STEVEN LUTZKY, PH.D.

President
HCBS Strategies, Inc.

PROFILE

Steven Lutzky, Ph.D. is the President of HCBS Strategies, Inc. Dr. Lutzky has extensive experience developing and evaluating home and community-based systems (HCBS) for individuals with disabilities and long term illness for states, the federal government, and private sector clients. He brings a business operations process perspective to the design, development, and evaluation of these systems. He has facilitated strategic planning efforts involving government staff, provider representatives, and individuals with disabilities and their advocates. He also has extensive experience writing grants, fiscal impact analyses and reports for decision makers and the general public.

Dr. Lutzky has written and presented on long-term supports and services (LTSS) and disability issues for US Senate Finance Committee, Senate and House staffers, several agencies within the U.S. Department of Health and Human Services and individual State governments, as well as interest groups (e.g., AARP and Families USA), and other private sector clients. As a consultant for HCBS Strategies, Dr. Lutzky has been involved in systems transformation efforts in Alaska, Colorado, the District of Columbia, Hawaii, Illinois, Maryland, Minnesota, and Texas. He also has provided consultation to the US Administration for Community Living (ACL) and the Centers for Medicare and Medicaid Services (CMS).

Dr. Lutzky served as the Director of Division for Advocacy and Special Issues (DASI), within the Disabled and Elderly Health Program Group, Center for Medicaid and State Operations (CMSO), CMS. DASI's responsibilities include overseeing the development and monitoring of the Real Choice Systems Change for Community Living Grants, the Medicaid Infrastructure Grants, the Demonstration to Support Employment and Independence, and the annual Real Choice Systems Change/Ticket to Work conference.

Prior to joining CMS, Dr. Lutzky served as the Chief of the Office on Disabilities and Aging within the District of Columbia's Medical Assistance Administration. Dr. Lutzky also has research and policy experience through his work as a Senior Manager with The Lewin Group, with the US General Accounting Office (GAO), and his participation in and management of a number of academic research studies and evaluations.

EDUCATION

Andrus Gerontology Center,   **1995**
University of Southern California
Los Angeles, CA
     Ph.D. in Gerontology and Public Policy
Cornell University   **1990**
Ithaca , NY
     M. A., Human Development and Family Studies
University of California, Santa Cruz   **1986**
Santa Cruz , CA
     B. A. in Sociology and Psychology

President, HCBS Strategies Inc.   **2004-Present**
Baltimore, MD

- Assists clients in designing, implementing and evaluating of HCBS
- Major state clients include CO, TX, MN, IL, DC, AK, HI and MD
- Federal clients include Administration on Aging (AoA) and CMS

Director, Division for Advocacy and Special Issues (DASI)   **2002-2004**
Centers for Medicare and Medicaid Services (CMS)
US Department of Health and Human Services
Baltimore, MD

Oversaw:

- Real Choice Systems Change Grants
- Medicaid Infrastructure Grants
- Demonstration to Support Employment and Independence
- CMS HCBS Technical Assistance
- HCBS Data Systems Development
- HCBS policy and legislation development

Chief, The Office on Disabilities and Aging, Medical   **2000-2002**
Assistance Administration, Department of Health
District of Columbia

- Oversaw all Medicaid funded disability and long term care (circa $.5 Billion)
- Reformed 3 1915(c) waivers
- Developed and received approval for an 1115 Demonstration
- Development of new reimbursement methodologies for institutional and community-based long-term care services
- Writing and winning $30 million in grants
- Streamlining operations for long-term care services
- Recruiting and managing staff
- Securing and managing the work of contractors

Senior Manager, The Lewin Group   **1995-2000**
Falls Church, VA

- Long term care and HCBS research and consulting
- Major clients included several US Dept. of Health and Human Services agencies, and interest groups (e.g., AARP)

ADDITIONAL EXPERIENCE	• Research and policy work with the US General Accounting Office (GAO)
	• Participation in and management of academic research studies and evaluations
	• Testified or conducted presentations for US Senate Finance Committee, and Senate and House staff

HONORS AND AWARDS

CMS Administrator's Award	**2003**
Sigma Phi Omega National Academic Honor and Professional Society in Gerontology	**1994**
Student Award for Research, Social Research, Policy and Practice Section, Gerontological Society of America	**1992**

PEER REVIEWED PUBLICATIONS

Lutzky, S., & Alecxih, L.M.B. (1999). Enabling informed consumer choice in the long-term care insurance market. ***Journal of Aging and Social Policy***, *10, 3*, 27-44.

Lutzky, S. & Wee, K. (1999). Medicare+Choice organizations and long-term care insurance: Creating synergies to improve enrollment, quality of care. ***Managed Medicare & Medicaid,*** March 1, pp. 4-5. Available at http://www.mcareol.com/mcolfree/mcolfre1/mcolfre2/artcl352.htm.

Lutzky, S. (1997). Understanding the implications of new federal guidelines for tax qualified long-term care insurance policies. ***Journal of Compensation and Benefits***, 13, 2, 46-49.

Alecxih, L.M.B. & Lutzky, S. (1995). Private long-term care insurance: Barriers to purchase and retention. In J. Wiener (ed.) ***People with disabilities: Issues in health care financing and delivery***. Washington, DC: The Brookings Institution.

Lutzky, S., & Knight, B. (1994). Explaining Gender Differences in Caregiver Distress: The Roles of Attentiveness to Emotions and Coping Styles. ***Psychology and Aging***.

Knight, B., Lutzky, S., & Macofsky-Urban, F. (1993). A meta-analytic review of interventions for caregiver distress: Recommendations for future research. ***The Gerontologist***, *33*, 240-248.

ADDITIONAL PUBLICATIONS

"Conflict-free Case Management Systems Design." Prepared for the Alaska Association of Developmental Disabilities, February 2015.

"The Role of the Assessment Process in Supporting Reform of the Home and Community-Based Supports Service Delivery System in Colorado." Prepared for the Colorado Department of Health Care Policy and Financing, October 2014.

"Assessing the Feasibility of Implementing the Community First Choice Option in Illinois." Prepared for the Illinois Governor's Office of Health Innovation and Transformation, February 2014.

"Moving Towards a More Person-Centered HCBS Delivery System in Colorado." Prepared for the Colorado Department of Health Care Policy and Financing, June 2014. Available at: https://drive.google.com/a/hcbs.info/file/d/0B_FNUnc6VCqqM2d1XzVEQS0wWVk/view

Final Report: Texas "No Wrong Door" IT Strategy Development Initiative: A summary of the work conducted under the Balancing Incentives Program (BIP) to lay the groundwork for an IT system that supports new business processes for accessing Long Term

Supports and Services (LTSS) in the State of Texas. Prepared for the Texas Department of Aging and Disability Services, August 2013.

"Proposed Plan for Implementing Community First Choice in Alaska." Prepared for the Alaska Department of Health and Social Services, June 2012. Available at: http://www.hcbsstrategies.com/download/AK_Proposed_CFC_Plan_7-5-12.pdf.

"Five-Year Plan for Implementing: Aging and Disability Resource Centers, the Community Living Program, and Person-centered Hospital Discharge Planning in Hawaii." Prepared for the Hawaii Executive Office on Aging. March 2011. Available at: http://www.hcbsstrategies.com/HI%20Systems%20Change%205-Year%20Plan.pdf .

"Recommendations for the Alaska Long Term Care Plan: Final Report," Prepared for the Alaska Department of Health and Social Services, October 2008. Available at: http://www.hcbsstrategies.com/download/AK_Long_Term_Care_Plan-Final_Report-HCBS_Strategies_10-23-08.pdf.

"Improving HCBS Delivery Systems for Older Adults and Individuals with Disabilities: Redesigning Information Technology and Business Processes to Support Participant Control, Quality, and Cost Effectiveness," prepared for the US Administration on Aging, April 2008. Available at http://www.adrc-tae.org/tiki-index.php?page=BusinessPlanning .

"Aging and Disability Resource Center Business Plan Template," prepared for the US Administration on Aging, September 2004. Available at http://www.adrc-tae.org/tiki-page.php?pageName=Business+Operations-Public#Business.

"Assessing State's Long-Term Care Insurance Regulatory Capacity," prepared for AARP, February 2002. Available at http://research.aarp.org/il/2002_02_ltc_1.html.

"Home and Community-Based Services for Older People and Younger Adults with Physical Disabilities in Wisconsin," prepared for the Center for Medicare and Medicaid Services, August 2001. Available at http://www.urban.org/Uploadedpdf/410376_HCBS_Wisconsin.pdf

"Home and Community-Based Services for Older People and Younger Adults with Physical Disabilities in Washington," prepared for the Center for Medicare and Medicaid Services, June 2001. Available at http://www.urban.org/UploadedPDF/410355_home-services.pdf.

"Review of the Medicaid 1915(C) Home and Community Based Services Waiver Program Literature and Program Data," prepared for the Health Care Financing Administration, June 2000. Available at http://www.cms.hhs.gov/medicaid/services/hcbsprog.pdf.

"Assessing the Impact of the SCAN Social HMO on Long Nursing Facility Stays," prepared for SCAN Health Plan, September 2000.

"Restricting Underwriting and Premium Rating Practices in the Medigap Market: The Experience of Three States," prepared for the American Association of Retired Persons, January 2001. Available at http://research.aarp.org/health/2001_01_medigap.pdf

"Wisconsin Family Care Implementation Process Evaluation Report," prepared for the Wisconsin Legislative Audit Bureau, November 2000. Available at www.legis.state.wi.us/lab/reports/00-0famcare.pdf.

"A Survey of Employers Offering Group Long-Term Care Insurance to Their Employees," prepared for the Office of the Assistant Secretary for Planning and Evaluation, July 2000. Available at http://aspe.hhs.gov/daltcp/reports/ltcinsfr.htm.

"Key Issues Affecting Accessibility to Medigap Insurance," prepared for the Commonwealth Fund, August 1997. Available at:

http://www.cmwf.org/programs/medfutur/alecex.asp.

"*Estimated Cost Savings from the Use of Home and Community-Based Alternatives to Nursing Facility Care in Three States,*" prepared for the AARP, November 1996. Available at: http://research.aarp.org/health/9618_savings.html.

"*Cost-Estimates for a Proposed Personal Assistance Program in Vermont,*" prepared for the Vermont Health Care Authority, March 1996.

"*Private Long-Term Care Insurance Benefit Eligibility Triggers: The Implications of Alternative Definitions,*" prepared for the American Association of Retired Persons, August 1995. Available at http://research.aarp.org/consume/9605_triggers.html.

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<td>SELECTED PRESENTATIONS</td>
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"*Making the Transition to Conflict Free Case Management in Alaska, Colorado, and Wyoming: Lessons from the Front Lines.*" Presentation at the National HCBS Conference. Washington, DC (September 2015).

"*How A Center for Independent Living Provides FMS Services: The Natural Links between FMS, Independent Living and Consumer Direction.*" Presentation at the National HCBS Conference. Washington, DC (September 2015).

"*Redesigning Assessment in Colorado: Lessons for Other States Trying to Comply with the New CMS HCBS Regulations and Supporting Systems.*" Presentation at the National HCBS Conference. Arlington, VA (September 2014).

"*Hawaii's Community Living Program (CLP): Piloting Participant Direction in Rural Areas.*" Presentation at the National HCBS Conference. Arlington, VA (September 2013).

"*Implementing a Management Information System that Supports Key ADRC and Options Counseling Protocols in Hawaii.*" Presentation at the National HCBS Conference. Arlington, VA (September 2012).

"*Integrating Federal Funding Opportunities to Build a Person-Centered, Participant-Controlled Long Term Supports and Services System in Maryland.*" Presentation at the National HCBS Conference. Arlington, VA (September 2012).

"*Building Decision Support Tools and Other Infrastructure to Support a Full-Functioning ADRC in Hawaii*" Presentation at the National HCBS Conference. Washington, DC (September 2011).

"*Measuring States' Efforts Toward a Person-Centered, Rebalanced System of Long-Term Services and Supports.*" Presentation at the National HCBS Conference. Atlanta, GA (September 2010).

" *Ho'ohuli -Transforming Systems to Facilitate Informed Choice and Participant Direction in Hawaii,*" Presentation at the National HCBS Conference. Atlanta, GA (September 2010).

"*Building a Data-driven Web-enabled Quality Management System in Illinois.*" Presentation at the National HCBS Conference. Denver, CO (September 2009).

"*Developing a Plan for Improving Long Term Care in the State of Alaska.*" Presentation at the National HCBS Conference. Denver, CO (September 2009).

"*Maryland's Public Service System for Vulnerable Adults,*" Presentation and facilitation of conference sponsored by the Maryland Department of Human Resources (May 2009).

"*Improving Core Business Processes Supporting California's Multipurpose Senior Services Program,*" Presentation given to SCAN Foundation's The Future of Care Coordination

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in California Conference (December 2008).

"*Summary of the Deficit Reduction Act of 2005 Changes that Impact Long Term Care,*" Series of presentations giving to US Administration on Aging and Aging network staff. (August through September 2006).

"*State Efforts to Redesign Their Long-Term Care Delivery Systems,*" Testimony given to the Bipartisan Congressional Caucus on Disability. Washington, DC (July 13, 2004).

"*CMS' Efforts to Facilitate Individual Control and Community Integration for Individuals with Disabilities.*" National Health Policy Forum on Implications of the Olmstead Decision (November 24, 2003).

"*State efforts to redesign their long-term care delivery systems.*" Testimony given to the Senate Finance Committee (March 27, 2001).

"*Using e-health to manage Medicaid long-term care costs.*" Presentation given at the 5th annual Congress on Managed Medicaid & Medicare. Washington, DC (January 2001).

"*Addressing competition in a federal employee long-term care insurance offering.*" Presentation given to staff from US House of Representatives (January 13, 2000) and US Senate (February 7, 2000).