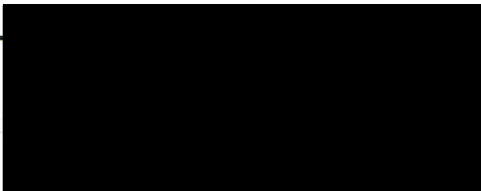


Committee on Energy and Commerce  
U.S. House of Representatives

Witness Disclosure Requirement "Truth in Testimony"  
Required by House Rule XI, Clause 2(g)(5)

1. Your Name: Anne Tumlinson		
2. Your Title: CEO		
3. The Entity(ies) You are Representing: Anne Tumlinson Innovations		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No <input checked="" type="checkbox"/>
5. Please list any Federal grants or contracts, or contracts or payments originating with a foreign government, that you or the entity(ies) you represent have received on or after January 1, 2013. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. None		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature



Date: 2/27/16

## Anne Tumlinson

### SUMMARY

Consulting executive and researcher with experience identifying and solving problems for healthcare policy and business leaders. Nationally recognized subject matter expert in long-term care financing reform, and Medicare payment and delivery reform with focus on combining clinical and financial data to effectively identify markers of risk for managing population health and redesigning local health and long-term care delivery systems. Energetic thought leader dedicated to recreating financing and care delivery systems for the frail elderly and people with disabilities.

### EXPERIENCE

May 2014 – Present **Anne Tumlinson Innovations LLC, Washington, DC**  
**Founder**

Anne Tumlinson Innovations is dedicated to supporting and inspiring health and long-term care system reform. It advises provider organizations, payers and policymakers on innovative solutions to problems in financing and delivery care to frail older adults. It also operates daughterhood.org, a website that delivers content and information to women managing their parents' medical and supportive care needs. Content areas of focus and projects include:

- Facilitation of multi-stakeholder input on large-scale long-term care financing reform policy development and modeling, funding through The SCAN Foundation
- Ideation and development of person-centered care product and culture change initiative at major home health organization
- Evaluation of capital market for investment in senior care innovation
- Assessment of impact of unmet need for long-term supports and services on health care spending and evidence of ROI for payers and risk holders
- Elevation of caregiver issues through social media and online content
- Creation of platform to support leadership recruitment for Daughterhood Circles in 12 geographic areas around the U.S.
- Articles/blogs published in Health Affairs, McKnight's, HuffPost50 and Maria Shriver.

2000 to April 2014 **AVALERE HEALTH, Washington, DC**  
**Senior Vice President, Provider Client Solutions Practice Director**

Avalere Health is an advisory services and solutions company that delivers data, insights, and strategies to healthcare organizations navigating the new payment and delivery environment. Led development of new technology-based business intelligence solutions leveraging and repurposing government payment data in order to give delivery systems greater visibility into the performance and relationships of hospitals and post-acute care providers.

Highlights include:

- Led team responsible for developing data-based business intelligence solutions and continuous research programs for providers. Responsible for
  - Continuous research and development and new product ideation
  - 100% renewal rate in first year
  - Outstanding client reviews
- Developed insights and produced research for clients. Focus on:
  - Designing post-acute, integrated payment and delivery systems for effective population and episodic-based risk management
  - Leveraging clinical and financial data into a strategic resource for providers to improve risk management across the continuum of care
  - Integrating long-term services and supports, housing for seniors with long-term care need, and medical care as a population health management strategy
  - Integration physicians into the skilled nursing facility setting
- Provided strategic advice on converting from volume to value-based business models to post-acute care executives.
- Advised policymakers on reform of long-term care financing system. Testified in 2013 before Congressionally appointed commission and Senate Aging Committee.
- Recognized nationally as insightful and experienced speaker and facilitator of strategic discussions. Maintained heavy speaking schedule across a variety of venues:
  - Industry conferences
  - Policy events
  - Executive team, C-suite meetings
  - Board meetings
  - Media events

**Senior Vice President,**

**Vice President, Post-Acute and Long-Term Care Practice Director**

From 2009 – 2013, built consulting team dedicated to strategic advisory services engagements in the post-acute and long-term care sector. Led team of consultants in formation and retention of long-term client relationships. Leveraged Medicare claims data analytics expertise to develop data-based strategy for providers anticipating payment and delivery reform. Translated intellectual property into development of new business solutions/syndicated program.

Accomplishments include:

- Secured large foundation-sponsored research grants to identify key characteristics of high cost Medicare beneficiaries and analyze high value clinical programs to serve them
- Won large government contract to analyze the actuarial and budgetary impact of the CLASS Act, research subsequently included in Report to Congress, led directly to policy decision
- Wrote and oversaw development and production of large-scale, publicly available technical reports on modeling and research methodology in estimating actuarial impacts of long-term care financing reform
- Chief payment and policy strategist for post-acute care provider association
- **Promoted from Vice President in 2011.**

**Director,**

**Consultant, Post-Acute and Long-Term Care**

In 2000, when Avalere was founded as Health Strategies, created and built a consulting practice around the content areas of post-acute and long-term care. Independently sold consulting engagements, managed staff, directed research and served a variety of industry and foundation clients in content areas of post-acute payment policy, dual eligible integration, long-term care financing reform, long-term care quality, Medicare Part D impact on nursing home residents.

1995 – 2000                    **OFFICE OF MANAGEMENT AND BUDGET, Washington, DC**  
*Lead Medicaid Analyst, Health Financing Branch*

The Office of Management and Budget (OMB) leads formulation of the President's budget and ensures executive branch agency adherence to White House policy and direction. Lead staff role with responsibility for developing, analyzing and recommending policy positions to Executive Office of the President political staff.

- Led OMB staff for FY 2000 President's Budget \$6 billion long-term care initiative which included a long-term care tax credit, new respite care program, and long-term care information campaign.
- Chief Medicaid staff in budget analysis and policy development, including review of Department of Health and Human Services (HHS) legislative and regulatory proposals, and oversaw HHS' financial management of the Medicaid program.
- Evaluated actuarial analysis of budget proposals on future Medicaid and Medicare spending.
- Crafted Administration policy principles for demonstrations integrating Medicare and Medicaid financing for dual eligibles.
- Received OMB awards in 1997, 1998 and 1999 for implementation of major Medicaid changes enacted in the Balanced Budget Act, superior analysis of long-term care policy, and Medicaid budget analysis.

1994 – 1995                    **LIFEPLANS, Waltham, MA**  
*Senior Research Associate*

LifePlans Inc. is a risk management company that chiefly develops, manages and deploys a national network of nurses for clinical interventions such as underwriting and benefit eligibility determinations, care coordination, fall prevention, and care transitions. Performed data analysis, programming and health services research to support research function. Co-author and research associate on project to quantify impact of state Medicaid home health program policy on state level variation in use of the Medicare home health benefit.

1989 – 1993                    **CONGRESSMAN JOHN LEWIS, U.S. House of Representatives**  
*Legislative Assistant, Health Policy*

Advised Congressman on legislative action in numerous policy areas including health care, aging, education and housing. Promoted to legislative position after one year as administrative staff.

**EDUCATION**

- 1993                      Master of Management in Human Services, Heller School for Social Welfare Policy, Brandeis University, Waltham, MA
- Conducted study on consumer health plan information for thesis, subsequently published in *Health Affairs*
  - Awarded scholarships by the Heller School and the Massachusetts Health Care Management Association
- 1989                      BA, Psychology, Furman University, Greenville, SC  
Dean's List 1986, 1987, 1989

***List of Selected Speeches and Publications Available Upon Request***