



The Hilltop Institute

Home and Community-Based Services: *Examining the Evidence Base for State Policymakers*

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SPEAKERS' BIOS and SELECTED PUBLICATIONS

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Before joining BlueCross BlueShield, Arden was Director of the Disabled and Elderly Health Program Group in the Center for Medicaid and State Operations at the Centers for Medicare and Medicaid Services (CMS). In that capacity, Arden was responsible for national administration of home and community based Medicaid

waiver programs. During her tenure with CMS, Arden was involved in oversight of the Medicare and Medicaid programs' national operations. She also was the first CMS senior leader of the newly created office of managed care. Arden's other accomplishments at CMS include: developing state drug benefits strategies under the new Medicare Part D program; assisting with the application of the Medicare Modernization Act; leading HIPAA insurance reform implementation efforts; and assisting in the policy development for Medicare supplemental insurance products.

Prior to her service at CMS, Arden held various leadership positions in the Social Security Administration. In addition, she served as a vice president in an integrated health system in the Midwest.

She received her undergraduate degree from the University of Illinois and a Master of Business Administration from Johns Hopkins University.

Peter S. Arno, PhD, is an economist and professor in the School of Public Health and New York Medical College. Previously, he was a professor of epidemiology and populations health and Montefiore Medical Center and Albert Einstein College of Medicine in New York City. Dr. Arno has been a Pew Postdoctoral Research Fellow at the Institute for Health Policy Studies and the Institute for Health and Aging at UCSF, and a Scholar of the American Foundation for AIDS Research. Dr. Arno is co-author of *Against the Odds: The Story of AIDS Drug Development, Politics & Profits*, published by Harper Collins and

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nominated for a Pulitzer Prize.

Dr. Arno's recent work includes studies of regulation and pricing practices of the pharmaceutical industry; the economics of informal caregiving and long-term care; public health and legal implications of regulating tobacco as a drug; innovation, access, quality, and outcome measures related to HIV disease; and the impact of income support policies on health. Based on this work, Dr. Arno has testified before numerous U.S. House and Senate committees.

Randall S. Brown, PhD, is Vice President and Director of Health Research at Mathematica Policy

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Research, Inc. in Princeton, NJ. Dr. Brown has designed and led evaluations of some of the nation's largest demonstration programs in both long-term care and care coordination for people with chronic illnesses. In the long term-care area, he led the evaluation of the Cash and Counseling Demonstration, for which he and his MPR colleagues won the AcademyHealth 2009 Impact Award. He currently is principal investigator for Mathematica's evaluation of

a long-term care program (Money Follows the Person) that provides transitional support to enable Medicaid beneficiaries in institutions to return to the community. His work on care coordination and disease management includes leading two recent evaluations of demonstrations funded by the Centers for Medicare & Medicaid Services, resulting in four reports to Congress on these programs' effects on service use, costs, quality of care, and patients' and physicians' satisfaction with care. He is currently leading several ongoing studies of these programs to develop lessons about how to improve outcomes for Medicare beneficiaries with chronic illnesses. Brown, who has been with the firm since 1977, has briefed congressional staff, published widely in peer-reviewed journals, and made numerous invited presentations at professional meetings. He has served on many advisory boards and expert panels for federal government agencies and foundations. He has a Ph.D. in economics from the University of Wisconsin.

Selected Publications

Carlson, B. L., Foster, L., Dale, S., & Brown, R. (2007, February). "Effects of Cash and Counseling on Personal Care and Well-Being." *Health Services Research*, vol. 42, no. 1, part 2. pubmedcentral.nih.gov/articlerender.fcgi?artid=1955332

Dale, S. & Brown, R. (2007, February). "How Does Cash and Counseling Affect Costs?" *Health Services Research*, vol. 42, no. 1, part 2. pubmedcentral.nih.gov/articlerender.fcgi?artid=1955330

Dale, S. & Brown, S. (2006, August). "Reducing Nursing Home Use Through Consumer-Directed Personal Care Services." *Medical Care*, vol. 44, no. 8. www.rwjf.org/research/researchdetail.jsp?id=2973&ia=144



Foster, L., Brown, R., Phillips, B., & Carlson, B. (2005). "Easing the Burden of Caregiving: The Impact of Consumer Direction on Primary Informal Caregivers in Arkansas." *The Gerontologist*, vol. 45, no. 4, pp. 474-485.

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capacity, she conducts analysis of the utilization and expenditures of Maryland's nursing homes and home and community-based waiver services and she produces the annual Long Term Care Management Reports for the Maryland Department of Health and Mental Hygiene. In addition, she conducts data analysis for Hilltop's evaluation of the New Jersey Systems Transformation Grant, and population analysis and Medicaid and non-Medicaid

resource mapping for Hilltop's evaluation of the Rhode Island Real Choice Systems Change Grant.

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.

Henry Claypool is the newly appointed Director of the Office on Disability at the US Department

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of Health and Human Services. Prior to this, he was Policy Director at Independence Care System, a managed long-term care provider in New York City. He is also an independent consultant with 25 years of experience in federal, state, and local disability policy and in navigating the nation's complex health and long-term care services system as a person with a disability. During the Clinton Administration, he served as the senior advisor for disability policy

to the administrator of the Centers for Medicare & Medicaid Services. While there, he played a key role in marshalling implementation efforts in response to the Olmstead decision. He also was instrumental in developing policies that expanded Medicare's coverage policy regarding certain assistive technologies. More recently, he was a senior advisor to the Office of the Deputy Commissioner for Disability and Income Support Programs at the Social Security Administration. Becoming disabled when he was a student at the University of Colorado, Claypool went on to become the Director of the Disability Services Office at its Boulder campus. He also managed a home health agency for people with significant disabilities housed within an independent living center.



William A.B. Ditto, MSW, LSW, is the Director of the Division of Disability Services, New Jersey Department of Human Services, a post he has held since the agency was created in 1997. The Division, which serves as a central point of entry for persons with disabilities, also administers the New Jersey Medicaid personal care assistant services, the state funded Personal Assistance Services Program (PASP), three home and community-based Medicaid waiver programs serving people with disabilities the Traumatic Brain Injury Fund and three major grant funded projects.

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He is also the Project Director for the NJ Cash & Counseling Demonstration (The Personal Preference Program). He was responsible for the design and implementation of the demonstration in New Jersey, one of the three original states involved in the Robert Wood Johnson Foundation sponsored national pilot. He also served on the Robert Wood Johnson Foundation National Advisory Council for Cash & Counseling.

In addition, the Division of Disability Services is designated as New Jersey's lead agency for brain injury services. Mr. Ditto is the immediate Past President of the National Association of Head Injury Administrators (NASHIA), and currently serves as Chair of Public Policy for the organization.

Mr. Ditto has over 30 years of experience in designing, implementing and administering disability and aging services and joined the staff of the Department of Human Services in 1985.

He has made presentations throughout the country on consumer directed services, disability issues, employment for people with disabilities and home and community based services. He has testified before congressional panels

He is a Commission member of the NJ Catastrophic Illness in Children Relief Fund, and is an appointed member of the NJ Council on Developmental Disabilities. Mr. Ditto currently serves on the Executive Committee of the Center for Workers with Disabilities of the American Public Human Services Association.

Mr. Ditto completed his undergraduate work at Monmouth College (NJ) and holds an M.S.W. degree from Rutgers University, where he served as an adjunct faculty member for 20 years.



David C. Grabowski, PhD, is an associate professor of health care policy in the Department of Health Care Policy at Harvard Medical School. His research focuses on the economics of aging and health care regulation, with a particular interest in the area of long-term care. He has published a series of papers examining the economic incentives influencing nursing home quality. Specifically, his work has explored the effects of state Medicaid payment policies, certificate-of-need laws, asymmetric information, and labor prices toward explaining low-quality nursing home care.

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Dr. Grabowski is the principal investigator on grants from the National Institute on Aging to study disparities in nursing home care by race and payer status (K01 AG24403), and Medicare payment incentives and the implications for nursing home volume, patient acuity, and quality of care (R01 AG30079). Other ongoing projects include an examination of the economic incentives associated with hospitalizations from the nursing home setting; work analyzing the relationship between Medicare and Medicaid in long-term care; and an analysis of the growth in potential substitutes for nursing home care, such as assisted living.

Dr. Grabowski is a co-editor of the journal *Health Services and Outcomes Research Methodology*, and he is a member of the editorial board of *Medical Care Research & Review*, *The Gerontologist*, and *B.E. Journals in Economic Analysis & Policy*. He is also the co-chair of the Building Bridges: Making a Difference in Long-Term Care initiative. He is the 2004 recipient of the Thompson Prize for Young Investigators from the Association of University Programs in Health Administration.

Dr. Grabowski received his B.A. degree from Duke University and his PhD in public policy from the Irving B. Harris School of Public Policy at the University of Chicago.

Selected Publications

Grabowski, D.C., 2009, "Special Needs Plans and the Coordination of Benefits and Services for Dual Eligibles," *Health Affairs* 28(1): 136-146.

Grabowski, D.C., 2007, "Medicare and Medicaid: Conflicting Incentives for Long-Term Care," *Milbank Quarterly* 85(4): 579-610.

Grabowski, D.C., A.J. O'Malley and N.R. Barhydt, 2007, "The Costs and Potential Savings Associated with Nursing Home Hospitalizations," *Health Affairs* 26(6): 1753-1761.

Grabowski, D.C. 2006. "The Cost-Effectiveness of Non-institutional Long Term Care Services: Review and Synthesis of the Most Recent Evidence," *Medical Care Research & Review* 63(1): 3-28.



Leslie C. Hendrickson, PhD, is Owner and Principal of Hendrickson Development. During 2007-2008, he was a Visiting Professor at the Rutgers Center for State Health Policy, where he managed a long-term care technical assistance grant for the Centers for Medicare and Medicaid Services (CMS). Dr. Hendrickson held two positions in the Oregon Medicaid program, first as the Senior Budget Analyst in the Medicaid budget unit, then as a manager in the seniors and persons with disabilities division. For five years, as an Assistant Commissioner in the New

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Jersey Department of Health and Senior Services, he supervised nursing home reimbursement programs and Medicaid waiver programs for seniors and persons with physical disabilities. For the last seven years, he has consulted on state long-term care programs, Medicaid financial issues, and the mapping of age, income and health characteristics by geographical regions. He has written about global budgeting, home and community-based programs, the cost-effectiveness of nursing home transition programs, the minimum data set (MDS), and state mental health programs. He received his PhD in sociology from the University of Oregon. His website is www.hendricksondevelopment.biz

Selected Publications

Wade, K. & Hendrickson, L. (2008), The Impact of Declining Occupancy on Nursing Home Reimbursement, Rutgers University, Rutgers Center for State Health Policy. New Brunswick, N.J, <http://www.cshp.rutgers.edu/cle/Products/7800.pdf>

Acosta, P. & Hendrickson, L. (2008) Advancing Medicaid HCBS Policy: From Capped Consumer to Consumer Directed, Rutgers University, Rutgers Center for State Health Policy. New Brunswick, N.J, http://www.cshp.rutgers.edu/cle/Products/Advancing_HCBS_Policy_3-31.doc

Hendrickson, L. & Blume, R. (2008) A Survey of Medicaid Brain Injury Programs, Rutgers University, Rutgers Center for State Health Policy. New Brunswick, N.J, <http://www.cshp.rutgers.edu/cle/Products/Brain%20Injury%20Waivers.pdf>

Hendrickson, L. & Reinhard, S. (2006) Money Follows the Person: State Approaches to Calculating Cost Effectiveness, Rutgers University, Rutgers Center for State Health Policy. New Brunswick, N.J, <http://www.hcbs.org/files/97/4838/MFPCostEffectivenessFinal090506.pdf>

H. Stephen Kaye, PhD, is Associate Adjunct Professor at the Institute for Health & Aging and Department of Social and Behavioral Sciences at the University of California San Francisco. He serves as Co-Principal Investigator of the Center for Personal Assistance Services, a Rehabilitation Research and Training Center funded by the National Institute on Disability and Rehabilitation Research; as Co-Director of the UCSF Disability Statistics Center; and as Co-Principal Investigator of Pacific ADA Center. He received a Ph.D. from Stanford University

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in 1983. His primary research interests focus on access to health care and long-term care among people with disabilities of all ages, employment issues for people with disabilities, and use of information and assistive technology, as well as disability measurement and data collection issues. His accomplishments include a groundbreaking 2000 study on the effect of the digital divide on the disability population, the *Disability Watch* series of reports on the status of Americans with disabilities, and recent journal articles on relative expenditures on institutional and non-institutional long-term care, trends in the personal assistance workforce, disparities in usage of assistive technology, and occupational characteristics of workers with disabilities.

Selected Publications

Kaye, H. S., LaPlante, M. P., & Harrington, C. (2009). Do noninstitutional long-term care services reduce Medicaid spending? *Health Affairs*, 28(1), 262-272.

LaPlante, M. P., Kaye, H. S., & Harrington, C. (2007). Estimating the expense of a mandatory home-and community-based personal assistance services benefit under Medicaid. *J Aging Soc Policy*, 19(3), 47-64.

Kaye, H. S., Chapman, S., Newcomer, R. J., & Harrington, C. (2006). The personal assistance workforce: trends in supply and demand. *Health Affairs*, 25(4), 1113-1120.

Kathy Leitch, MSW, is Assistant Secretary of the Aging and Disability Services Administration (ADSA) in the Washington State Department of Social and Health Services (DSHS). She is a nationally recognized administrator in her field and has been on the Department of Social and Health Services executive leadership team as assistant secretary for eight years.

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Under Leitch’s leadership, Washington State has been a national leader in protecting vulnerable adults. Adult Protective Services and the Complaint Resolution Unit investigate and take appropriate action in thousands of reported cases of abuse, neglect, and exploitation of adults living at home or in licensed/certified facilities. ADSA’s program of inspections and enforcement at nursing homes, boarding homes, and adult family homes is one of the nation’s best.

“As the Baby Boomers age and the number of Washington residents over 65 doubles in the next two decades, we need to continue to stay on course to protect our vulnerable neighbors, friends and relatives,” said Leitch. “It’s just the right thing to do.”

For the eligible people with disabilities that ADSA serves, Leitch is unswerving in assisting them to live their lives in the community. “Everyone with disabilities deserves to live with dignity and respect,” said Leitch. “I expect nothing less.”

Leitch’s career has mirrored her beliefs. As director of the Home and Community Services Division of ADSA in the 1990’s, Leitch helped increase the home and community-based options for older



adults and persons with disabilities. She also significantly reduced the number of Medicaid residents in nursing homes.

Walter N. Leutz, PhD, MSW, is an Associate Professor at Brandeis University's Heller School for Social Policy and Management, where he teaches both graduate and undergraduate courses in long-term care policy and programs. His current research interests include long-term care/medical care integration; what service users want from long-term care service systems; how systems respond to wants in the context of new financing; and how needs, utilization, and costs evolve over time in enrolled populations.

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Dr. Leutz is the author of numerous articles, as well as three books on the practical development of primary health care systems—most recently, *Linking Medical Care and Community Services* published by Springer in 2003.

Selected Publications

Leutz, W. and J. Capitman (2007). Met Needs, Unmet Needs, and Satisfaction among Social HMO Members, *Journal of Aging and Social Policy* 19(1): 1-20.

Leutz, W., L. Nonnenkamp, et al. (2005). *Expanded Care in the Social HMO at Kaiser Permanente Northwest (KPNW): Details on Delivering for the First 18 Years*. Waltham, MA, Heller School. (<http://sihp.brandeis.edu/socialhmo>),

Leutz, W. and N. Ikegami. (2004) Coordinating Medical Care and Long-Term Care: Field Report from Japan, *International Journal of Integrated Care*. (<http://www.ijic.org/newsletter/>)

Leutz, W. (1999) Five Laws for Integrating Acute and Long-Term Care. *The Milbank Memorial Fund Quarterly*, 77(1).

Stacey Mazer, MPA, is a Senior Staff Associate with the National Association of State Budget Officers (NASBO). Prior to joining NASBO, she worked for the Congressional Budget Office and the Finance Department for the City of Baltimore. Ms. Mazer is a graduate of Syracuse University where she also earned a Master's degree in Public Administration from the Maxwell School of Public Affairs and Citizenship.

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Charles J. Milligan, Jr., JD, MPH, has been Executive Director of The Hilltop Institute since 2004. Mr. Milligan has primary responsibility for the quality of Hilltop's work for its clients, including the Maryland Medicaid program, other state and local agencies in Maryland, the federal government, other state Medicaid agencies, and private foundations. Mr. Milligan also coordinates Hilltop's work with the academic departments and research centers at UMBC.

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Before joining The Hilltop Institute, Mr. Milligan was vice president at The Lewin Group, where he provided consulting services to states and other clients, primarily involving the Medicaid program. His work was varied and included long-term care reform, coverage for the uninsured, and other projects involving publicly financed health care. Prior to that, he was Medicaid and SCHIP director for the state of New Mexico. He practiced health care law earlier in his career.

Mr. Milligan has served on many committees and delivered presentations to the federal Medicaid Commission, National Health Policy Forum, National Governors Association, National Conference of State Legislatures, National Association of State Medicaid Directors, America's Health Insurance Plans, and American Hospital Association, among other organizations. Mr. Milligan served as adjunct faculty for the University of California at Berkeley, St. Mary's College, and John F. Kennedy University, teaching graduate level courses on health and elder law. At UMBC, he is currently affiliate associate professor of public policy, as well as affiliate professor in the Erickson School.

Mr. Milligan holds a JD from Harvard Law School, an MPH from the University of California at Berkeley, and a BBA from the University of Notre Dame.

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

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Prior to joining The Hilltop Institute, Mr. Nolin served as Director of Operations and later as Executive Director of Maricopa Managed Care Systems in Phoenix, Arizona (1990-1996). In this capacity, he managed a Medicaid plan under contract with the Arizona Medicaid Program (AHCCCS), established a Medicare plan, and directed a long-term care/acute care integration plan, which incorporated care management of dually eligible (Medicare/Medicaid) enrollees. Prior to his work in managed care, Mr. Nolin served as County Public Health Director and Director of Community Health Services for the greater Phoenix (Arizona) metro area. Prior to these community health and Medicaid responsibilities, Mr. Nolin directed public and community health programs as Director of Planning for a Community Health Center (Tucson) and Preventive Services Director for the Navajo Tribal Health Department (Window Rock).



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

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

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Nurse Service of New York, which is the largest nonprofit home health agency in the United States. Prior to joining VNSNY, Ms. Raphael held positions as Director of Operations Management at Mt. Sinai Medical Center and Executive Deputy Commissioner of the Human Resources Administration in charge of the Medicaid and Public Assistance programs in New York City. Ms. Raphael was a member of the Medicare Payment Advisory Commission (MedPAC), the commission that advises Congress on Medicare Payment and Policies (1999-2005) and of the New York State Hospital Review and Planning Council where she chaired its Fiscal Policy Committee (1992-2004). She chairs the New York eHealth Collaborative, a public-private partnership working to advance the adoption of health information technology in New York State. She is also on the Boards of Excellus/Lifetime Health Care Company, Pace University and the Continuing Care Leadership Coalition and a member of the Harvard School of Public Health Policy and Management Executive Council and the Markle Foundation's Connecting for Health Steering Committee. Ms. Raphael has an M.P.A. from Harvard University's Kennedy School of Government, and was a Visiting Fellow at the Kings Fund in the United Kingdom.

Susan C. Reinhard, PhD, MSN, serves as Senior Vice President for Public Policy at AARP. In

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that role, she directs the AARP Public Policy Institute, which is the focal point for public policy research and analysis (federal, state, and international) at AARP. Its mission is to inform the development of AARP's public policy positions and to contribute to and influence public debate on issues of importance to midlife and older Americans. Prior to this appointment, Dr. Reinhard served as

a Professor and Co-Director of Rutgers Center for State Health Policy. She is a national expert in long-term care, with special expertise in helping people manage their chronic disabilities at home. She began her career as a visiting nurse, which led to her lifelong dedication to supporting individuals and their families. As Deputy Commissioner for the New Jersey Department of Health and Senior Services, Dr. Reinhard worked with three Governors to develop new programs for home care and respite for family caregivers. She has worked with more than 30 states to create and fund similar programs. Her Burden Assessment Scale has been used internationally by other researchers who study the effectiveness of family caregiver programs in reducing their stress. She is committed to teaching nurses and other professionals how to interact with consumers and their families in ways that reinforce what they are doing well on their own and what more they can do to manage their daily challenges.



Dr. Reinhard's background includes clinical care, nursing education, research, policy development, and state governmental relations. In previous work, she co-founded the Institute for the Future of Aging Services in Washington, DC and served as its Executive Director of the Center for Medicare Education. She is a former faculty member at the Rutgers College of Nursing and Chair of the Expert Panel on Aging at the American Academy of Nursing. She holds a master's degree in nursing from the University of Cincinnati, and a PhD in Sociology from Rutgers, The State University of New Jersey.

Martha A. Roherty, MPP, is the Executive Director of the National Association of State Units on Aging (NASUA). Since 1964, NASUA has been the bipartisan, professional, nonprofit organization of representatives of state aging agencies (including the District of Columbia and the territories). The primary purposes of NASUA are to serve as a focal point of communication between the states and the federal government, and to provide an information network among the states on issues pertinent to the aging services network.

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Ms. Roherty and her staff are responsible for educating Congress, the Administration, other state executive branch organizations, advocacy groups, and the general public on administrative and health and social policy issues of special concern to the state officials administering the programs for long-term care services. Ms. Roherty also furnishes technical assistance to state aging, Medicaid, and disability program staff.

Prior to joining NASUA, Ms. Roherty served as the director of the National Association of State Medicaid Directors. In that capacity, Ms. Roherty helped states as they navigated through many transitions in the Medicaid program, including transitioning the dually eligible population to Medicare Part D; the development of Medicaid waivers in the aftermath of Hurricane Katrina; and the conception of and implementation of the Deficit Reduction Act.

Ms. Roherty has also held various positions at The Finance Project, the National Association of State Budget Officers, the National Governors Association, and the National Conference of State Legislatures. She holds a master of public policy with a concentration in finance from the University of Maryland.

Anthony M. Tucker, PhD, is Director of Special Projects at The Hilltop Institute. Dr. Tucker has extensive experience in the development, management, and analysis of public and private health services data, analytical methods that support health system administration and research, and policy analysis related to the organization and assessment of government health insurance programs. In his work at Hilltop, Dr. Tucker uses long-term care MDS and other assessment data to better understand patient populations, service utilization, and provider performance.

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He has developed a method to refine comprehensive MDS data for a variety of analytical purposes and is working to establish standards for applications and measures drawn using those data. Dr.



Tucker's current work also focuses on examining patterns of resource use and costs—primarily among individuals dually eligible for Medicare and Medicaid—to explore the relationships between long-term care supports/services and acute care service use, as well as attendant implications for payments associated with programs to coordinate Medicare and Medicaid benefits. In addition, Dr. Tucker has surveyed community-dwelling adults who are dually eligible for Medicare and Medicaid benefits to explore the relationship between functional status and resource use and how activities of daily living might be used in setting Medicaid payment rates and assessing provider performance.

Dr. Tucker was previously the senior research director and senior health policy analyst at the American Health Care Association, an association of long-term care providers. Prior to that, he was on the research faculty of The Johns Hopkins University Bloomberg School of Public Health, where he focused on the development and application of health-based risk adjustment methods used in setting provider payment rates and assessing provider performance. While at Johns Hopkins, he provided consulting services to a variety of public- and private-sector organizations on the application of the Johns Hopkins Adjusted Clinical Group (ACG) case-mix system, including Hilltop, with respect to Maryland's HealthChoice program and the Ministry of Health in British Columbia, Canada, on rate setting and physician profiling.

Dr. Tucker is co-author of a number of articles in peer-reviewed journals on provider profiling and setting provider payment rates, a book chapter on the application of health-based risk adjustment to premium development and profiling, and many specialized research study reports in related areas, including long-term care.

Dr. Tucker received his PhD from The Johns Hopkins University, his MPA from Harvard University, and his BA from George Washington University.

Cynthia H. Woodcock, MBA, is Director of Long-Term Supports and Services at The Hilltop Institute. In this capacity, she manages Hilltop's initiatives in long-term care policy and leads Hilltop's work on the development of home- and community-based services waiver programs and other integrated long-term care initiatives. She manages Hilltop's contract with the New Mexico Human Services Department, which has focused on launching a new self-directed waiver program and a Medicaid managed long-term care initiative. Under her direction, The Hilltop Institute is also assisting with implementation of Maryland's Money Follows the Person demonstration, conducting evaluations of New Jersey's federal Systems Transformation Grant in long-term care and Nursing Home Diversion Modernization project, and leading a resource mapping effort for Rhode Island's Real Choice Systems Transformation grant. Ms. Woodcock served as a lead writer and editorial director for a Maryland Health Care Commission report on planning for long-term services and supports in Maryland in 2010, 2020, and 2030. With Hilltop's executive director, she has co-authored issue briefs on Medicaid consumer-directed health purchasing and Medicare Advantage special needs plans for individuals dually eligible for Medicare and Medicaid.

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Previously a senior research analyst, Ms. Woodcock worked with Hilltop's executive director on strategic planning and new business development. She was responsible for infrastructure improvements to Hilltop's website and information systems to support development of new business opportunities. She prepared reports on Hilltop's accomplishments, provided strategic vision to leveraging client relationships and developing new initiatives, and provided leadership for events such as Hilltop's annual symposium on health policy. She managed the contract with the Maryland Community Health Resources Commission, in which Hilltop provided interim staff support to this new commission established by the Maryland legislature. Also for the Commission, she directed a study examining funding and access issues that impact the financial viability and continued growth of Maryland's school-based health centers

Before joining The Hilltop Institute in 2004, Ms. Woodcock was a principal of Futures, Inc., a consulting group specializing in program development and strategic planning. Prior to that, Ms. Woodcock was director of program development with the International Life Sciences Institute and assistant vice president for program finance and management with The Commonwealth Fund. She has also held positions with The Robert Wood Johnson Foundation and the Division of Health Planning and Resource Development in the New Jersey Department of Health.

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

