



## Home and Community-Based Services Quality

### COMMITTEE MEMBERS

**Robert Applebaum, MSW, PhD**

Professor, Scripps Gerontology Center, Miami University  
Oxford, Ohio

**Joe Caldwell, PhD**

Director of Long-Term Services and Supports Policy, National Council on Aging  
Washington, DC

**Suzanne Crisp**

Director of Program Design and Implementation, National Resource Center for Participant  
Directed Services  
Chestnut Hill, Massachusetts

**Jonathan Delman, PhD, JD, MPH**

Assistant Research Professor, University of Massachusetts Medical School  
Stoneham, Massachusetts

**Camille Dobson, MPA, CPHQ**

Deputy Executive Director, National Association of States United for Aging and Disabilities  
Washington, DC

**Sara Galantowicz, MPH**

Senior Associate, Abt Associates Inc.  
Cambridge, Massachusetts

**Ari Houser, MA**

Senior Methods Advisor, AARP Public Policy Institute  
Washington, DC

**H. Stephen Kaye, PhD**

Professor, University of California San Francisco  
San Francisco, California

**Patti Killingsworth**

Assistant Commissioner, Chief of Long-Term Services and Supports, Bureau of TennCare  
Nashville, Tennessee

**K. Charlie Lakin, PhD**

Retired, Former Director of National Institute on Disability and Rehabilitation Research  
Minneapolis, Minnesota

**Clare Luz , PhD**

Assistant Professor and Lead Evaluator, Michigan State University  
East Lansing, Michigan

**Sandra Markwood, MA**

Chief Executive Officer, National Association of Area Agencies on Aging  
Washington, DC

**Barbara McCann, MA**

Chief Industry Officer, Interim Health Care  
Alexandria, Virginia

**Sarita Mohanty, MD, MPH, MBA**

Executive Director, Community-Clinical Care Integration, Kaiser Permanente Northern California  
Oakland, California

**Gerry Morrissey, MEd, MPA**

Chief Quality Officer, The MENTOR Network  
Boston, Massachusetts

**Ari Ne'eman**

President, Autistic Self Advocacy Network  
Silver Spring, Maryland

**Andrey Ostrovsky, MD**

CEO, Care at Hand  
Brookline, Massachusetts

**Mike Oxford**

Executive Director for Policy, Topeka Independent Living Resource Center  
Topeka, Kansas

**Mary Smith, PhD**

Associate Director, Decision Support, Research, and Evaluation, Illinois Division of Mental Health  
Chicago, Illinois

**Anita Yuskas, PhD**

Coordinator, Health Care Policy & Administration, Pennsylvania State University  
Center Valley, Pennsylvania

**Robert Applebaum, MSW, PhD**

Robert Applebaum is Professor of Gerontology and Director of the Ohio Long-Term Care Project at the Scripps Gerontology Center, Miami University. He has been involved in the development and evaluation of long-term care programs across the United States for more than thirty years. He has worked with a number of states on innovations in long-term care service delivery, and completed a series of state and national studies on long-term care quality. Dr. Applebaum has been a frequent speaker at national and state conferences on long-term care. He has authored more than 85 articles and monographs, and four books on long-term care.

**Joe Caldwell, PhD**

Joe Caldwell is Director of LTSS Policy at the National Council on Aging. He has over 20 years of experience in the field of HCBS as a researcher, policy expert, provider and parent of a son with disabilities. He leads Disability and Aging Collaborative, a coalition of 37 national aging and disability organizations working together to advance HCBS policy. Joe is also an Adjunct Research Professor at the University of Illinois at Chicago, where he earned his doctorate in Disability Studies. He has a strong research background in outcomes of family support and HCBS programs for consumers and family caregivers.

**Suzanne Crisp**

Suzanne Crisp is Director of Program Design and Implementation for the National Resource Center for Participant Directed Services. She is a national expert on participant direction and in-home services on both the state and federal levels. She is the Center's expert in managed care. She was the Arkansas Assistant Director of Aging Services and Director of Integrated Services at the Centers for Medicare & Medicaid Services. She has over 25 years of experience developing, managing, and evaluating state and national programs. She implemented the first Cash & Counseling Demonstration and Evaluation program in the nation and participated in all aspects of its empirical evaluation. In her position with CMS, she assessed and approved all state Medicaid waiver and demonstration programs that offered participant-direction and later provided national technical assistance to develop quality management strategies and in-home services for CMS. Suzanne was an active member of the National Quality Enterprise which was a CMS sponsored group developed to provide states with guidance on quality assurance and improvement strategies. Area of concentration was performance indicators directly tied to participant direction.

**Jonathan Delman, PhD, JD, MPH**

Jonathan Delman is currently an Assistant Research Professor, University of Massachusetts Medical School, Department of Psychiatry and is the director of the Program for Recovery Research. From January 1999 to June 2011, Dr. Delman served as the founding executive director, Consumer Quality Initiatives, Inc. where he developed a nationally recognized model for consumer-driven results-oriented evaluation and developed a nationally recognized model for conducting community-based participatory action mental health research. He received his PhD from the Boston University School of Public Health and holds a JD from the University of Pennsylvania School of Law.

**Camille Dobson, MPA, CPHQ**

Camille Dobson is a certified professional in healthcare quality. She holds an MPA from GWU and has spent the past 18 years working in Medicaid policy and development, with a particular emphasis on Medicaid managed care. She directed the team which crafted CMS' principles for state MLTSS programs (released in May, 2013) and was the Medicaid project lead for an intra-

agency group working to address HCBS measure gaps at CMS. She has a deep understanding of program development and management at both the state and Federal level, and clearly understands the nexus between quality measurement and program improvement.

### **Sara Galantowicz, MPH**

Sara Galantowicz has two decades of health policy and disability research and evaluation experience, with an emphasis on publicly-funded long-term services and supports. Her areas of expertise include quality metrics and quality improvement, home and community-based services, Medicare post-acute care, and Medicaid claims analysis. In addition, she has more than ten years' practice in experience-of-care survey development and testing, including cognitive and field testing, with a focus on self-reports from people with disabilities. Ms. Galantowicz has significant project and client management experience, and has given multiple conference presentations and trainings. She is currently a Senior Associate with Abt Associates; previously she was a Research Manager for Truven Health Analytics and a Senior Evaluator at the U.S. Government Accountability Office. Ms. Galantowicz holds an economics degree from Princeton University and a Masters in Public Health from the University of Michigan.

### **Ari Houser, MA**

Ari Houser is a Senior Methods Advisor in the AARP Public Policy Institute, where his work includes demographics, disability, quality and patterns of use of long term services and supports, family caregiving, and methodological advising on many topics. Prior to joining the AARP Public Policy Institute, Mr. Houser worked at the RAND Corporation on a variety of topics including occupational health and safety management. He has a bachelor's degree from Swarthmore College and is a Ph.D. candidate (ABD) in measurement, statistics, and evaluation at the University of Maryland.

### **H. Stephen Kaye, PhD**

H. Stephen Kaye is a professor at the Institute for Health & Aging and the Department of Social and Behavioral Sciences at the University of California San Francisco. He serves as director and principal investigator of the Community Living Policy Center, a Rehabilitation Research and Training Center funded by the National Institute on Disability and Rehabilitation Research and the Administration for Community Living, U.S. Department of Health and Human Services. He received a Ph.D. from Stanford University in 1983. His primary research interests focus on community-based long-term services and supports needed by people with disabilities of all ages, employment issues among people with disabilities, use of information and assistive technology, and disability measurement and data collection.

### **Patti Killingsworth**

Patti Killingsworth is an Assistant Commissioner and Chief of Long Term Services & Supports for the Bureau of TennCare. She has led the implementation of an integrated MLTSS system for seniors and adults with physical disabilities, expanding access to HCBS and rapidly moving toward a rebalanced long term care system in Tennessee. Her commitment is to changing systems to better meet the needs of consumers and families, promoting the development and expansion of HCBS, and ensuring that the voice and perspective of consumers, family members, and other key stakeholders is brought to bear in policy and program decision-making processes.

### **K. Charlie Lakin, PhD**

K. Charlie Lakin has more than 40 years' experience in disability services. Between 2011 and 2014 he served as Director of the National Institute on Disability and Rehabilitation Research. Prior to coming to NIDRR, Mr. Lakin spent 35 years at the University of Minnesota, including 23 years as

director of the Research and Training Center on Community Living. At Minnesota Mr. Lakin directed dozens of research projects and (co-)authored more than 300 publications based on that work. He frequently consulted with state, federal and international agencies on policy, research and evaluation. Among recognitions deriving from Mr. Lakin's work are presidential appointments by Presidents Clinton and Obama as well as service, research, leadership and humanitarian awards from the American Association on Intellectual and Developmental Disabilities, the American Network of Community Options and Resources, The Arc of the US, the Association of University Centers on Disability, the National Association of County Behavioral Health and Developmental Disabilities Directors, and the National Association of State Directors of Developmental Disabilities Services. He is also a recipient of the University of Minnesota's Outstanding Community Service Award.

### **Clare Luz , PhD**

Clare Luz is the Assistant Professor in Family Medicine at Michigan State University. She has over 30 years of HCBS experience, as a provider in long-term care settings then as a gerontologist/health services researcher. Her research focuses on functional health of older adults and programs and policies that improve quality of care, health outcomes, and life. Most recently, Dr. Luz served as Michigan's principal investigator for a national demonstration/community-based project to develop and test a training program for personal care aides who provide home care to older adults. She teaches research methods and serves on the Governor's Long Term Care Supports and serves on the Governor's Long Term Care Supports and Services Commission.

### **Sandra Markwood, MA**

Sandra Markwood is the CEO of the National Association of Area Agencies on Aging (n4a), which represents the nation's Area Agencies on Aging that provide critical home and community-based services throughout the United States. Prior to joining n4a, Markwood worked for the National Association of Counties, National League of Cities and as Assistant to the County Executive in Albemarle County, VA.

### **Barbara McCann, MA**

Barbara McCann is a 25 year national leader and facilitator of consensus around standards of care, quality measurement and actionable improvement in the delivery of home and community based care with experience as: a social work professional delivering care in the home; national staff support to current Medicaid/Medicare providers in 36 states and dual demonstrations in 6 states; staff of a national payer (Blue Cross and Blue Shield) and a national accreditation body, JCAHO; and a Board member of the Community Health Accreditation Program. Over the past two years she have also added the experience of working with Interim Health's sister companies in Ireland, the UK, and Australia in operationalizing new regulation, including the use of standardized assessments to develop packages of community services delivered to the disabled and elderly, and directed by those individuals at their choice. She brings a breadth of national and international experience, as well as daily involvement with those delivering this care in a variety of urban and rural communities.

### **Sarita Mohanty, MD, MPH, MBA**

Sarita Mohanty is the Executive Director, Community-Clinical Care Integration for Kaiser Permanente, Northern California, with a focus on operations, strategy, and delivery of the social care services. Dr. Mohanty has over 15 years of experience in health care delivery, quality improvement, and health services research. From 2011-2014, Dr. Mohanty was the Senior Medical Director for LA Care Health Plan, where she was instrumental in the implementation of Long Term Services and Supports. Dr. Mohanty earned her BA from UC Berkeley, her MD from

Boston University, and her MPH from Harvard University. In 2012, she obtained her MBA from UCLA's Anderson School.

### **Gerry Morrissey, M.Ed, MPA**

Gerry Morrissey is Chief Quality Officer for The MENTOR Network, he has designed a quality improvement program that established a clear set of standards and expectations, increased capacity to monitor and report on key quality indicators, and directs quality improvement initiatives across all Network operations. As the Commissioner of the Massachusetts Department of Developmental Services, he led the design and implementation of a new client information system to enhance the capacity to use data for driving decisions and improving outcomes. As past president of the NASDDDS, he was engaged in the development of the National Core Indicators for IDD services.

### **Ari Ne'eman**

Ari Ne'eman is the President and co-founder of the Autistic Self Advocacy Network. In 2009, President Obama nominated Ari to the National Council on Disability, a federal agency charged with advising the executive branch. He currently chairs the Council's Entitlements Committee. From 2010 to 2012, he served as a public member to the Interagency Autism Coordinating Committee, a Federal advisory committee that coordinates all efforts within HHS concerning autism. Ari also served as an adviser to the DSM-5 Neurodevelopmental Disorders Workgroup convened by the American Psychiatric Association.

### **Andrey Ostrovsky, MD**

Andrey Ostrovsky is a practicing physician and social entrepreneur who leads Care at Hand's executive management and strategic vision. Dr. Ostrovsky has led teams at the World Health Organization, United States Senate, and San Francisco Health Department toward health system strengthening through technology. He has contributed to legislation at the city and national level to advance care delivery for vulnerable populations. He is a published researcher in public health informatics, quality improvement, healthcare innovation, social entrepreneurship, and care coordination.

### **Mike Oxford**

Mike Oxford has been Executive Director of Topeka Independent Living Resource Center over 20 years. His experience with long term services & supports (LTS&S) ranges from direct support worker, to developing and providing innovative services, to using services. Programs Mike operates are known for innovation and quality and he has been very involved with policy and research over the past two decades. Recipient of a HCFA Director's Citation of Merit in for innovation and quality in LTS&S in 1997, Mike has presented on LTS&S and has served on many public and private research panels, forums and academic research projects.

### **Mary Smith, PhD**

Mary Smith is the Associate Director of Decision Support, Illinois DHS Division of Mental Health with responsibility for developing/implementing policy regarding MIS design, performance measurement, and coordination of research/evaluation activities including MIS design/data analysis for the Williams vs. Quinn Olmstead Consent Decree. She is the principal investigator for a series of SAMHSA data infrastructure contracts, and a past chair of the MHSIP Policy Group, co-authoring the Mental Health Quality Report. She has provided consultation in the use of data for planning, performance measurement, and MIS implementation. Dr. Smith holds a Ph.D. in organizational/social psychology.

### **Anita Yuskauskas, PhD**

Anita Yuskauskas has been appointed program coordinator and full-time instructor in Health Policy Administration and Rehabilitation and Human Services. She received her doctoral degree in rehabilitation from Syracuse University. She previously taught at the University of Delaware in Newark, and also served as Technical Director for Quality in Medicaid Home and Community Based Services with the Centers for Medicare and Medicaid Services. She also served as a liaison with American Indian-Alaska native tribes regarding HCBS issues. She was previously an Analyst at CMS involved with HCBS self-direction. Preceding her federal tenure, Anita served as a Division Chief in Hawaii's Department of Health, overseeing the developmental disabilities, Hansen's disease, and brain injury programs. She also served as Chief Policy Analyst for the Center for Outcome Analysis in Rosemont, Pennsylvania. She conducted numerous program evaluation and research projects specializing in organizational change, and taught undergraduate and graduate courses in human services and special education. Anita previously volunteered her time as an advisor for Speaking for Ourselves, a statewide self-advocacy organization in Pennsylvania, and is a trained mediator.