

EXECUTIVE SUMMARY

Health, disability, and family advocacy professional with 25 years of effective, progressive, and expansive leadership. Deep knowledge of health and disability policies and programs with a strong ability to create and promote effective programs and information campaigns that target and reach communities and individuals most marginalized.

Select Accomplishments:

- **COVID-19:** Ensured the delivery of 10,000+ doses of COVID-19 vaccines to people with disabilities and their caregivers in Northern Virginia between January and April 2021. Worked at the state level and across 5 counties to customize the process, the first of its kind, to this high-risk population. Accomplished at a cost of less than \$3K by building relationships with community leadership and via crowd sourcing.
- **Disaster Relief:** Solicited, secured, and coordinated services, supplies, care, and rescue to people with disabilities affected by Hurricanes Harvey, Irma and Maria across three states. Conceived of and coordinated lifesaving air rescue strategy, rescuing 300+ people with disabilities, along with their families, from Puerto Rico. (2017-2018).
- **Legislative and Social Justice Work:**
 - Managed grassroots and media efforts that ultimately helped defeat healthcare bills that would have denied millions of disabled citizens access to healthcare. Organized key protests in DC, one lasting 7 days outside Senator John McCain's office, which influenced his "thumbs down" vote, garnering nationwide attention. (2017).
 - Key player in the introduction and passage of 2 legislative items: HB2162 ensures that every medical care facility in VA allows people with disabilities to have designated support people of their choice with them at all times; and Budget Amendment 31343H in VA which ensures that live-in caregivers be exempt from Electronic Visit Verification. (2021).
 - Currently involved in writing federal legislation, the READDI Act, to protect people with disabilities during disasters.
 - Active in the case of Michael Hickson, a disabled black man, who died after receiving no treatment for COVID while in a hospital because his life was deemed to have no value by his medical professionals. Case continues to receive nationwide attention and may culminate into a landmark, historical decision for disability care during disasters/pandemics. (2020).
- **Community-Based Developmental Disability Services Groundwork:** Principal player in establishing the foundation of community-based care for people with developmental disabilities in Virginia. Founded company, Ability Unleashed, one of Virginia's first Medicaid Developmental Disability Waiver case management and service facilitation providers. Over the course of 16 years, helped shape Virginia's HCBS policy and programmatic landscape. (2000-2016).
- **FDR Statue:** Key strategist in campaign to get a statue depicting Franklin Delano Roosevelt in his wheelchair at the national monument in Washington, DC. Organized grassroots, engaged media, arts community, and politicians (including President Clinton, Vice President Gore, Senator Inuoye and Senator Dole) to introduce and secure passage of this bill. (1996-1998)
- **Recipient of the Dr. Mary E. Walker Medal, United States Army: Awarded** for advocacy that resulted in all military children with disabilities being included in the Fairfax County Public School System, as well as for work educating and assisting military family members with disabilities to access health and human services. The Dr. Mary E. Walker medal includes a multi-tiered nomination and vetting process. Medal recipients are those whose service to our country involves personal sacrifice, determination, and dedication that directly benefits soldiers and their families and whose accomplishments can be readily identified as bringing great credit and honor to the US Army and the Army Family.

Strengths:

- Subject matter expert in Home and Community-Based Medicaid Services (HCBS, LTSS) with 25 years of non-profit and for-profit experience. In addition to serving as founder and CEO of a social services provider agency (Ability Unleashed) delivering health and human services. (2000-2016).
- Grassroots activist, trusted community influencer and highly respected national disability rights leader. Strategic and persuasive leader with a dynamic and genuine engagement style that encourages collaboration and builds bridges in expected and unexpected places. Able to leverage social media, and

the media (press outreach and marketing), to frame narratives, garner support and achieve desired results, including the passage of legislation for those with disabilities.

- Trusted and respected advocate for military families, focused on Exceptional Family Member Programs (EFMP). Deep understanding of US Army culture and the Army Family. Military spouse 20+ years. Trained by Army Social Work Services.
- Creative problem solver and innovative thinker. Project designer and implementer with a process analysis and improvement focus. Able to build and leverage key relationships to deliver impactful results.
- Lifelong advocate, mentor, and builder of leadership pipeline for historically marginalized people with disabilities.

EXPERIENCE

ENDependence Center of Northern Virginia (ECNV)

10/2020 – Present

A community resource and advocacy center run by and for persons with disabilities. Its mission is to END dependence by empowering people to live independently. This cross-disability organization is for every age and every type of disability.

Executive Director

- Conceptualized and crafted two legislative items and obtained sponsorship in the General Assembly. Garnered support of legislators, disability rights organizations, and caregiver union, ensuring passage and funding of both:
 - HB2162: Ensures that every medical facility in Virginia allow people with disabilities to have designated support people of their choice with them at all times. This applies during all emergencies including the COVID-19 pandemic.
 - Budget Amendment 31343H: Exempts live-in caregivers from Electronic Visit Verification (EVV). This amendment prohibits electronic/GPS tracking of any caregiver or person with a disability while living in the same household.
- Enabled the delivery of 10,000+ doses of COVID-19 vaccine to people with disabilities and their caregivers in Northern Virginia. Worked at state level and across 5 counties to tailor the process per jurisdiction. Through cultivating relationships with local leaders, trusted community advisers, and via crowd sourcing, opened clinics and provided end-to-end vaccination services (costing less than \$3K). Received recognition from the US Administration on Community Living (ACL) as well as state and local organizations for results. Guided other CILs across the country to replicate this work.
- Created the ECVN COVID Access Network (ECNV CAN!), which provides supplies and services to people with disabilities. These include PPE, food, technology (cell phones, tablets, laptops) and virtual training/support/social groups. ECVN CAN! prevents isolation and affords access to telehealth services. ECVN CAN! attained certified frontline provider status with Amazon, allowing the distribution of NIOSH certified N95s to caregivers of those who cannot wear masks. Since the program's February 2021 launch, \$20K+ in emergency supplies and urgent services have reached target populations.
- Reversed downward trend of agency by significantly improving administrative processes, staff morale, board synergy, grant approvals, and community reputation resulting in a nationally recognized agency. Improvements included:
 - In 9 months on the job, increased budget from less than 1M to 2M+ with end of year projected budget of 2.5M.
 - Conducted HCBS service delivery and billing analysis resulting in standardized procedures and digital tools. These provide frontline case workers and mid-level leadership with practical guides, common-sense processes, and standardized checklists and templates that promote successful care coordination. This ensures programmatic compliance while easing the burden of navigating the complexities of the HCBS service delivery system. In addition, the analysis process identified opportunities to correct myths around billable services, revisit MCO expectations, and open a re-negotiations of payment models and billing practices with the 12 partnership MCOs. This is projected to net a \$250K annual increase in HCBS program revenue while ensuring a focus on quality, targeted, person-centered service delivery.
 - Conducted 'lessons learned' sessions resulting in a plan to use the agency's HCBS analysis as a model, tailoring it to review and revamp every contract and grant, and the related delivery processes, in the ECVN portfolio. Added two new HCBS services, one new DARS service, and signed six new partnership agreements; these are projected to increase revenue by \$250k annually and increase service delivery to people with disabilities by 50%.
 - Assessed and refreshed the agency's social media strategy and tone, increasing traffic and interactions by +3,000% over a 3-month period. Efforts around intersectionality and accessibility of ECVN's media connects us with and helps us actively serve multiply marginalized members of the disability community.

- Secured Ford Foundation funding at 300k level for planning year 1 and minimum of 450k Year 2.
- Secured media team with a goal to rebrand ECVN to be reflective of mission, vision, ethos, and actual work. Media will ensure elevation of the voice of multiply marginalized community members and push toward equity.

Booz Allen Hamilton

2018 – 2020

This Fortune 500, 100-year-old, multi-billion-dollar federal contracting firm focuses on consulting, analytics, digital solutions, engineering, and cyber, with industries ranging from defense to health to energy to international development.

Health Operations Senior and Subject Matter Expert, Long-term Care

- Built Booz Allen intellectual capital around health and human services with a focus on the disability and aging populations. Managed health policy and health operations projects under Centers for Medicaid and Medicare Services (CMS), Centers for Disease Control (CDC), Administration for Community Living (ACL), Social Security Administration (SSA), Defense Health Agency (DHA) and Veterans Administration (VA).
- Developed the structure of a pro-bono project to analyze data systems and case management procedures on behalf of a non-profit Managed Care Organization (MCO) in the District of Columbia. The agency serves individuals with disabilities ages 0 to 26. With a four-person team, conducted on-site staff and client interviews, steered research and produced a strategic program redesign strategy for the agency. After instituting our proposed redesign, staff productivity and client satisfaction increased, the MCO's reputation quickly improved, and their efforts netted a jump in their client base. Within one year, the agency was acquired by Children's National Medical Center.
- Directed deliverables on a contract with an overarching goal to bring accuracy, consistency and compliance to health and human services eligibility and billing processes across the country.
 - Formed an 8-member productivity team, produced an action plan and delegated operation tasks for the collection, analysis, summarization, and categorization of 10,000+ federal and state Medicaid, CHIP, SNAP, TANF, and Medicaid eligibility policies. Conducted key word, eligibility task and code analysis and policy categorical analysis to create a meta-data application process for all 10,000+ policies and directed the secure upload of these policies into federal systems. The final product allows workers in every state to easily access the information they need to make determinations about whether or not applicants for human services are eligible.
 - With a 12-person team, analyzed a sampling of 300 eligibility decisions made by workers across the US to produce an SOP guide, standardized language templates and policy reference glossaries for the Booz Allen review team. These tools facilitate review team success in meeting the contract deliverables of providing ongoing analysis of eligibility worker decisions and providing weekly feedback reports to health and human service leadership in every state.
 - Conducted extensive research/analysis of Medicaid, CHIP, and long-term care federal and state policies/regulations, latest nationwide health care and social/human service news and trends, as well as changes to current programs/policies. Prepared reports and presented a monthly synopsis to CMS contract leadership as well as Booz Allen Senior Executives.
- Built Booz Allen Intellectual Capital
 - Led a team of 3 in an in-depth review of the Trump administration's immigration and human service policy known as 'Public Charge', a program that would have made any person seeking to migrate to the US ineligible to 'obtain a green card' should they 'seem like they might' access public benefits. Prepared 2 white papers and 2 presentations on the topic. One focused on the intersection and division of responsibility between Department of Homeland Security (DHS) and HHS in the realm of immigration. The other concentrated on the impact on people with disabilities, those who are aging, and their US resident family that such policies, and the surrounding systems and programs, can have.
 - Researched and prepared a white paper and presentation on a Congressional inquiry into purported failure of Military Exceptional Family Member Programs across all branches of service. Focused on soldier readiness, family support, inclusion of disabled family members in broader military community and health services, as well as the battle military EFMP families face when trying to access and sustain civilian services like inclusive public education, Medicaid and HCBS.

Disaster Relief

2017 – 2018

Humanitarian Volunteer

Ensured rescue and relief from consecutive devastating natural disasters (Hurricane Irma: \$77B damage; Hurricane Harvey: \$125B damage, Hurricane Maria: \$92B damage and 3,000+ lives lost) where zero disability support existed.

- Managed 50+ volunteers (live and virtually). Orchestrated receiving and distributing millions of pounds of supplies, including a reallocation strategy for warehouses full of donated goods abandoned stateside.
- Conducted campaign to gain attention, bring celebrity endorsements and secure funds and in-kind assets.
- Raised significant funds, negotiated for half a dozen private jets (each flight valued at ~\$70K), in addition to a 747, to evacuate 300+ people with disabilities from Puerto Rico. Collaborated with FEMA, Office of Disability Integration, Department of Homeland Security, NGOs, governments, and private donors to rescue and save lives.
- Secured approval for transport of generators, oxygen concentrators, satellite phones, insulin and other medications and medical supplies, flown to Puerto Rico, with return trips bringing evacuees stateside.
- Developed and managed teams and navigated complex systems to obtain medical care, social services, housing, and related support for evacuated survivors upon their arrival in 9 different states (Texas, Massachusetts, Florida, Louisiana, Georgia, Virginia, Maryland, New York, and the District of Columbia).
 - Created intake assessment tools and procedures to prioritize needs, fact-check, and identify solutions.
 - Built, trained, and managed ~10 ground teams. Educated volunteers and created rescue plans via remote access.
 - Initiated and managed Congressional inquiries (Senator Gillibrand with support of NY State Senator Rivera) related to rescue and care of veterans with multiple disabilities, as well as their family members, securing care at a VA hospital in Puerto Rico, aboard the USS Comfort, and at VA and civilian hospitals upon transfer stateside.
 - Established contact and built relationship with Movimiento Para EL Alcance de Vida Independiente (MAVI), the Center for Independent Living (CIL), in Puerto Rico. Ensured delivery of supplies which included generators, tarps, clothing, emergency lighting, fresh water, insulin and refrigerators for insulin, food, medications, medical equipment, and a satellite phone to ensure access to ongoing communications.
- Conceptualized, created, and launched HIPAA compliant emergency check-in operation for people with disabilities living in Houston within just 48 hours. Established and managed 9 teams of 6 case workers, each led by MSW professionals. Developed questionnaires, priority protocols, SOPs, and measurable action plans for each client.
 - Reached 6K+ people with needed services; Communicated status updates adhering to HIPAA.
 - Supported 900+ children with disabilities by identifying needed items for each and creating online 'Wish Lists'; secured goods and services valued at \$750K+ from non-profits, celebrities, social media, and personal/professional networks for Houston residents.
 - Built relationship with the Houston Center for Independent Living providing support and supplies.

Ability Unleashed

1999 – 2016

Social services agency providing Home and Community-Based (HCBS) Medicaid case management, advocacy, and support to individuals with developmental disabilities in Virginia.

Founder, President and Chief Executive Officer

- Formulated and led organization's philosophy and mission, created all business and operational practices, and built relationships with community partners including state, local and military agencies, as well as hundreds of service providers to ensure effective delivery of services and support to people with disabilities. Provided Case Management across 10 counties and 3 military installations, developing and managing \$10M+ in service plans annually.
- Provided transition services through the Money Follows the Person Program (MFP) to assist people with disabilities to leave nursing homes and institutions. Prevented institutionalization for those already living in the community by building support circles and educating people with disabilities, their families, providers, eligibility workers, elected officials, and the public about rights, responsibilities, and institutional bias.
- Secured, over 16+ years, consistently favorable Quality Assurance/Management Review (QMR) ratings from Virginia's Department of Medical Assistance Services, ensuring ongoing state provider status as well as Centers for Medicaid and Medicare Services (CMS) provider designation. Ensured compliance with state and federal Medicaid regulations, HIPAA, disability laws, and accepted best practices of person-centered planning.
- Created the first completely paperless and remote-work HCBS Case Management agency in Virginia. Managed a limited budget (just \$225K per year), leveraging minimal overhead (100% virtual office space) to ensure seamless audit, financial/accounting functions, and reporting. Managed payroll (grew to 12), annual reviews, and training.
- Monitored local, state, and federal policies, trends, and legislation. Led grassroots changes, with the goal of education and mentorship of people with disabilities and their support circles. Engaged and trained

thousands.

- Advocacy with and for people with developmental disabilities was instrumental in improving services and in some cases closing institutions that delivered sub-par care as per a 2008 US Department of Justice Investigation and settlement agreement.
- Collective efforts consistently increased funding for DD Waiver (now IFSP Waiver) and EDCD Waiver (now CCC+). Budget that originally served 8,000 people in 2000 grew to one that served 60,000+ (2016).

Previous roles:

- *United Cerebral Palsy of Washington/Northern Virginia, Director of Development and Public Relations*
- *Assistant Director, Child Development Services, United States Army Presidio of San Francisco*

EDUCATION

- Bachelor of Science, Social Work, **Texas A&M at Central Texas**
- Social Work Practicum Training, **United States Army Social Work Services, Fort Hood, Texas**

ADDITIONAL

- Professional Affiliations and Leadership: Moses West Foundation, Board Member (January 2020-June 2021); National Council on Independent Living, Board Member (January 2019-June 2021); Mobility International, US Delegate to Germany, Disability Policy (1999); United Cerebral Palsy of Washington and Northern Virginia, Board Member (1997-1998)
- Courses and Certifications: Project Management Professional (PMP), 2019 (certification TBD due to pandemic delay); Certified Internal Auditor Course, 2019; Medicaid Compliance Course, 2019; Accelerated Learning Certification, 2019
- Lifelong Community Alliances: BIPOC, LGBTQIA+, TGNC, military families, and people with ID/DD
- Personal: Individual with lifelong disability; Proud mother of three, two of whom are young adults with developmental disabilities; Raised by a father who had a disability