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KEY QUALIFICATIONS

28 years of health care experience in both the public and private sectors. Areas of strength: profiling, analyzing, and redesigning systems of care; project management; program development, implementation and evaluation; and facilitating and building consensus within diverse groups. Extensive experience in Performance/Quality Improvement, Medicaid Managed Care, Home and Community Based Waiver and Special Needs Populations, and Children's Mental Health systems. Prolific writer of technical and reader-friendly documents.

EDUCATION

Catholic University, M.S. Nursing, Adult Nurse Practitioner Program 1986
Sigma Theta Tau, National Nursing Honor Society
University of Maryland at Baltimore, B.S.N. Nursing 1980

PROFESSIONAL EXPERIENCE

The Koontz Group –President August 2000-Present

Consulting services provided in the areas of healthcare program redesign and policy development, Federal and State program evaluations, and facilitation services. Projects include work for:

APS HealthCare Boston, Massachusetts (contact Alison Ready, Executive Director 617-723-8700)

Under contract with the state of Massachusetts Medicaid Program, currently providing consultation to the APS Executive Director on the requirements of the Federal Balanced Budget Act of 1997 and performing an external quality review and operational evaluation of four managed care health plans, three senior care organizations and one prepaid inpatient health plan.

APS HealthCare California (contact Sheila Baylor)

For the State of Michigan, conducted an independent analysis and evaluation of each contracted PIHP's ability to provide Medicaid enrollees with services that meet BBA regulatory and Michigan Department of Community health requirements for quality, access, and timeliness.

HCBS Strategies, Inc. (contact Steven Lutzky, PhD President 410-366-4227)

Currently conducting a Federal and State compliance review for three Fiscal Employer Agent Models of Consumer Direction in three Centers for Independent Living: The Northeastern Pennsylvania CIL (NEPACIL) and Consumer Resources for Independence (CRI) in Pennsylvania, and Access to Consumer Employer Support Services (ACES\$) in Illinois.

Under a subcontract with Minnesota Department of Human Services Division of Disability Services, participated on a team of three to comprehensively redesign the long-term care infrastructure for people with disabilities (developmental, physical and mental). The outcome was the development of a comprehensive screening and assessment tool used to simplify and streamline procedures across the state's 87 counties for access to services, and to create a mechanism for assignment of service benefit levels and related budgets in order to maximize independence, recovery, and quality of life for all persons, regardless of age or disability.

Under a subcontract with the Illinois Department of Healthcare and Family Services, developed a Quality Improvement Infrastructure for 1915b Home and Community Based Waiver Programs for the Elderly, Medically Fragile Technology Dependent (MFTD) Children and supportive living facilities

Created a level of care determination and comprehensive assessment tool for the Illinois MFTD Children's Waiver

Served as a grant reviewer for CMS' Real Choice Systems Change grants released under the President's New Freedom Initiatives. Grants reviewed were for the QA/QI applicants.

Developed a Fiscal Intermediary Employer Manual for the Berks County Pennsylvania Center for Independent Living. The manual serves as the policy and procedures reference for fiscal intermediary staff, i.e., those who represent health professionals serving as "employees" under a model of consumer directed services for older adults and individuals with disabilities.

Macro International Inc. Atlanta Ga.(contact Freda Brashears 404-321-3211) and Walter R. MacDonald and Associates Rockville, Md. (contact Carolyn Lichtenstein 301-881-2590)

For the DHHS, Substance Abuse and Mental Health Services Administration (SAMHSA) Center for Mental Health Services (CMHS). Since 1998, have served as a site evaluator/report writer for the National Evaluation of grantee sites of the Comprehensive Community Mental Health Services for Children with SED and their Families. This program develops systems of care for children with severe emotional disturbance using the principles of interagency integration and coordination, least restrictive and community-based, individualized, family-focused, and culturally appropriate services. Agencies involved include schools, juvenile justice, mental health, public health and child welfare.

Portland State University, Regional Research Institute (contact Nancy Koroloff PhD, Vice Provost)

Conducted an evaluation of the Children's Mental Health System Change Initiative, a legislative mandate to reform the children's mental health system in the state of Oregon.

Vancouver, Washington. Clark County Department of Community Services (contact Cheri Dolezal, Deputy Director).

Developed the Operational Protocol for how Veterans' access and receive services in the new Clark County, WA Center for Community Health (CCH). The protocol focuses on Veteran access to the array of mental health, substance abuse and homelessness services, of which the Clark County Department of Community Services (DCS), and the Veterans Administration (VA) on the Vancouver, WA campus provide. This plan and subsequent work with Clark County is serving as an initial step toward establishing a more comprehensive, integrated and consumer friendly approach to all social service delivery (across the age and service delivery continuum) for those who access care through Clark County CCH providers.

The Department of Health and Human Services, Center for Mental Health Services (contact John Tuskan, Chief, Special Programs Branch)

In collaboration with the Administration for Children and Families Office of Refugee Resettlement (ORR), served as facilitator for a meeting to develop recommendations for ORR on methods for addressing refugee mental health

Served as facilitator for a “Dialogue” with mental health consumers and faith-based organizations to create recommendations for: improving understanding and mutual respect, overcoming barriers to systems-wide integration and collaboration, and developing outreach and information dissemination strategies. Drafted a report that became a resource guide on the issues.

American Nurses Association American Nurses Credentialing Center Silver Spring, Maryland. (Contact Claudia Zacharias Business Director)

Conducted a business process analysis and proposed redesign of the National Hospital Magnet Recognition Program Application process to reduce the process timeframe from two years to 6-9 months.

Delmarva Foundation For Medical Care (contact Julie Tyler, V.P State Programs 410-822-0697)

Since 1999, have performed annual reviews of the 7 Medicaid Managed Care Organizations (MCOs) in Maryland’s HealthChoice program as part of the External Quality Review Organization (EQRO) contract with the State of Maryland. Evaluation responsibilities have included review of the Quality Management, Governance, Utilization Review, Health Education, and Outreach Services components of MCO operations. Also conducted EQRO reviews for two Virginia Health Plans in 2004.

Assisted in the review and modification of the Quality Improvement Program for three Maryland Home and Community Based Services Waivers: for Older Adults, Individuals with a Disability and Autism Spectrum Disorder

Conducted an Independent Assessment of the Pennsylvania HealthChoices Medicaid Managed Care program as required under CMS 1915b (1) waiver renewal requirements. Evaluated and drafted the report pertaining to the physical health aspects of the program

Created a 560-page provider manual based on Federal and District regulations, policies and procedures, covering 13 different provider groups for the District of Columbia Medical Assistance Administration.

Healthcare Data.Com (contact Paul Mertel))

In the capacity of assistant auditor, perform HEDIS compliance audits of commercial health plans in the State of Maryland and Delaware.

The Maryland Department of Health and Mental Hygiene (DHMH). Under contract with the University of Maryland Baltimore County, Center for Healthcare Program Development and Management. (contact Michael Nolin Executive Director)

- Drafted the original and two subsequent updates to the Maryland Operational Protocol (the policy and procedure manual) for the Medicaid Managed Care Program “HealthChoice” to address

compliance with Federal Centers for Medicare and Medicaid Services Section 1115 Waiver requirements.

- Developed the Quality Improvement strategy for the State of Maryland 1115c Medicaid Managed Care Program and the Rare and Expensive Case Management Program, a special needs component of the State of Maryland's Section 1115 Medicaid Waiver.
- Drafted a Federal grant application that was approved for \$800,000 in funding by CMS for a Maryland Aging and Disability Resource Center
- Participated on the proposal review panel for the procurement of case management services for the State's Rare and Expensive Case Management Program.
- Served as a facilitator of meeting with DHMH and the six Maryland Medicaid Managed Care Organizations to identify administrative barriers to enrollment and disenrollment of children into the State's Rare and Expensive Case Management Program.

Birch and Davis Health Management Inc. (Now ACS)

Conducted an on-site review of the Quality Improvement and Medical Management programs for Blue Cross/Blue Shield's Blue CHiP Medicaid Managed Care program performing under contract with Rhode Island's Department of Human Services.

Department of Labor (contact Alex Keilty)

Facilitated a two and on-half day meeting with 23 national awardees of the Employment and Training Administration's Workforce Incentive Grants on December 13-15, 2000. This work is a collaborative effort between HCFA, the Social Security Administration and DOL.

KRA Corporation- Director of Health Programs- 1998-2000

Responsible for the strategic direction and management of KRA's Health Programs Division. Management responsibility for a staff of five. Accountable for the following projects:

For the Department of Housing and Urban Development

Facilitated a two-day conference with representatives of the Department of Housing and Urban Development and the Center for Mental Health Services for the purpose of developing a Mental Health Action Plan to conform to a HUD legislative mandate.

For the SAMHSA Center for Mental Health Services

- Facilitated a dialogue between mental health consumers and social workers and drafted the meeting report.
- Participated under a subcontract with Macro International Inc., to conduct a national evaluation of Grantee sites of the Comprehensive Community Mental Health Services for Children and their Families.

- Oversight for a project under a consortium lead by the American Psychological Association to develop a CD-ROM on violence prevention for use by high school students, teachers and parents.

For the SAMHSA Center for Substance Abuse Prevention

- Developed the evaluation report for a cross-site evaluation performed for the Office of Medical and Clinical Affairs of the eight 1998 Faculty Development Program (FDP) grant recipient sites.

For the Centers for Disease Control and Prevention

- Assessed the attitudes and beliefs of African American community-based providers in transitioning the HIV- infected inmate back into the community. Facilitated an expert panel of individuals with experience in HIV / AIDS corrections, mental health, and social service discharge planning and community-based social services to create a two-day agenda for four regional meetings.

For the Maryland Department of Health and Mental Hygiene

Performed outreach and enrollment activities for Maryland's Medicaid Managed Care Program

For the Rhode Island Department of Human Services

Created the Children's Health Insurance Plan Amendment for the addition of dental and wrap around services

For the NIH Institute on Deafness and Other Neurological Disorders (NIDCD)

Worked with a panel of experts under the Office of the Director, and developed a layperson's version of the NIDCD strategic plan. Created the final report which is currently on the NIDCD web site.

For the NIH Office of Research on Women's Health. Served as scientific writer for a two-day meeting on Pharmacogenetics, Pharmacodynamics and Pharmacokinetics of gender differences.

For the NIH Office of the Director

Served as a scientific writer for an expert panel meeting on Pluripotent Stem Cell Research.

Center for Health Program Development and Management, University of Maryland, Baltimore County -Consultant and -Senior Policy Analyst- 1996-1998

For the Maryland Department of Health and Mental Hygiene, worked on a variety of policy and program development issues pertaining to the Medicaid Managed Care program, HealthChoice and the Title XXI Maryland Children s Health program focusing on processes of care delivery, quality improvement, special needs populations, outreach, and educational program design and facilitation. Specific projects are highlighted below:

- Developed the outreach strategy for the Maryland Children s Health Program, recognized by HCFA as a model for other States; and served as the manager of the Maryland Children s Health Program media contractor for the development of the scripts and procurement of media buys.

- Assisted in the development of the State Child Health Insurance Program proposal for Maryland and Rhode Island.
- Developed the Maryland HealthChoice Quality Improvement Program that was submitted to HCFA in September, 1997 and approved in January 1998.
- Developed the HCFA required Operational Protocol (policy and procedure manual) for the Maryland Medicaid Managed Care Program, HealthChoice that was approved by HCFA and recognized as a model protocol for other States.
- Chaired the Quality Team responsible for evaluating managed care service delivery for recipients of Medicaid, Long Term Care, Special Needs, and Minority Health populations.
- Developed and conducted Ombudsman training for MCOs and Maryland local health departments. Developed and conducted training for State enrollee and provider hotline staff.
- Drafted sections of Maryland 1115 Waiver and the initial draft of the HealthChoice regulations COMAR 10.09.65.03-11 pertaining to Special Populations and Quality Assurance. Served as facilitator for the Special Needs Populations Advisory Committee meetings.
- Prepared policy option papers on feasibility of MCO carve-outs for special needs children and privatizing health insurance through employer-based programs.
- Conducted focus groups for providers and recipients.
- Served as policy mentor and associate faculty in health policy to students at the University of Maryland Nursing School graduate program.

Health Dimensions, Inc., Seattle, Washington- Senior Consultant, 1995-1996

As an independent consultant contractor at Health Dimensions, Inc., assisted Blue Cross and Blue Shield of Texas-respond to a State of Texas RFP for the provision of a managed care Medicaid program for four regions in Texas and developed the Early and Periodic Screening, Diagnosis and Treatment Program, the Family Planning Program and the responses for the provision of WIC services. Ms. Koontz also developed the Clinical Quality Management Plan for Humana Military Health Healthcare Services, Inc., in Louisville, Kentucky, and the Clinical Quality Improvement responses for Humana and Blue Cross/Blue Shield of Arizona for a Government RFP to provide healthcare services to CHAMPUS beneficiaries in Managed Care Support Regions 3 and 4.

- Developed a response to a State RFP for the development of a managed care program for BlueLincs HMO of Oklahoma and created a comprehensive plan for providing Early and Periodic Screening, Diagnoses and Treatment (EPSDT) for Medicaid youth.
- Conducted NCQA pre-assessment surveys for Blue Cross/Blue Shield of Delaware and for the Hawaii Medical Services Association s (HMSA) Health Plan Hawaii HMO.
- Created a managed care marketing strategy for Integrated Health Services, Inc. of Virginia.

- Designed a market research survey instrument for American Psych Systems to survey managed care companies in Seattle about their experiences with managed care behavioral health entities.

American Medical International, (Now Tenet Health)

Operations Corporate Consultant, 1988-1990

**Doctors Community Hospital, Lanham, MD (250 Bed Med/Surg Hospital)-
1980-1995**

Manager of Planning and Market Research

Nurse Consultant to CEO

Administrative Director of Medical Staff Services

Administrator of Hospital Nights

Staff Nurse Medical Surgical Floor

List of Affiliations, Authored Documents and Reports available upon Request