

## WENDY HOLT, M.P.P.

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### PROFESSIONAL EXPERIENCE:

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1/05 - Present **Principal**

7/96-12/04 **Senior Associate**

Dougherty Management Associates, Inc., d/b/a DMA Health Strategies, Lexington, MA  
Management Consultant specializing in managed behavioral healthcare and public policy analysis for state agencies and human service providers.

#### **Policy Analysis for Health Care Systems Improvement**

- Conducted Strategic Planning for the Massachusetts Child Psychiatry Access Project on strategic opportunities related to development of Alternative Payment Models.
- Consulted to the Massachusetts Bureau of Substance Abuse Services on strategic opportunities arising from state and federal health reform.
- Lead author of a white paper on integration of primary and substance abuse prevention and treatment for the Massachusetts Bureau of Substance Abuse Services
- Led 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.
- Conducted a case study of the Massachusetts Child Psychiatry Access Project for the Commonwealth Fund.
- 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.
- 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.

#### **Data Informed Mental Health System Assessment and Planning**

- Project Manager for a strategic planning project for Wake County North Carolina, the state, and University of North Carolina Health Care Systems;
- 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.
- Co-author of an almanac of charts describing the California mental health care system published by the California HealthCare Foundation. Commissioned to update MH almanac and draft a similar almanac addressing SUDs.

#### **Financial Analysis of Mental Health Systems**

- Responsible for financial analysis in the SAMHSA National Children's Mental Health Initiative Expansion Evaluation.
- Analyzed outpatient and children's system of care rates for the Association for Behavioral Healthcare.
- Led a multi-disciplinary team that analyzed determinants of the financial health of state human service providers for the Mass. 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 8 years to track trends in provider financial health.

- 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.

**Behavioral Health Program Planning and Proposal Writing**

- Primary writer for CCBHC demonstration proposal and member of Project Team directing Massachusetts’ multi-agency CCBHC demonstration planning process.
- Drafted a submission to the Center for Medicaid and Medicare Innovations for the Massachusetts Department of Mental Health on services to better identify and intervene promptly in psychosis.
- Drafted a successful SAMHSA planning grant proposal for a statewide young adult system of care in Massachusetts.
- Assisted in developing Massachusetts systems of care for transition age youth, 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.

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, MA

Responsible for all financial and administrative functions for a \$1 million community mental health center serving children and families.

**EDUCATION:**

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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

**SELECTED PUBLICATIONS and PRESENTATIONS:**

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Holt W. & Dougherty, R., (2014) *Ensuring Access to Behavioral Healthcare Through Integrated Managed Care: Options and Requirements*, National Council for Behavioral Healthcare. [http://www.thenationalcouncil.org/wp-content/uploads/2014/11/14\\_Managed-Care-2.pdf](http://www.thenationalcouncil.org/wp-content/uploads/2014/11/14_Managed-Care-2.pdf)

Holt W., & Adams, N., (July 2013), *Mental Health Care in California: Painting A Picture*, California Healthcare Foundation.

DMA Health Strategies, (February 2012) *Building Alliances between the Mental Health and Criminal Justice Systems to Prevent Unnecessary Arrests: Position Paper*. The Association for Behavioral Healthcare and the National Association for Mental Illness: Massachusetts with funding from the Health Foundation of Central Massachusetts, Inc.

American Public Health Association Annual Meeting (October-November 2011)

- Holt W., *Children's Mental Health Workforce In Massachusetts: Defining Workforce Capacity in a Complex Healthcare System*
- Holt W., *Using Early Identification Tools and Approaches for Young Children at High Risk for Mental Health Problems*
- Holt W. with Rubenstein, L., and Lulow, E., *Putting the Public Health into Mental Health: Screening Children and Adolescents*

Holt W., & Dougherty D., (July, 2011) *Increasing Access to Behavioral Healthcare: Managed Care Options and Requirements*, National Council for Community Behavioral Health Care.

Holt, W., Jensen, P., Mass Levitt, J., & Winter, K. (2011). *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. 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.

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

W. Holt and R. Dougherty, "Comprehensive State Planning: Practical Lessons on Multi-Agency Planning", February 8, 2005, 15<sup>th</sup> Annual Conference On State Mental Health Agency Services Research, Program Evaluation And Policy.

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

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