluation skills
- More than 20 years of experience in the public, private, and nonprofit sectors
- Strong skills in program management, budget development and administration, grant management, inter-sector coalition building, data and statistical analysis, major events conceptualization and planning, staffing, supervision, and daily operations
- Proven team builder and catalyst, capable of starting and sustaining multiple projects simultaneously
- Broad cross-cultural experience and excellent oral and written communication skills in English and Spanish

## Professional Experience

**Health Management Associates, Inc., July 2021–present**

**Pennsylvania Department of Human Services, Harrisburg, PA**

**Special Advisor to the Secretary, January 2019–July 2021**

- Led large-scale special projects for the secretary of the largest state agency in Pennsylvania and provided advice and guidance on delegated topics, including social determinants of health (SDOH), nonprofit relations, the benefits cliff, and government/social services/managed care organizations/health care partnerships
- Procured and implemented a statewide Resources and Referral Tool (R&RT) to address SDOH and connect residents with social services and health care
- Oversaw the advisory committee and subcommittees implementing the R&RT with more than 125 cross-sector key stakeholders and leaders

**Executive Policy Specialist, 2018–January 2019**

- Served as the policy analyst for the Office of Medical Assistance Programs and the Office of Mental Health and Substance Abuse Services
- Worked closely with each program office's executive and policy staff in matters related to regulation development and implementation, document review, legislation analysis, and a variety of special projects
- Worked with program staff to develop recommendations to the governor's and secretary's office on new initiatives or anticipated shifts in program focus
- Conducted research on specific areas and developed policy recommendations
- Reviewed programs and initiatives; commented on proposed legislation and its impact on local government and alignment with state policies and priorities
- Assisted the secretary's office and executive staff with special projects, including implementing federal initiatives and developing the procurement tools necessary for successfully establishing these programs

- Represented the department in several multi-agency groups, developed inter-agency initiatives to increase efficiencies and coordination, and reduced the duplication of efforts

**Community Progress Council, York County, PA, Chief Program Officer and Planner, 2015–2018**

- Oversaw program operations, budget, and the administration of York County's Community Action Agency, including the women, infants, and children; community centers; housing and case management; work ready; and foster grandparents' programs
- Served as part of the agency's senior leadership team that successfully guided approximately 240 staff members dedicated to assisting county residents in achieving economic self-sufficiency
- Managed program budgets in collaboration with program directors
- Implemented and developed programs in compliance with federal, state, and local government agency regulations
- Designed and implemented results and outcomes measurement systems; oversaw data collection and quality; administered and customized the agency's client database and reporting program; created a data collection process to improve and ensure accurate reporting and program evaluation
- Oversaw the evaluation and dashboard reporting system to monitor the implementation and progress toward the agency's strategic goals
- As a nationally certified Results Oriented Management and Accountability (ROMA) trainer, trained staff and board members on ROMA principles and implementation agencywide

**Alzheimer's Association Greater Pennsylvania Chapter, Harrisburg, PA, Associate Director for Donor Relations, 2013–2015**

- Cultivated major and intermediate donor relationships and expanded the donor pipeline
- Wrote private foundations grant applications and budgets
- Prepared progress reports and ensured compliance with requirements
- Planned and implemented major fundraising events

**The Pennsylvania State University Hershey Medical Center, Office of Development and Alumni Relations, Hershey, PA, Associate Director for Special Projects and Campaign Initiatives, 2012–2013, one-year position**

- Successfully managed a variety of special initiatives as part of the \$300 million Pennsylvania State Hershey campaign
- Led and completed several communication projects geared toward internal and external constituents, including trustees, board members, university administrators, faculty, development staff, and Medical Center and College of Medicine benefactors, among others
- Implemented large-scale special events, including the inauguration of the new Pennsylvania State Hershey Children's Hospital
- Wrote fundraising proposals to prospective donors
- Provided oversight and management of campaign cabinet volunteers

**Pennsylvania Department of Environmental Protection (DEP), Office of External Affairs, Harrisburg, PA, Director, Office of Environmental Advocacy & Local Government Support, 2007–2012**

- Worked with communities throughout the state, ensuring public participation during DEP's permitting process

Assessment of Federal Culturally Linguistically Appropriate Services (CLAS) Standards in Indiana's  
Community Mental Health Center (CMHC) Workforce and Service Provision

- Facilitated communication among the public, DEP staff, industry representatives, legislators, government officials, and community groups
- Initiated and implemented a “plain language” initiative, making important DEP regulations, RFPs, opportunities for public comment, and permit applications accessible to all constituents, regardless of their level of education
- Coordinated environmental education efforts with local governments, environmental groups, and nonprofits to advance environmental justice
- Oversaw and managed office operations and supervised staff statewide
- Managed the Environmental Justice Grant Program, maintaining a collaborative relationship between Environmental Protection Agency staff, the Department of Health, and grantees
- Prepared reports and ensured programs were implemented

## Education and Training

PhD Candidate in Public Administration, Penn State University, Harrisburg Campus— *In Progress*

Master of Public Administration, minor in Program Evaluation, University of Puerto Rico

Bachelor's Degree, Business Administration, Puerto Rico Interamerican University

Fostering Diversity and Inclusion Program, Certificate, Yale University of Management

Results Oriented Management and Accountability (ROMA), National Certified Trainer,  
Community Action Partnership and National Association for State Community Service Programs



## **Deborah Rose, PsyD**

Senior Consultant

*New York, New York*

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### **Range of Experience**

- Extensive experience working with managed Medicaid, nonprofit management, grant writing, integrated care, care coordination/health homes, program development, supported housing models, and regulatory adherence
- Clinical and administrative experience with a variety of underserved populations in human services and held executive leadership positions in nonprofit and community-based agencies and programs
- Earlier appointments in her career include working for Saint Vincent's Catholic Medical Centers, where she was the clinical director of Ambulatory Behavioral Health Services, Rikers Island, and Bellevue Hospital Center

### **Professional Experience**

#### **Health Management Associates, Inc., 2021–present**

Member of HMA's behavioral health team that provides policy and operational expertise to nonprofit providers, government agencies, and a variety of health care stakeholders to navigate value-based financing and integrate behavioral health quality metrics and best practices into health care system reform efforts.

#### **Institute for Community Living, New York, NY, Deputy COO, 2017–2020**

- Authored a grant for food security, primary care, and behavioral health supports for the East New York Community; \$500,000 awarded from the Mother Cabrini Health Foundation
- Wrote and received a \$1.3 million New York State Department of Health (DOH) home and community-based services (HCBS) infrastructure grant
- Served as agency lead on New York State's only behavioral health value-based payment (VBP) pilot program; achieved \$1.3 million in savings in Medicaid costs in 2018

#### **Medicaid Health and Recovery Plans (HARP) and HCBS, New York, NY, Director, 2015–2017**

- Led New York State behavioral health VBP pilot study between Mt. Sinai primary care and ICL behavioral health
- Served as an HCBS subject matter expert to stakeholders and providers
- Designed, implemented, and managed health home and HCBS workflows
- Provided programmatic leadership to configuration, claims, contracting, and provider data management to ensure that networks were established and supported
- Liaised with DOH, Office of Mental Health (OMH), Office of Addiction Services and Supports, and Department of Health and Mental Hygiene (DOHMH) on regulatory affairs and program development
- Established and operationalized systems, performance metrics, outcome measures, and compliance standards

**New York City Health and Hospitals Corporation, Director, Home Health, 2013–2015**

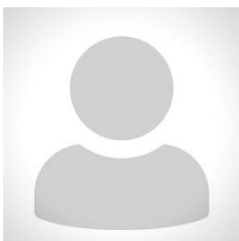
- Provided executive leadership and strategic direction to health home care coordination clinical and business operations
- Focused on growth strategy and operational transformation; established standards and practices to maximize performance and productivity
- Interacted closely with DOH, OMH, DOHMH, managed care organizations, providers, and community stakeholders in developing health homes, Delivery System Reform Incentive Payment, HARP, and behavioral health HCBS
- Coordinated operations to ensure regulatory adherence and fiscal viability
- Expanded the network of providers; provided clinical, budget, and marketing oversight for contracted professional services
- Performed contract negotiation and management with managed care organizations and downstream partners (including ICL as a contracted vendor)
- Performed financial analysis and developed budgetary targets and trends
- Provided managerial oversight of a multidisciplinary administrative and clinical team

**Urban Pathways, Inc. Deputy Executive Director, 2010–2013**

- Administrative and clinical oversight of not-for-profit programs dedicated to serving homeless and mentally ill New Yorkers
- Provided executive supervision of grant-funded and contracted services sponsored by Housing and Urban Development, OMH, DOHMH, and the Department of Human Services
- Supervised the pre-development, construction, and startup of new residential programs
- Management of quality assurance activities, incident reporting protocols, key performance indicators, and strategic planning initiatives
- Oversaw a staff of 170 FTEs and a budget of \$18 million across 17 services and locations

**Education**

Postdoctoral Fellowship in Clinical Psychology, North Shore University Hospital/Cornell University Medical College



## **Nicole Lehman, MSW**

Senior Consultant

*Chicago, Illinois*

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### **Range of Experience**

- Health care professional specializing in the improvement, development, and growth of multifaceted, high-paced managed care organizations
- Organization-wide subject matter expert (SME) on implementing regulatory guidance and complying with state, federal, and quality audits
- Experience in health plan management, state regulations, budget planning and administration, and report writing
- National Committee for Quality Assurance and Healthcare Effectiveness Data and Information Set SME

### **Professional Experience**

**Health Management Associates, Inc., July 2021–present**

**L.A. Care Health Plan, Los Angeles, CA, Director, Behavioral Health Services, November 2017–June 2022**

- In addition to all the duties performed as director of operations, responsible for all department staff and programs, including clinical, provider outreach, autism services, transgender health, and Institutes for Mental Disease
- Oversaw a department staff of 30 employees, including licensed clinical social workers, licensed marriage and family therapists, board-certified behavior analysts, bachelor-level specialists, and coordinators
- Built and maintained a direct network of more than 70 providers

**Director of Operations, Behavioral Health Department, February 2014–November 2017**

- Oversaw and conducted departmental operations of behavioral health programs in accordance with state regulations, including Knox-Keene Health Plan implementation
- SME in the Department of Managed Health Care, Department of Health Care Services, Centers for Medicare & Medicaid Services, and the Mental Health Parity and Addiction Equity Act
- Ensured the quality and effectiveness of departmental programs and services by establishing reporting standards across programs
- Responsible for increasing utilization across all lines of business, including Medi-Cal/Medicaid, Medicare/Dual Eligible Special Needs Plan, Cal MediConnect (CMC), and Market Place
- Provided professional supervision and consultation to assigned staff to ensure effective operational performance
- Monitored compliance with federal, state, and county contracts
- Developed policies, procedures, audit criteria, standards, and benchmarks for behavioral health services, children and youth services, as well as general managed care organization services and benefits
- Developed, integrated, and maintained new county and statewide benefits

**CalOptima, Orange County, CA, Manager, Behavioral Health Integration, February 2013–  
February 2014**

- Collaborated on efforts to fully integrate behavioral health care services
- Promoted and measured improvements in health outcomes for behavioral health services
- Assisted with community outreach and education for both providers and members
- Acted as a liaison to community and governmental providers serving dual eligible populations
- Served as a liaison for CMC managed behavioral health care organization establishment and maintenance

**Education**

Master of Social Work, University of Southern California

Bachelor of Arts, Psychology, California State University, Fullerton