

**Implementing Evidence-Based Practices and Performance Measures for  
Massachusetts Mental Health Services: An Educational Forum  
Wednesday, September 28, 2005**

Hassenfeld Conference Center, Brandeis University  
415 South Street, Waltham, MA 02454-9110

**BIOGRAPHICAL SKETCHES OF CONFERENCE PRESENTERS**

**RICHARD H. BEINECKE, DPA, ACSW**

Richard H. Beinecke DPA, ACSW is **Associate Professor, Suffolk University Department of Public Management**, teaching courses on disability and health policy, global health, leadership, and public administration organizations. For over ten years, he has been the principle evaluator of the Massachusetts Behavioral Health Program and has published over a dozen articles and given numerous presentations on these studies. During this period, he has also been the primary evaluator of the Ryan White Title I HIV/AIDS programs in the Boston EMA. He has been the outside evaluator for the Evaluation Center @HSRI for the past three years. He is currently focusing his research on comparative mental health systems and issues and implementation of evidence-based practices. He is a frequent consultant on mental health and social service issues. He has served in clinical and management positions in several community mental health centers and at Harvard Community Health Plan. Dr. Beinecke received his MA in Social Service Administration from the University of Chicago in 1973 and his DPA from George Washington University in 1983.

**MICHAEL BOTTICELLI**

Michael Botticelli is the **Assistant Commissioner for Substance Abuse Services at the Massachusetts Department of Public Health**. The Bureau of Substance Abuse Services, by statute, is the Commonwealth's substance abuse authority and organizes its work along four main functions:

- To conduct research and determine the prevention and treatment needs for citizens of the Commonwealth;
- To provide policy, programmatic and regulatory guidance for the provision of substance abuse treatment services;
- To ensure the quality of substance abuse services through the licensure of all treatment programs in the Commonwealth
- To purchase an array of community-based substance abuse prevention and treatment services for individuals and families that support sustained recovery.

Michael has been at DPH for over ten years serving in substance abuse services, the AIDS Bureau and most recently as former Commissioner Howard Koh's Chief of Staff. Prior to his work at DPH, Michael worked for private substance abuse treatment facilities.

## **ELIZABETH CHILDS, M.D.**

Elizabeth Childs, M.D. was named **Commissioner of the Department of Mental Health** in June, 2003. Dr. Childs has an extensive background in providing services to people with serious mental illness, which includes both the private and public sectors. Prior to coming to DMH, Dr. Childs was Chief and Director of Psychiatry at the Carney Hospital, in Dorchester, MA, a position she held since 1996.

She holds Diplomates in Adult, as well as in Child and Adolescent Psychiatry from the American Board of Psychiatry and Neurology.

Dr. Childs received an A.B. degree from Mount Holyoke College, and her medical degree from the University of Cincinnati, College of Medicine. She completed her residency in Psychiatry in 1990 at the Massachusetts Mental Health Center, where she was Chief Resident in Adult Psychiatry. She went on to complete her training in Child Psychiatry at Massachusetts Mental Health Center and the Gaebler Children's Center in 1992. She has been associated with the Carney Hospital since then. She served as a consultant in Child Psychiatry at the Dana Farber Institute and Children's Hospital, and worked as a child psychiatrist at the Massachusetts Institute of Technology Health Plan. She also has a private psychiatric practice.

Dr. Childs has held academic appointments at the Massachusetts Institute of Technology, Harvard University, and the University of Cincinnati. She has been an active member of the Massachusetts Psychiatric Society, serving as its president in 2002 - 2003, and as chair of its Legislative Committee.

## **JONATHAN DELMAN, MPH, JD**

Jonathan Delman is the founding **Executive Director of Consumer Quality Initiatives, Inc.**, a Massachusetts-based consumer directed behavioral health research and evaluation organization. Mr. Delman is considered a national expert on behavioral health participatory action research, consumer survey research and public mental health quality management, and has consulted with SAMHSA, the Commonwealth of Massachusetts and several universities on these topics. He is currently a member of Presidents New Freedom Commission subcommittee on acute care, and is co-chair of the work group on quality measures and information technology. He is also leading the component of the Massachusetts CMS state mental health transformation grant, to develop recovery oriented systems and service measures and develop evaluation methodologies for the project.

In 2001, the Massachusetts Department of Mental Health awarded Mr. Delman, who lives with bipolar disorder, special recognition "For Outstanding Services in Promoting Recovery and Rehabilitation in Massachusetts." Mr. Delman received a B.A. in economics from Tufts University, a law degree from the University of Pennsylvania, and

a Masters of Science in Public Health from Boston University. He is currently in the Doctoral program in Health Services Research at the Boston University School of Public Health.

### **ELIZABETH FUNK, MBA**

As **President and Chief Executive Officer of Mental Health and Substance Abuse Corporations of Massachusetts, Inc.**, Betty Funk manages a trade association whose membership is comprised of approximately 100 corporations that are the primary providers of community-based mental health and substance abuse services in the Commonwealth. Ms. Funk interacts with the public and private sector to affect the direction of community programming in what is a dynamic, competitive and under-funded market. The trade association is responsible for training, education, rates, regulatory, and state and federal policy for both mental health and substance abuse.

Ms. Funk is Chairman of the Board of the National Council of Community Behavioral Healthcare in Washington, an organization that focuses primarily on federal mental health policy. She has served on numerous boards and commissions in her field over the years.

Ms. Funk has founded and led community mental health programs and was a trustee of Framingham Union Hospital and Metro West Medical Center. Ms. Funk lives in Framingham with her family where she has been a Town Meeting Member for over 30 years and has been active in the League of Women Voters and the Framingham Historical Commission.

### **VIJAY GANJU, PH.D.**

Dr. Ganju is the **Director of the SAMHSA-funded Center on Mental Health Quality and Accountability at the NASMHPD Research Institute**, which is responsible for promoting quality and accountability in state mental health systems by providing support for the development and implementation of evidence-based practices (EBPs), performance measurement, and quality improvement processes. In this role he is involved in a wide range of projects, in particular those focusing on implementation of EBPs and the implementation of mental health system performance and outcome measures.

He is the Co-Project Director of the SAMHSA-funded State Data Infrastructure Coordinating Center and is the project director for an initiative to develop evidence-based implementation resources for older adults with mental illness. He is also working on several World Health Organization initiatives related to mental health.

He currently serves on several advisory committees related to mental health data and performance measurement including NCQA's Behavioral Health Measurement Advisory Panel; the Mental Health Statistical Improvement Program (MHSIP) Policy Group; and

the National Technical Assistance Center for Children's Mental Health. He chairs a workgroup developing the next generation of mental health performance measures. Also, he has recently helped coordinate national efforts to develop measures of recovery and cultural competence.

#### **RICHARD C. HERMANN, MD, MS**

Richard C. Hermann, MD, MS. is **Associate Professor of Psychiatry and Medicine at Tufts University School of Medicine** and **Director of the Center for Quality Assessment and Improvement in Mental Health (CQAIMH)** at Tufts-New England Medical Center's Institute for Clinical Research and Health Policy Studies. He is also Adjunct Associate Professor of Health Policy and Management at the Harvard School of Public Health. With funding from the NIMH, AHRQ, and SAMHSA, he has conducted research on practice variation and appropriateness, quality measurement and methods of improving healthcare. This work has resulted in more than 60 research articles and reports, as well as a book, *Improving Mental Healthcare: A Guide to Measurement-based Quality Improvement*, published by American Psychiatric Press. Dr. Hermann conducted the AHRQ-funded National Inventory of Mental Health Quality Measures (at [www.cqaimh.org](http://www.cqaimh.org)) and led a consensus development process among representatives of national stakeholder organizations to develop an empirically based, dimensionally balanced core set of quality measures. His current NIMH-funded research examines organizational determinants of effective quality improvement. He chairs the American Psychiatric Association's Committee on Quality Indicators, the Mental Health Committee of the OECD's International Healthcare Quality Indicators Project and the National Quality Forum's Technical Advisory Panel for Behavioral Health. In addition, he serves on quality committees for JCAHO, NCQA and other organizations. Dr. Hermann is a practicing psychiatrist at Tufts-New England Medical Center, where he teaches trainees and chairs the Department of Psychiatry's Quality Management Committee.

#### **CONSTANCE M. HORGAN, SC.D.**

Dr. Horgan is a **Professor at the Heller School for Social Policy and Management, Brandeis University**, where she is **Director of the Schneider Center for Behavioral Health**. She has over twenty-five years of experience in health policy analysis and services research in both academic and government settings, and has been involved in numerous health surveys. She has focused her attention on studying how substance abuse and mental health services are financed, organized, and delivered in the public and private sectors. In 1990, Dr. Horgan founded the Substance Abuse Group at the Schneider Institute for Health Policy. She directs a National Institute for Alcohol Abuse and Alcoholism (NIAAA) doctoral training program and teaches courses in child health policy and substance abuse policy. She also leads several studies on managed behavioral healthcare and directs the Brandeis/Harvard Center on Managed Care funded by the National Institute on Drug Abuse (NIDA). Dr. Horgan is the lead author of *Substance Abuse: the Nation's Number One Health Problem*. She has directed studies for

Substance Abuse and Mental Health Services Administration (SAMHSA), Agency for Healthcare Research and Quality (AHRQ), Health Care Financing Administration (HCFA), National Institute of Mental Health (NIMH), NIDA, NIAAA, and foundations, including Robert Wood Johnson. Dr. Horgan has written numerous articles and served on expert panels and advisory committees for federal agencies, professional associations, and academic and community task forces. As part of the Center for Substance Abuse Treatment's National Treatment Plan, she chaired the panel on connecting services and research.

### **ROBERT J. KEANE, PH.D.**

Robert J. Keane is the **Deputy Commissioner for Clinical and Professional Services for the Department of Mental Health in the Commonwealth of Massachusetts**. He brings to this position a strong interest in quality assurance and organizational development for behavioral health.

He began his career in mental health in 1980 as a college graduate working as a milieu counselor in a local psychiatric hospital. He has since worked in six Massachusetts based psychiatric hospital settings in clinical and administrative roles with both child/adolescent and adult populations. He was instrumental in the development of innovative program models that emphasized family involvement and community integration. Dr. Keane received his Masters degree in Social Work from Boston College Graduate School of Social Work in 1987 and recently completed his Doctorate in Social Work in 2003.

Prior to joining the Department of Mental Health, Dr. Keane was the Regional Director for Boston for the Massachusetts Behavioral Health Partnership. He was responsible for network management of both inpatient and outpatient behavioral health services for Metropolitan Boston. In addition, Dr. Keane was responsible for the successful implementation of a number of successful quality based initiatives across the provider network.

### **H. STEPHEN LEFF, PH.D.**

H. Stephen Leff, Ph.D. Dr. Leff is a **Senior Vice President at the Human Services Research Institute** and an **Assistant Professor of Psychology at the Harvard Medical School**. Currently, Dr. Leff is Principal Investigator and Director of The Evaluation Center@HSRI. Dr. Leff's interests include evidence-based practices, the measurement of cultural competency, fidelity measurement, and linking evaluation and planning activities. Currently, he is working on criteria for assessing the evidence for mental health interventions for inclusion in a National Registry of Evidence-based Programs and Practices being developed by the Substance Abuse and Mental Health Services Administration. He also is working on: (1) tools for investigators to use in achieving recognition as evidence-based practices; (2) meta-analysis-based resources for mental health providers and consumers to use in identifying evidence-based practices; and (3)

meta-analyses for key mental health services lacking quantitative syntheses. Dr. Leff is also developing a consumer survey on the cultural acceptability of treatment. Dr. Leff also conducts computer-implemented needs assessment, resource allocation, and planning activities for state and local mental health agencies.

#### **VINCENT J. LYNCH, MSW, PH.D.**

Vincent J. Lynch is **Adjunct Associate Professor and Director of Continuing Education at the Boston College Graduate School of Social Work**. For the past nineteen years he has headed the Office of Social Work Continuing Education at Boston College and has developed a range of post-MSW training programs both locally and nationally. He has taught MSW courses at Boston College which have included: Practice Evaluation, Introduction to Social Work Practice, Basic Clinical Skills and The Social Work Response to the HIV/AIDS Epidemic.

In 1988 he founded the National Conference on Social Work and HIV/AIDS, which he continues to organize and chair. He has obtained over \$1 million in training grants, cooperative agreements and contracts from governmental and corporate sources which have made it possible for this Conference to grow over the years. He has worked closely for many years with the federal HIV/AIDS Bureau, Health Resources and Services Administration (HRSA), to develop conference workshop tracks which provide training in quality improvement strategies for AIDS care social workers.

Dr. Lynch has edited four books dealing with psychosocial issues and HIV/AIDS. He was recipient of the 1998 Award for “Greatest Recent Contributions to Social Work Education”, given by the Council on Social Work Education. In that same year he also received the “Harlem Life Award” for his work which addressed HIV/AIDS among African Americans. He also received the 2001 “Social Work Educator Award” given by the Massachusetts Chapter, National Association of Social Workers. He serves on the editorial boards of three HIV/AIDS journals.

#### **DAVID LYNDE, MSW, LICSW**

David Lynde is the **Co-Director of the West Institute at the NH—Dartmouth Psychiatric Research Center**. In this capacity, David provides training and consultation regarding the implementation Evidence-Based Practices (EBP) to Community Mental Health Centers and State Public Mental Health Authorities across the country. David served as one of the coordinators for Phase One of the National EBP project for the development of Implementation Resource Kits. David provides consultation, supervision and technical assistance to a national team of trainers in EBP implementation centers across the country in Phase Two of the EBP project in addition to being part of the process improvement team for the Implementation Resource Kits. David is the program manager for the Johnson & Johnson—Dartmouth Community Mental Health Program, a

cooperative partnership to facilitate the implementation of Evidence-Based Supported Employment Services.

David is also an adjunct member of the Social Work faculty at the University of New Hampshire where he teaches graduate and undergraduate courses in working with people with mental illnesses. David is also a lecturer at the Boston University School of Social Work where he teaches graduate courses in mental health policy.

David has over 20 years experience working in a variety of clinical, supervisory and administrative positions; as well as providing training and consultation in Community Mental Health. He has served as Director of Community Support Programs, Community Support Programs Clinical Director, Director of Outpatient Supportive Services, CSP clinician, CSP case manager, and director of a residential program for adolescents.

### **RONALD MANDERSCHIED, PH.D.**

Dr. Manderscheid is **Chief of the Survey and Analysis Branch of the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration** and is an Associate Professor at the University of Maryland. Known for his groundbreaking epidemiological studies of mental health in community populations, he serves as Expert Consultant on Evaluation Design to the Office of the Assistant Secretary for Planning and Evaluation at the Center for Mental Health Services. With over 20 years of experience in research in the fields of health policy and health care systems, Dr. Manderscheid has served as expert consultant to many state, federal and foreign governments including the Republic of Poland, Australia, the World Health Organization and the President's task force on health care reform. He is also the recipient of many honors and awards.

### **DONALD S. SHEPARD, PH.D.**

Donald S. Shepard, Ph.D., is **Professor at the Schneider Institute for Health Policy at the Heller School, Brandeis University**. Director of the Institute's Cost-effectiveness Workgroup, he is a health economist concerned with health problems of both the United States and developing countries. His major concentrations are cost and cost-effectiveness analysis in health, and health financing. Particularly interested in the cost-effectiveness of new technologies, he is a member of Board of Councilors for the Pediatric Dengue Vaccine Institute and the Board of Scientific Advisors of the Sabin Vaccine Institute, both dedicated to new and improved vaccines. He served as a member of peer review "study section" that reviews grant applications to the National Institutes of Health in health services research for scientific merit. With funding from the Massachusetts Division of Medical Assistance and the National Institutes of Health, he was Principal Investigator (PI) or Co-PI of the evaluation of a restructuring of mental health and substance abuse services in the state. He is the lead evaluator of two national demonstrations for the Medicare Program. Prof. Shepard's research focuses on the cost-

effectiveness of alternative approaches to substance abuse treatment, lifestyle modification, prescription drug coverage, and AIDS care. He co-authored the 1976 paper that first coined the acronym QALYs (for Quality Adjusted Life Years) that has become an international standard for outcomes in cost-effectiveness analysis. He has been a Visiting Lecturer at the National University of Singapore and is currently an adjunct faculty member at Boston University and an affiliated faculty member at Brown University.

#### **WAYNE J. STELK, PH.D.**

Wayne received his doctorate in clinical and community psychology through combined studies at DePaul University and at the Union Institute and University. Since July, 1999, Wayne is the **Vice President for Quality Management at the Massachusetts Behavioral Health Partnership**, a ValueOptions company. The Partnership presently manages behavioral health services for over 320,000 MassHealth members in Massachusetts. At the Partnership, Wayne directs a variety of programs, including clinical outcomes management, clinical risk management, program evaluation, and large-system performance improvement projects. His primary areas of professional interests include the design and implementation of systems of care, performance contracting, evidence-based practices, program evaluation, and outcomes management systems.