



MassHealth Matters II: Options for Reforming Long-Term Services and Supports

Speaker Biographies

Toyin Ajayi, MD, MPhil, is the chief medical officer at Commonwealth Care Alliance (CCA). In addition to overseeing clinical delivery and clinical operations at CCA, she is a practicing physician, serving as the primary care physician for elderly homeless and marginally housed CCA members cared for within an interdisciplinary team at Commonwealth Community Care, as well as a hospitalist on CCA's shared inpatient service at Boston Medical Center.

Prior to joining CCA in 2013, Dr. Ajayi was attending physician at Boston Medical Center Department of Family Medicine and a clinical instructor at Boston University School of Public Health. Her career and academic interests center around efforts to design, implement, and evaluate clinical interventions to improve the quality, patient-centeredness, and cost of health care delivery in complex and multi-morbid patient populations.

Dr. Ajayi received her undergraduate degree from Stanford University, an MPhil from the University of Cambridge, and her medical degree from King's College London School of Medicine. She completed her residency training at Boston Medical Center.

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.

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.



Philip W. Johnston is the founder and president of Philip W. Johnston Associates and a recognized national and state leader on health and human services issues. Mr. Johnston began his career as a child welfare social worker in the Commonwealth of Massachusetts. Following work on the campaign of Senator Robert F. Kennedy in 1968, Mr. Johnston founded the RFK Children's Action Corps, a private nonprofit agency that provides residential and educational services for at-risk children throughout Massachusetts. Mr. Johnston was elected as a member of the Massachusetts House of Representatives in 1974 and was re-elected four times by large margins. Governor Michael S. Dukakis appointed Mr. Johnston to serve as Massachusetts Secretary of Health and Human Services in 1984, a position he held until 1991. In this capacity, he was chief executive officer and principal policy maker for 17 diverse state human services agencies, including adult and juvenile corrections, parole, public welfare, child welfare, public health, mental health and retardation, medical security, disabilities, and rate setting. He directed the development and implementation of major projects including the Mental Health Action Project, a five-year, \$350 million initiative to reform the state's mental health system; the creation of the nation's first state agency serving the deaf and hard of hearing; the development of a highly successful employment and training program that put thousands of welfare recipients to work; and the enactment of the state's initial universal health care legislation.

In 1991, Mr. Johnston was appointed executive director of the Robert F. Kennedy Center for Justice and Human Rights in Washington D.C., the Kennedy family's living memorial to the late Senator Robert F. Kennedy. In 1993, President Clinton appointed Mr. Johnston to serve as New England Administrator of Health and Human Services, where he served until 1996. Mr. Johnston has taught human services and public administration courses at both the graduate and undergraduate levels at Curry College and Boston University. He holds a master's of public administration from Harvard University.

Kate Nordahl is senior director for coverage and executive director of the Massachusetts Medicaid Policy Institute (MMPI), a program of the Blue Cross Blue Shield of Massachusetts Foundation. MMPI seeks to promote a broad understanding of the Massachusetts Medicaid program ("MassHealth") through its policy research and analysis. She also oversees the Foundation's Massachusetts Health Reform Survey (MHRS), which has been conducted nearly annually since 2006 and tracks trends in access and affordability of health care and health insurance.

Prior to joining MMPI, Kate 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, Kate 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, Kate spent 12 years in leadership positions with MassHealth 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.

In 2016, Kate was honored with the Boston Center for Independent Living's Marie Feltin Award for her work advancing innovative Medicaid policy and programs in Massachusetts. She holds a master's degree in health policy and management from the Harvard School of Public Health.



Carol Raphael is a senior advisor at Manatt Health. 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 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.

Tom Riley is chief executive officer of Seniorlink. In this role, Tom brings his vision and expertise to the next generation of innovative care, and is committed to enriching the lives of caregivers and their families. Tom is particularly focused on expanding Seniorlink's reach with mobile technology designed specifically for caregivers, their care teams, and professional supports. Tom brings more than three decades of leadership experience in health care services and proprietary education. He was a board member and interim chairman/chief executive officer of Brown schools, which provides specialized residential treatment and education programs for at-risk youth. Tom was also chief executive officer of Care Advantage, a provider of high-cost case management services, and he served as chief financial officer and chief executive officer of National MENTOR, Inc., now Civitas Solutions.

Audrey Shelto, MMHS, 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, Audrey assumed leadership of the Foundation in August 2013. She leads the Foundation's strategic agenda to broaden health coverage and reduce barriers to care through grants, research, and policy initiatives.

Audrey served as interim president of the Blue Cross Blue Shield of Massachusetts Foundation in 2005, helping to shape the Foundation's policies and supporting the Roadmap to Coverage initiative that led to Massachusetts' landmark 2006 universal health care law. She joined Blue Cross Blue Shield of Massachusetts in 2007, where she focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president.

Audrey's other professional experience includes 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 is widely recognized for her expertise in all aspects of health care and is often called upon to serve on committees and task forces around the state, such as the Mayor's Advisory Committee on Addiction & Recovery (Boston) and the MA House of Representatives Legislative Working Group on Managed Care Organizations. Audrey is also a sought after speaker on the local and national health care scene.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University. She serves on the board of the Justice Resource Institute, the leadership advisory committee of the Kraft Center for Community Health, and recently received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center.

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.