



## MassHealth Matters II

### Long-Term Services & Supports: Opportunities for MassHealth

#### Speaker Biographies

**George Baptista** is a caregiver for his mother and a general contractor. His mother has been a participant in the East Boston Neighborhood Health Center's Program of All Inclusive Care for the Elderly (PACE) for 15 years.

**Alice Bonner, PhD, RN, FAAN**, Secretary of the Executive Office of Elder Affairs for the Commonwealth of Massachusetts, has been a geriatric nurse practitioner caring for older adults and their families for over 25 years. From 2013-2015, she was an associate professor in the School of Nursing, Bouve College of Health Sciences and a faculty associate in the Center for Health Policy at Northeastern University.

From 2009-2011, Dr. Bonner was the Director of the Bureau of Health Care Safety and Quality at the Massachusetts Department of Public Health. From 2011 to 2013, she served as Director of the Division of Nursing Homes in the Centers for Medicare and Medicaid Services (CMS) in Baltimore, MD. Dr. Bonner's research interests include quality and safety in health care systems and community-based settings; falls prevention; improving dementia care and reducing unnecessary antipsychotic medication use; and improving care transitions.

**Mindy Celona** is the Commonwealth Care Alliance (CCA) Senior Care Options (SCO) Program Manager at Boston Senior Home Care (BSHC). She has been with BSHC for 15 years. Ms. Celona has held a variety of case management positions during her time at BSHC. Currently, she is supervising the Geriatric Support Service coordinators that work with the CCA SCO Program. She has an MSW from Salem State College.

**Dennis Heaphy**, a health care advocate for the Disability Policy Consortium, has over 20 years' experience advancing public health policy and practice that improves health care access and outcomes for people with disabilities and others living in poverty. His experience includes serving as the Americans with Disabilities Act Project Coordinator for the Massachusetts Department of Public Health, English as a Second Language (ESL) teacher at St. Francis House, a board member of the National Alliance of HUD tenants, and a chaplain in several settings, including the Boston Living Center and Georgetown University. Dennis is co-chair of Disability Advocates Advancing our Healthcare Rights (DAAHR), a coalition of disability and other health care advocates working on the Dual Eligibles Initiative and broader health care reform. He serves as co-chair of the Massachusetts One Care Implementation Council.

**Bill Moss** is Assistant Secretary for the Aging and Long-Term Support Administration (ALTSA) for the Washington State Department of Social and Health Services, a post to which he was appointed to in February 2013. As part of delivery of long-term services and supports, Assistant Secretary Moss has the responsibility for oversight of the Washington State Council on Aging (SCOA), the state's Area Agencies on Aging and all publicly funded long-term services and supports in Washington State. Over the past two decades, he has provided leadership in a number of positions in ALTSA, which include, Director of the Home and Community Services Division, Office Chief for Home and Community Programs and Assistant Regional Administrator for Home and Community Services.



Assistant Secretary Moss has been a respected leader with the Department of Social and Health Services for 24 years. He received the 2015 Governor's Distinguished Management Leadership Award and in 2001, was presented the 2000 Assistant Secretary's Quality Leadership Award. In 2013, Assistant Secretary Moss along with all 1,500 of his staff, received the Department of Social and Health Services Secretary's Award for National Excellence in recognition of national leadership in the provision of home and community support services.

**Kate Nordahl** is Senior Director of the Massachusetts Medicaid Policy Institute (MMPI) which seeks to promote a broad understanding of the Massachusetts Medicaid program (also known as "MassHealth") through its policy research and analysis. Prior to joining MMPI, Ms. Nordahl served as Assistant Commissioner for the Massachusetts Division of Health Care Finance and Policy where she led the agency's work monitoring the impact of the state's health reform law and analyzing health care cost trends in the Commonwealth. Prior to her role at the Division, Ms. Nordahl was Director of Policy and Research at the Blue Cross Blue Shield of Massachusetts Foundation where she developed the Foundation's research agenda assessing the impact of health reform. Before joining the Foundation, she spent 12 years in leadership positions with the MassHealth program in roles ranging from directing the MassHealth managed care program to designing the Senior Care Options program for seniors dually eligible for Medicare and Medicaid. She holds a master's degree in health policy and management from the Harvard T.H. Chan School of Public Health and a bachelor's degree from Brown University.

**Carol Raphael** is a senior advisor at Manatt Health Solutions. She served as President and Chief Executive Officer of the Visiting Nurse Service of New York (VNSNY), the largest nonprofit home health agency in the United States, from 1989 to 2011. Ms. Raphael expanded the organization's services and launched innovative models of care and health plans for complex populations with chronic illness and functional impairments. Prior to joining VNSNY, Ms. Raphael held executive positions at Mt. Sinai Medical Center and in New York City government. In 2013, Ms. Raphael was appointed by President Obama to the Bipartisan Commission on Long Term Care. In 2012, Ms. Raphael was an Advanced Leadership Fellow at Harvard University. She is chair of the Long Term Quality Alliance and is a board member of the New York eHealth Collaborative, a public-private partnership to advance the exchange of health information.

Ms. Raphael co-chairs the National Quality Forum Coordinating Committee Post-Acute, Long Term Care and Hospice Workgroup. She is also co-chair of the West Health Foundation Advisory Council on ED to Home Based Care and a member of the NYC Age Friendly Commission. She has served on numerous commissions, including MedPAC, the New York State Hospital Review and Planning Council and several Institute of Medicine Committees. Ms. Raphael was also a member of New York State Governor Cuomo's Medical Redesign Team. In 2012 and 2013, Ms. Raphael was involved in a Commonwealth Fund project to spur the development of high-performing integrated health plans for dual eligibles. She is chair of the AARP Board and serves on the boards of Henry Schein, Inc., the Primary Care Development Corporation, Pace University and the Medicare Rights Center as well as numerous advisory boards. She co-edited the book *Home Based Care for a New Century* and was a Visiting Fellow at the Kings Fund in the United Kingdom.

**Matt Salo** was named Executive Director of the National Association of Medicaid Directors (NAMD) in February 2011. The newly formed association represents all 56 of the nation's state and territorial Medicaid Directors and provides them with a strong unified voice in national discussions as well as a locus for technical assistance and best practices.



Mr. Salo formerly spent 12 years at the National Governors Association, where he worked on the Governors' health care and human services reform agendas, and spent the 5 years prior to that as a health policy analyst working for the state Medicaid Directors as part of the American Public Human Services Association. He also spent two years as a substitute teacher in the public school system in Alexandria, VA, and holds a BA in Eastern Religious Studies from the University of Virginia.

**Audrey Shelto** is President of the Blue Cross Blue Shield of Massachusetts Foundation. As a proven leader with 30 years of achievement in improving the delivery of health care and human services, particularly for low-income and vulnerable populations, Ms. Shelto assumed leadership of the Foundation in August 2013. She is widely recognized for her expertise in all aspects of health care and leads the Foundation's strategic agenda to broaden health coverage and reduce barriers to care through grants, research, and policy initiatives.

Prior to joining the Foundation, Ms. Shelto directed Blue Cross Blue Shield of Massachusetts' efforts to develop a demonstration program for those dually eligible for Medicaid and Medicare. Previous positions at Blue Cross Blue Shield included Senior Vice President for Health and Wellness, where she led the development of a new member-centered model of provider-integrated health management designed to improve health care quality and affordability. Ms. Shelto's other professional experience includes positions as Chief Operating Officer of Neighborhood Health Plan, Executive Director for the Boston Mayor's Advisory Committee on Health Care, Associate Commissioner of Massachusetts's Department of Mental Health, and Assistant Budget Director for the Massachusetts Executive Office for Administration and Finance. She holds a bachelor's degree with honors from the University of Connecticut and a master's degree in Management of Human Services from the Heller School at Brandeis University.

**Courtland Townes III** is Deputy Director of the Boston Center for Independent Living, a frontline civil rights organization led by people with disabilities that advocate to eliminate discrimination, isolation and segregation by providing advocacy, peer support, skills training and Personal Care Attendant services in order to enhance the independence of people with disabilities. In his role as Deputy Director, Mr. Townes oversees programs that provide direct services, information and referrals, community education, and individual and systemic advocacy. Mr. Townes serves on numerous boards and committees speaking on behalf and advocating for sustainability of consumer controlled program services.

**Daniel Tsai** is Assistant Secretary for MassHealth and Medicaid Director for the Commonwealth. Assistant Secretary Tsai was appointed in January 2015 by Governor Charlie Baker to oversee the state's \$15 billion Medicaid program, which covers one in four residents in the Commonwealth. In this role, Assistant Secretary Tsai is responsible for ensuring a robust and sustainable MassHealth program. That includes developing new policies, payment models, and operational processes that improve the way health care is delivered to 1.8 million low-and moderate-income individuals and individuals with disabilities.

Before joining the Executive Office of Health and Human Services, Assistant Secretary Tsai was a partner and leader in McKinsey & Company's Healthcare Systems and Services practice. He has significant experience on the design and implementation of innovative, state-wide health care payment systems for Medicaid, Medicare and commercial populations, and has worked closely with multiple state Medicaid programs, private payers, and health services companies. He received a bachelor of arts degree in applied mathematics and economics from Harvard University.



**Gretchen Ulbee** is a health care attorney with extensive experience in Medicaid managed care. As Manager of Special Needs Purchasing for the Minnesota Department of Human Services, Ms. Ulbee leads a team responsible for negotiating managed care contracts for over 100,000 seniors and people with disabilities. Prior to her current position, Ms. Ulbee spent seven years with the state of Minnesota's federal relations team, where she negotiated demonstration waivers, managed care waivers, and Medicaid state plan amendments, including Minnesota's Reform 2020 waiver that provides federal financial participation for a package of home and community-based services for seniors who need an institutional level of care but who are not yet fully eligible for Medicaid. She also spent two years as a compliance manager for a private health insurer, working with multiple programs in five states for seniors eligible for Medicare and Medicaid. Ms. Ulbee is committed to integrating Medicare and Medicaid financing to improve care for low income seniors and people with disabilities.