

LESLIE HENDRICKSON, PhD

10 Goddard Drive
(609) 213-0685 cell

East Windsor, NJ 08512
E-mail: leslie.c.hendrickson@gmail.com
www.hendricksondevelopment.biz

SUMMARY OF QUALIFICATONS

- 30 years of Medicaid experience
- As Assistant Commissioner in New Jersey managed 250 staff and budgets of Medicaid long-term care programs.
- Author of 85 reports and presentations on Medicaid and Medicare related topics. 17 of which can be found at www.hcbs.org For all reports and presentations see www.hendricksondevelopment.biz
- During 2005-2016 assessed and recommended changes in programs for seniors, persons with physical, intellectual and developmental disabilities, and persons with substance abuse and mental illness in Alaska, California, Colorado, Florida, Michigan, New Jersey, New York, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, Texas and West Virginia.

PROFESSIONAL EXPERIENCE

Long Term Services and Supports and Behavioral Health

- In 2015 participated in studies of Alaska long-term care and behavioral health programs.
- In 2014 work with Arkansas on setting behavioral health Medicaid rates.
- In 2013 work with Colorado on redesign of long-term services and supports and South Carolina on ID/DD programs.
- In 2012 three-state study related to AARP ScoreCard in Georgia, Idaho and Minnesota.
- In 2011-2012 worked on behavioral health projects in Florida New York, and Texas, and dual eligibles in Colorado.
- In 2009 studied California long -term care programs.
- In 2006-2008 statewide assessments of mental health and substance abuse programs in Oregon and West Virginia.

Reimbursement and Cost Analysis

- Managed nursing facility rate setting -- \$1.5 billion nursing home budget for 315 nursing homes.
- Performed fiscal impacts of utilization trends, reimbursement changes, and Medicaid State Plan amendments.
- Negotiated and drafted reimbursement settlements with health care providers. Drafted Medicaid State Plan Amendments
- In 2013 worked on analysis of State of Utah Medicaid expansion under the Affordable Care Act.
- In 2009 completed analysis of AB 1629 the nursing facility reimbursement methodology of California.
- In 2009 and 2010 reviewed pay for performance and culture change reimbursement policies for Colorado.
- In 2009 and 2010 reviewed reimbursement rates for rehabilitative services for Texas and Florida.
- In 2009 reviewed costs of Texas Medical Transportation Program during business process redesign of program.
- In 2008 reviewed reimbursement methodology for OHIO PASSPORT program, the state's large HCBS waiver.

Project Management and Business Process Redesign

- In 2015 reviewed grant applications for New York's Delivery System Payment Reform Incentive Payment (DSRIP)
- In 2009 worked on Business Process Redesign of Texas Medicaid Transportation Program
- Managed the daily performance of three units with a combination of 250 staff and \$1.7 billion budget.

Regulatory Analysis of Federal, State, and local laws

- During 2002-2004, worked with financial staff in 10 states on maximizing reimbursement to state agencies.
- During 2006-2015 prepared Census data, projected "beneficial impact" of senior living, behavioral health, dementia care, and subacute programs and presented testimony in land use zoning hearings in FL, GA, CT, and NJ.
- In 2011, expert witness to United States District Court for Northern District of California in adult day health class action.
- In 2013 prepared affidavit for United States District Court for Southern New York.

Market Analyses of Long-Term Services and Supports and Behavioral Health Programs

- During 2005-2016 performed 70 market site analyses of assisted living, senior living, community care retirement centers, dementia care units and behavioral health proposals in CT, FL, GA, IN, KY, MA, NJ, NY, SC and VA and England using age, income, population density and state licensing information.

EMPLOYMENT HISTORY SINCE 1974

<i>Visiting Professor, Rutgers University, Center for the Study of State Health Policy</i>	2007-2008
<i>Principal, Hendrickson Development</i>	2004-date
<i>Director, Revenue Services, MAXIMUS</i>	2002-2004
<i>Assistant Commissioner, New Jersey Department of Health and Senior Services</i>	1997-2002
<i>Principal Executive Manager, Medicaid, Oregon Department of Human Resources</i>	1986-1997
<i>Evaluations Specialist, Eugene Public Schools, Eugene, OR</i>	1974-1983

EDUCATION

1970 **Ph.D.** and **M.A.** (1967) University of Oregon, Sociology-Research Methods

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