

# **Innovations in Medicaid Managed Care for Children, Youth and Young Adults with Behavioral Health Challenges**

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## **Faculty Biographies**

### **Suzanne Fields**

Suzanne Fields, MSW, is a clinical social worker with 20 years of experience. Her work has spanned multiple settings including Medicaid, managed care, mental health and substance use, child and adult services, and child welfare. Currently, Ms Fields is Faculty and the Senior Advisor for Health Care Policy and Financing at the Institute for Innovation and Implementation, University of Maryland, School of Social Work. Ms Fields also provides consultation and coaching to states involved in the Centers for Medicare and Medicaid (CMS) Innovation Accelerator Program, including states pursuing 1115 waivers to address substance use disorders; and technical support to states regarding compliance with Mental Health Parity and Addictions Equity Act (MHPAEA). Previously, she served as the Senior Advisor to the Administrator for Health Care Financing with the Substance Abuse and Mental Health Services Administration. In that role, she was responsible for leading the agency's work on the Affordable Care Act and Mental Health Parity and Addictions Equity Act, including policy, financing, regulations, federal and state implementation, and collaboration with multiple federal partners including CMS, ASPE, ACF and HRSA. Prior to joining SAMHSA, Ms. Fields worked for the Technical Assistance Collaborative (TAC), a national nonprofit consulting firm. In that role, she assisted states in numerous Medicaid, managed care, mental health and substance use disorder efforts, dissemination of best practices, cross system financing, system design and delivery, and quality initiatives. Prior to joining TAC, Ms. Fields was director of the Office of Behavioral Health for Massachusetts Medicaid, where she was responsible for the purchasing, delivery, and quality of mental health and substance use disorder services for 1.1 million adults and children through fee for service, integrated managed care plans and specialty behavioral health organizations. Additionally, Ms. Fields was responsible for the service design and implementation of best practice services for children and youth under the Rosie D. EPSDT lawsuit.

### **Deborah Harbuger**

Deborah S. Harburger, MSW is a Clinical Instructor and Co-Director of the Maryland Center at The Institute for Innovation & Implementation at the University of Maryland School of Social Work and a Lead Consultant for The Technical Assistance Network for Children's Behavioral Health (TA Network). A trained Title IV-E public child welfare social worker with more than a decade of experience in public child- and family-serving systems, Deborah has knowledge of financing for behavioral health (including Medicaid and child welfare financing), systems of care, and the intersection of child welfare and homelessness. She is interested in sustainable financing and the use of high quality, effective, and less costly home- and community-based services and supports. Deborah served as Project Director for Maryland's Centers for Medicare &

Medicaid-funded 1915(c) Psychiatric Residential Treatment Facilities Demonstration Project and Children's Quality Health Insurance Program Reauthorization Act (CHIPRA) Quality Demonstration Project, as well as Thrive@25, Maryland's two-year federal planning grant to end homelessness for youth and young adults with child welfare histories. Currently, Deborah serves as Project Director of the Thrive@25 Phase II Implementation Grant and is involved with Youth REACH (Reach out, Engage, Assist, & Count to end Homelessness) MD, an effort to obtain accurate, detailed information on the number, characteristics, and needs of unaccompanied homeless youth in Maryland. She oversees The Institute's policy and financing work in Maryland and works directly with states as part of The TA Network and is part of its Policy, Finance, and System Designing Hub. A graduate of The Pennsylvania State University Schreyer Honors College with a bachelor's degree in psychology, Deborah received her master's degree in social work with a concentration in management and community organization and specialization in families and children from the University of Maryland School of Social Work.

### **Bruce Kamradt**

Bruce Kamradt recently retired after 20 years as Director of Wraparound Milwaukee. Wraparound Milwaukee has been a national model in Systems of Care serving Children with Serious Emotional and Mental health Needs and their Families. Wraparound is a strength-based, highly individualized, family focused and community-based approach that has revolutionized care for the most complex needs children and reduced the utilization of institutionalized care. The model as implemented in Milwaukee was named by the President's Freedom Commission on Mental health in 2004 as the exemplary model in the US. And then in 2009 won the Harvard University Kennedy School of Government's award as the Best Innovation in American Government.

Mr. Kamradt has been a consultant to many U.S. states, communities, to the federal government and worked in other countries to promote the model. Mr. Kamradt is currently doing consulting work for the National Technical Assistance Center on Children's Mental Health at the University of Maryland, for the Alliance for Children and Families Inc., and the International Initiative on Mental Health Leadership(IIMHL) and continues to help other states, communities and countries to learn how to implement the model.

Mr. Kamradt has previously worked as a mental health hospital administrator, a child Welfare Manager and Juvenile Court Administrator all of which have helped him with designing, developing and implementing the wraparound model across multiple child serving agencies—One Family-One System of Care.

### **Sheila Pires**

Sheila A. Pires is a founding partner of the Human Service Collaborative of Washington, D.C., a policy and technical assistance group specializing in child and family service systems. Sheila has over 35 years of experience in national, state, and local government and non-profit agencies serving children, youth and families at risk. She has held senior staff and management positions in the U.S. House of Representatives, the U.S. Department of Health, Education and Welfare and the Carter

White House. She co-chaired the children's mental health and substance abuse committee of President Clinton's Task Force on Health Care Reform, and co-authored the children's issue brief and policy recommendations for President Bush's New Freedom Mental Health Commission. In the Obama Administration, she was invited to present on children's behavioral health at the Center for Medicare and Medicaid Services Grand Rounds. She serves as the Senior Consultant to the Children in Managed Care and Child Health Quality Programs at the Center for Health Care Strategies and is a core partner of the National Technical Assistance Network for Children's Behavioral Health (TA Network). Sheila served as Deputy Commissioner of Social Services for the District of Columbia and also led a reorganization of the city's child mental health system as head of child mental health services. She has consulted with most states, as well as counties, cities, neighborhoods, and family organizations, and has authored numerous publications on systems change, including *Building Systems of Care: A Primer*. Sheila received her B.A. from Boston University and a Master in Public Administration from Harvard University.

### **Shannon Robshaw**

Ms. Shannon Robshaw has over twenty years of experience in state government and non-profit executive leadership positions focusing on system reform and cross-agency collaboration to improve mental health and health service delivery systems. She currently serves as a system design and implementation specialist and lead Coach/Consultant with the TA Network for Children's Behavioral Health in the Institute for Innovation and Implementation. In that position she works with over 22 SAMHSA SOC grantees across 10 states. Previous to this position, she served as Executive Director of the Continuum of Care (COC) in the South Carolina Governor's Office, whose mission is to provide care management services for the state's children and youth with the most serious and complex behavioral health disorders. In that position, she transitioned COC's practice model to high fidelity wraparound and reorganized management and infrastructure to support the practice model. She also served on multi-agency Leadership Team developing South Carolina's statewide Palmetto Coordinated System of Care. Ms. Robshaw previously served as the Director of the Louisiana Coordinated System of Care and led planning and start-up efforts for the Governor's cross-departmental initiative to build a new service delivery system for children and youth at risk of out of home placements. Past service as the Executive Director of the Louisiana Health Care Quality Forum, an Executive Management Officer in the Office of the Secretary of the Louisiana Department of Health and Hospitals and as the Executive Director of the Mental Health Association in Louisiana.

### **Melissa Schober**

Melissa Schober has a vast array of health policy and public health expertise and has spent her career improving access to care for women, children and adolescents. Prior to joining The Institute for Innovation and Implementation, Melissa was a Senior Consultant at Health Management Associates. Previously, she was the director of the Office of School Health at the Maryland Department of Health and Mental Hygiene (DHMH) where she led initiatives to improve the health of all school-aged children by

strategically integrating public health activities carried out in school settings with ongoing statewide delivery system reforms.

From 2010-2014, she served as director of Medicaid Policy for the Maryland Mental Hygiene Administration (MHA, now the Behavioral Health Administration) where she focused on expanding access to publicly funded mental health services for children and adolescents through a 1915(i) state plan amendment. She also led efforts to increase care coordination for individuals with chronic physical and behavioral health conditions using a section 2703 Health Home. Her work with the MHA also included extensive stakeholder engagement as the state redesigned its public system by integrating two state agencies into a single behavioral health administration.

Melissa also has worked with the Society for Public Health Education, Women's Policy, Inc., and the MayaTech Corporation on public health advocacy, program evaluation, and reducing health disparities. She received her Bachelor of Arts degree from the University of St. Joseph in West Hartford, Connecticut and her Master of Public Management in Health Policy from the University of Maryland, College Park.

### **Dayana Simons**

Dayana Simons is Health Program Director at The Institute and currently serves as the director of communications for the National Technical Assistance Network for Children's Behavioral Health (TA Network) which operates SAMHSA's National Training and Technical Assistance Center for Child, Youth and Family Mental Health (NTTAC). Her duties include co-leading the TA Network's Clinical Distance Learning Series; and serving as a primary technical assistance resource and coach to 11 System of Care grantee sites across the country. Ms. Simons is also responsible for development and implementation of quality assurance and improvement processes for material produced by and disseminated through the TA Network. She oversees, reviews, and edits broadly disseminated material on topics related to children's behavioral health. She has experience in policy implementation, program design and the delivery system of best practice home- and community-based services for children and youth under the federal EPSDT statute and has overseen and monitored service design and implementation for EPSDT remedy services. Ms. Simons' experience includes oversight of efforts to improve the mental health delivery system for children involved in the child welfare and juvenile justice systems. She has a Bachelor of Science degree in Economics from Northeastern University and a Master of Education degree in Counseling Psychology from the University of Massachusetts.

### **Beth Stroul**

Beth Stroul, M.Ed. is a consultant specializing in the area of children's mental health policy. She has completed numerous research, evaluation, policy analysis, strategic planning, technical assistance, consultation, training, and writing activities related to implementing, expanding, and sustaining systems of care for children, youth, and young adults with mental health challenges and their families. Ms. Stroul is a partner of the Technical Assistance Network for Children's Behavioral Health coordinated by University of Maryland, through which she provides technical assistance and consultation to states and communities, in addition to policy analysis and resource development. She is also a senior advisor to the national evaluation of the federal

Children's Mental Health Initiative conducted by Westat. Previously, Ms. Stroul was a consultant to the National Technical Assistance Center for Children's Mental Health at Georgetown University throughout its 30-year tenure where she played a leadership role in many areas of system of care implementation, including planning and organizing the center's well regarded national training institutes. She has published extensively in the field, including a seminal monograph that first presented the system of care approach for children's mental health. She co-edited book series on systems of care, and her latest book is entitled, *The System of Care Handbook: Transforming Mental Health Services for Children, Adolescents, and Families*. Her current and recent work includes studies on strategies for widespread expansion of systems of care, financing strategies for systems of care, return on investment in systems of care. She has developed numerous tools for use by states and communities, including a rating tool to measure implementation of the system of care approach. She has also developed a guide for family-run organizations on becoming Medicaid providers of peer support. Ms. Stroul served on the mental health working group of the President's Task Force on Health Care Reform and as a consultant to the President's New Freedom Commission on Mental Health.

### **Denise Sulzbach**

Denise Sulzbach is the Deputy Director of the National TA Network, which operates SAMHSA's National Training and Technical Assistance Center for Child, Youth and Family Mental Health (NTTAC) and is responsible for task order management and oversight of consultants and subject matter experts, as well as serving as lead consultant for select states. She has over 20 years of experience in program, policy, legal and fiscal analysis of child, youth, and family behavioral health organizations and systems, with specialty in supporting community/state linkages and cross-system partnerships in the planning and implementation of data-driven projects and outcome-based strategic plans through training and technical assistance and strategic planning. Ms. Sulzbach has developed expertise in designing and financing home and community-based systems through her work on Maryland's State Implementation Team for their 1915(c) Medicaid Demonstration Waiver and 1915(i) and Health Home State Plan Amendments (SPAs), as well as her authorship of several technical assistance documents, regulations, and SPAs. Ms. Sulzbach has provided oversight, leadership and policy and fiscal analyses on numerous SAMHSA grants and cooperative agreements and has served as a member of SAMHSA's Center for Mental Health Services, Child, Adolescent and Family Branch, Council on Collaboration and Coordination from 2009-2013, serving as Co-Chair of the Technical Assistance, Quality Improvement, Sustainability and Expansion Workgroup for two years. Ms. Sulzbach's expertise in technical assistance extends from training law enforcement and judges to cross-system planning and implementation at the local, state, and national levels.

As a former prosecutor specializing in child abuse and sexual assault, juvenile law, and drug courts, Ms. Sulzbach gained unique expertise in and understanding of the unmet cross-system needs of youth of transition age. As a prosecutor, she established a Juvenile Drug Court and her policy and procedure manual was adopted by Maryland's Drug Court Commission for statewide use. Her expertise in child welfare, juvenile justice, and substance abuse was expanded while serving as the Deputy Secretary for

Administration at the Maryland Department of Juvenile Services. Through her position as Deputy Secretary, as well as other high-level Governor appointed positions, including Project Director for Maryland's Mental Health Transformation Grant, Ms. Sulzbach has extensive experience in contract management, logistical and administrative support services. As a lawyer, Ms. Sulzbach has authored numerous requests for proposals, contracts, scopes of work, and memorandums of understanding.

### **Millie Sweeney**

Millie Sweeney holds a Master's Degree in Clinical Psychology, is the mother of two daughters, and has worked in the children's mental health field for nearly twenty years. Spanning the child-serving systems, she has direct experience in navigating systems with and on behalf of families, advocating at both the individual and policy level, and building collaborations with professionals and systems. For twelve years, she operated as a member of the management team within a large statewide family organization, participating in the administration of six system of care sites (including one focusing on transition age youth), assisting with development of the statewide Youth MOVE chapter, and managing up to twenty local and statewide programs. She operated Family Solutions Consulting, focusing on consulting in program development, parent peer support and family driven care nationally before joining the Family-Run Executive Director Leadership Association (FREDLA). As Project Coordinator, she specializes in grant and program development, staff supervision and training, curriculum development, and systems of care.

Over the past decade, Ms. Sweeney has leveraged both her professional experience and personal experience as a parent to assist organizations and states with system of care and family driven program development, consult nationally on certification and family/youth support services, offer curriculum and training on a variety of topics related to children's mental health and participate on policy-making groups at the state and national level to advocate for family voice and choice in child-serving systems.