

WENDY HOLT, M.P.P.

9 Meriam Street, Suite 4, Lexington, MA 02420
Phone: (781) 863-8003 Fax: (781) 863-1519
wendyh@dmahealth.com

PROFESSIONAL EXPERIENCE:

- 1/05 - Present **Principal**, Dougherty Management Associates, Inc., d/b/a DMA Health Strategies, Lexington, MA
- 7/96-12/04 **Senior Associate**
Management Consultant specializing in managed behavioral healthcare and public policy analysis for state agencies and human service providers.
- Leading a project to develop sustainable approaches for jail diversion in Massachusetts in partnership with the National Alliance on Mental Illness- Massachusetts and the Association for Behavioral Healthcare with funding from the Central Massachusetts Health Care Foundation;
 - Developed business case for Minnesota's Demonstration to Maintain Independence and Employment, a combined health and employment intervention that succeeded in preventing SSI disability applications;
 - With the Lewin Group, designed and conducted a survey of Massachusetts licensed mental health workforce and developed recommendations.
 - Conducted a case study of the Massachusetts Child Psychiatry Access Project for the Commonwealth Fund.
 - Directed assessments of state mental health and substance abuse needs and gaps in Georgia, Montana, and New Jersey, and regional assessments for a SAMHSA community prevention grant in Fall River and for a local coalition of health providers in North Central Massachusetts.
 - Assisted in developing Massachusetts systems of care for very young children in Boston, youth at risk of juvenile justice involvement in Central MA, and transition age youth and young adults in Metrowest MA by facilitating design and writing successful proposals.
 - Led a multi-disciplinary team that analyzed determinants of the financial health of state human service providers for the Massachusetts Executive Office of Health & Human Services.
 - Developed a report on the financial condition of Massachusetts mental health providers based on annual financial reports, and replicated it for 6 years to track trends in provider financial health
 - Primary author of a SAMHSA guide to increase early identification of mental health and substance abuse problems in children in primary care and other child serving settings.
 - Consulted to the MA Group Insurance Commission on procurement of behavioral health services for state employees.
 - Directed DMA's Children's Mental Health Benchmarking Project funded by the Annie E. Casey Foundation and the SAMHSA Managed Behavioral Managed Care Benchmarking Project. Each project provided an overview of the varied forms of organization and financing of state and county mental health systems in over 30 states and counties.
 - Completed independent assessments of the provision of care by a major state HMO after its release from receivership, and by a major hospital after its sale to a for-profit company for the Massachusetts Office of the Attorney General.
 - Designed a tiered reimbursement system for special needs foster care for the Massachusetts Department of Social Services.
 - Assisted the Massachusetts Division of Medical Assistance (the state Medicaid administrator) in strategic planning for managed care for people with disabilities.

- 9/94 - 6/96 **Manager of Policy and Planning**, MHMA, Inc., Boston, MA
 Organized, wrote and edited Provider Manual of clinical and administrative policies for the first Medicaid managed behavioral health carve out. Leadership in improving services for linguistic minorities; lead Quality Improvement team which developed standards and measures to manage services for non-English speakers, administered program for waiver of credentials for clinical staff with language skills, and contributed to developing standards for expertise in cross-cultural treatment. Key contributor to development and implementation of outpatient management strategies; wrote outpatient treatment protocols, team leader for design and implementation of retrospective review system for outpatient management, trained providers in outpatient policies, and designed key reports to measure provider compliance with protocols. Liaison to Legal Counsel for provider contract issues. Team leader for design, development, testing and pilot of a computerized information/authorization system which interfaced with the claims system.
- 10/92 - 9/94 **Network Development Manager**, MHMA, Inc., Boston, MA
 Responsible for design and coordination of statewide competitive procurement and contracting process to establish a behavioral health network of 200 clinics and hospitals and over 1,000 independent practitioners. Participated in the design of alternative programs and drafted purchasing specifications. Wrote Network Management Plan. Administered pilot of SF-36 Level of Functioning tool with a Medicaid population.
- 1991 - 1992 **Director of Administration and Finance**, Cambridge Mental Health Association, Cambridge, MA
 Responsible for all financial and administrative functions for a \$1 million community mental health center serving children and families.
- 1989 -1991 **Contract Manager**, Federated Dorchester Neighborhood Houses, Inc., Dorchester, MA
 Managed \$3 million in contracts with five state agencies and the city of Boston in a five-site, community based multi-service agency.
- 1988 **Acting Business Manager**, Women's Education & Industrial Union, Boston, MA
- 1986 - 1987 **Administrative Coordinator**, Horizons Transitional Housing Program (part-time), Women's Educational & Industrial Union, Boston, MA
- 1985 - 1986 **Consulting Staff Research Associate**, Northern Essex Com. College, Haverhill, MA
- 1980 - 1984 **Supervising Management Auditor**, Department of the State Auditor, Boston MA
 Audited the contracting systems of the Departments of Mental Health and Public Health.
- 1979 - 1980 **Research Associate**, Transitional Employment Enterprises, Inc., Boston, MA
- 1976 - 1977 **Research Assistant**, Congressional Budget Office, Washington, D.C.
- 1975 - 1976 **Research Assistant**, The Brookings Institute, Washington, D.C.

EDUCATION:

- 1979 **Master's Degree** in Public Policy, Kennedy School of Govt., Harvard University, Cambridge, MA
- 1974 **Bachelor's Degree** in Economics, Univ. of Wisconsin, Madison, WI

CONTINUOUS QUALITY IMPROVEMENT TRAINING:

- 4/94 Methods & Tools of Quality Improvement (4-day intensive course, basic level)
Institute for Healthcare Improvement, Boston, MA
- 6/94 Total Quality Management: Team Leader Training (4-day intensive course for MHMA staff)
Team Member Training (2-day intensive course)
Competitive Technologies, Inc., Tequesta, FL

PUBLICATIONS and PRESENTATIONS:

Holt, W., Jensen, P., Mass Levitt, J., & Winter, K. (In production). *Identifying mental health and substance use challenges of children and adolescents: A guide for child-serving organizations*. Rockville, MD: Center for Mental Health Services, Substance Abuse and Mental Health Services Administration.

The Lewin Group and DMA Health Strategies. Holt, W, with Linkins, K, Brya, J.J., and Dougherty, R. (October 2010) Stay Well Stay Working Research Briefs.

- ◆ *SWSW Business Case for Public Sector Investment*
- ◆ *Opportunities to Apply Effective Components of Stay Well, Stay Working to Populations with Similar Needs*
- ◆ *Contracting to Manage Work and Wellness: New Roles for Managed Care Organizations*
- ◆ *Interagency Collaboration and Financing Strategies*

Holt, W. & Sebian, J., (October 2010). *Options for Identifying Students at High Risk for Mental Health Problems*, Center for School Mental Health 15th Annual Conference.

Holt, W. with Dougherty, R., Perlman, S., & Widmer, M., Editor, Hindley, B. (June 2010). *The Utility of Trouble: Maximizing the Value of Our Human Services Dollars*, The Boston Foundation and the Massachusetts Taxpayers Foundation.

Holt, W. (June 2010). *Children's Mental Health Workforce In Massachusetts: Defining Workforce Capacity in a Complex Healthcare System*, Academy Health Annual Research Meeting.

Holt, W. (March 2010). *The Massachusetts Child Psychiatry Access Project: Supporting Mental Health Treatment in Primary Care*, Commonwealth Fund Case Study: High-Performing Health Care Organization.

Holt, W. (July 2008). "Fulfilling the Promise of Early Identification," Targeted Institute #14: Tools for Early Identification, Assessment, and Service Planning within Systems of Care, Training Institutes 2008.

DMA Health Strategies. (October 2007). *Financial Health of Providers in Mass. Human Service System*, Prepared for the Executive Office of Health & Human Services, Commonwealth of Massachusetts.

Holt, W. with Mass-Levitt, J. (February 2006). "Early Identification in Primary Care and Schools: The Challenges of Meeting the New Freedom Commission Goal for Identifying Children's Mental Health Needs", Conference on State Mental Health Agency Services Research, Program Evaluation and Policy.

Holt, W. (February 2006). "School Experiences with Mental Health Screening and Services", 19th Annual Conference on Children's Mental Health Research.

Holt, W. with Gould, D. and Adams, M. (March 2005). "Community Planning for a System of Care for Transition Age Youth", Child Welfare League of America Annual Conference.

Holt, W. and Dougherty, R. (February 2005). "Comprehensive State Planning: Practical Lessons on Multi-Agency Planning", 15th Annual Conference On State Mental Health Agency Services Research, Program Evaluation And Policy.

Dougherty Management, Inc. (January 2005). *"Children's Mental Health Benchmarking Project", Fourth Year Report*. Funded by The Annie E. Casey Foundation.

Dougherty Management, Inc., (2002). *Medicaid Behavioral Health Benchmarking Project Report*. DHHS Publication No. (SMA) 03-3844, Rockville, MdD: Substance Abuse and Mental Health Services Administration.

'Chapter 6: Continuous Quality Improvement: Principles of Implementation in Behavioral Healthcare', with Nelson, Deborah C., Ph.D, Senesac, Pamela N., RN, MS. SM in *Textbook of Administrative Psychiatry: New Concepts for a Changing Behavioral Healthcare System*, Talbott, John A., MD and Hales, Robert E., MD, MBA, Editors, 2001.

Holt, W., Dougherty, R., and Perlman, S. (June 2004). "Benchmarking Children's Mental Health System Performance: Investigating reasons for variation". 2004 Joint National Conference on Mental Health Block Grant and National Conference on Mental Health Statistics. Washington, DC.

Holt, W. (March 2004). "Disparities Among States in Access to and Utilization of Children's Mental Health Services". Research and Training Center for Children's Mental Health: 17th Annual Research Conference.

Holt, W. and Perlman, S. (February 2004). "Critical Issues in Benchmarking Mental Health System Performance: Access, Utilization and Expenditures". NASMHPD Research Institute 14th Annual Conference on Services Research and Evaluation.

Holt, W. with Dougherty, R. and Shea, P. (March 2003). "Checking Your Financial Pulse: Benchmarking of Key Fiscal Indicators". Annual Training Conference: National Council of Community Behavioral Health.

Holt, W. and Nechasek, S. N. (November 2002). "Progress and Challenges in Benchmarking Public Mental Health Systems," presented at American Public Health Association Annual Meeting, Philadelphia, PA.

Holt, W. and Nechasek, S. N. (September 2002). "Progress and Challenges in Benchmarking Public Mental Health Systems," presented at Behavioral Health and Informatics Tomorrow, Washington, DC.

Holt, W., (July 2002). "Benchmarking in Children's Mental Health", poster session at the National Technical Assistance Center for Children's Mental Health Training Institute.

Holt, W. and Perlman, S., (October 2002). "Preparing Effective Proposals: An Advanced Workshop," presented at the 27th Annual Convention of The Massachusetts Council of Human Service Providers, Inc., Boston, MA.