

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: Melanie Bella		
2. Your Title: Independent Consultant, Former Director, CMS Medicare-Medicaid Coordination Office		
3. The Entity(ies) You are Representing: myself		
4. Are you testifying on behalf of the Federal, or a State or local government entity?	Yes	No X
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, 2015. Only grants, contracts, or payments related to the subject matter of the hearing must be listed. N/A		
6. Please attach your curriculum vitae to your completed disclosure form.		

Signature

Date:

MELANIE BELLA

SUMMARY

Results-oriented leader driven by opportunities to make a lasting impact on the care and financing for the nation's most complex and costly populations. Experience developing and successfully implementing policies and programs in the government, non-profit and private sectors. Demonstrated success building and leading teams to solve tough problems.

EDUCATION

1998 – 1999 **HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION** **BOSTON, MA**
Master in Business Administration.

1989 – 1993 **DEPAUW UNIVERSITY** **GREENCASTLE, IN**
Bachelor of Arts in Political Science. Management Fellows Business Honors Program.

EXPERIENCE

2015 – 2016 **ALIGNMENT HEALTHCARE** **ORANGE, CA**
Senior Vice President, Policy & Strategy

Introduced to Alignment through its largest investor, General Atlantic; joined the senior management team to gain health plan operational experience and leverage regulatory knowledge.

- Built cross-functional teams to improve operational and financial performance.
- Led team to develop a comprehensive strategy to improve Alignment's Medicare Star Rating and thus increase revenue.
- Assisted in business development to expand presence in existing markets and grow into new markets.
- Ensured Alignment was properly positioned in state and federal policy, regulatory and advocacy arenas.

2010 – 2015 **CENTERS FOR MEDICARE AND MEDICAID SERVICES** **WASHINGTON, DC**
Director, Medicare-Medicaid Coordination Office

Recruited by the Obama Administration to establish the Medicare-Medicaid Coordination Office. Accountable for building policies, programs and team from scratch to improve the care for the 10 million individuals eligible for both Medicare and Medicaid and to reduce the over \$300 billion annual spend.

- Designed and launched payment and delivery system demonstrations to improve quality and reduce costs. Grew enrollment from zero to close to 400,000 beneficiaries across the country.
- Developed a nursing facility initiative to reduce the estimated 25% avoidable hospitalizations. Implemented in 7 states with over 140 nursing facility providers.
- Spearheaded efforts to share Medicare Parts A, B and D data with over 30 states to enable them to be better purchasers of care for this population, which represents 30-40% of state Medicaid spending.
- Created a strategy to support multiple states' efforts to leverage Medicare Advantage Dual Eligible SNPs as a vehicle for improving quality and controlling costs.
- Developed a program to streamline policy, regulatory and statutory conflicts between the Medicare and Medicaid programs. Areas of focus included balance billing, home health, DME and the Program of All-Inclusive Care for the Elderly (PACE).
- Led the development of a quality strategy for Medicare-Medicaid enrollees, including working with NQF, NCQA and AHRQ.
- Served as spokesperson for the Administration on dual eligible issues; testified before Congress periodically. Developed and secured approval for statutory recommendations included in the President's annual budget.

- 2006 – 2010
2005 – 2006
- CENTER FOR HEALTH CARE STRATEGIES** **HAMILTON, NJ**
Senior Vice President for Policy and Operations
Vice President for Policy
- Joined the Center for Health Care Strategies to develop and launch a division focused on Medicaid’s complex populations. Created programs and initiatives for older adults and people with multiple chronic conditions, disabilities, and serious mental illness.
- Designed, secured funding for, and directed a \$4.9 million competitive leadership development and training program for Medicaid directors.
 - Developed \$3.2 million multi-state quality improvement collaborative for high-cost, high-need beneficiaries.
 - Directed multi-state initiatives to design and implement innovative models for integrating the financing and delivery of services for dual eligibles. Brokered interactions between states and federal officials responsible for Medicare and Medicaid in order to address administrative and regulatory barriers to integrate care.
 - Oversaw day-to-day program, finance, and operations activities for 30+ staff nonprofit.
- 2001 – 2004
- FAMILY & SOCIAL SERVICES ADMINISTRATION** **INDIANAPOLIS, IN**
Assistant Secretary, Office of Medicaid Policy & Planning
- Recruited by Cabinet Secretary to serve as Director of the Indiana Medicaid program, which served nearly 850,000 recipients with an annual budget of \$4.8 billion. Additionally, oversaw the administration of the Children’s Health Insurance Program, HoosierRx, and Indiana Long Term Care insurance programs.
- Redesigned policies to ensure Medicaid was an effective and efficient purchaser of health care services. Reduced total expenditures by over \$1.6 billion over three years.
 - Designed and implemented the Indiana Chronic Disease Management Program, a statewide program serving 50,000 recipients.
 - Increased the percentage of adults and children in risk-based managed care from 28% to 64% and transitioned all aged, blind, disabled recipients into a new primary care case management program.
 - Launched diversion program to allow individuals in need of nursing home care to remain in the community.
 - Oversaw staff of 80 and more than 20 major contractors.
- 2000 – 2001
- NETGOV.COM** **INDIANAPOLIS, IN**
Senior Vice President, Marketing & Product Management
- Recruited by former boss to be part of 6-person start-up management team. Day-to-day responsibilities for marketing, communication and product management initiatives, including supervisory responsibility for product managers and marketing employees.
- Helped set the strategic direction for the company, with primary responsibility for prioritizing market opportunities (e.g., in health and human services) and deploying available resources to execute the strategic plan.
 - Managed cross-functional teams to successfully launch Netgov’s products and to provide ongoing product support post implementation.
- 1999
- INDIANA UNIVERSITY SCHOOL OF MEDICINE** **INDIANAPOLIS, IN**
Director of Operations and Strategy
- Joined the School of Medicine to put into practice the management knowledge and tools gained in business school, with an emphasis on setting strategic direction.
- Led teams that resulted in the development of a vision, strategic objectives, actions, and balanced scorecard management tool for the school’s 3 mission: teaching, research, clinical care.
 - Introduced mission based management and accountability principles into the financing and operations of the medical school.
 - Served on management group charged with overseeing the operations of the county safety net hospital, Wishard Health Services.

Director of Health Policy

Joined newly hired CEO to lead strategy and policy development for the county health authority, which encompasses the county health department and public hospital.

- Designed and implemented a \$40 million primary care delivery system in partnership with the Indiana University School of Medicine and a group of primary care physicians.
- Led a cross-functional team in the development of the Wishard Advantage program, one of the nation's first managed care programs for low-income residents.
- Appointed by Mayor to jointly lead team restructuring the Indianapolis welfare program.

OTHER

2016-present	Member, SCAN Foundation Board of Directors
2015-present	Advisor, Healthcare Sector, General Atlantic (global growth equity firm)
2015-present	Member, AARP LTSS Scorecard National Advisory Panel
2015-present	Member, National Center for Complex Patients Advisory Committee
2008 - 2010	Member, National Committee for Quality Assurance Medicaid Accreditation Advisory Committee
2007 – 2010	Member, National Committee for Quality Assurance Geriatrics Measurement Advisory Panel
2005 - 2010	Health Care Advisor to the Kennedy School of Government's Innovations in American Government Awards Program
2005	Member, Medicaid Advisory Commission established by the Department of Health and Human Services
2004	Member, National Academy of State Health Policy
2004	Elected to Executive Committee of National Association of State Medicaid Directors
2003 & 2004	Faculty Expert, National Governors Association Chronic Disease Policy Academy
2003	Recipient of 2003 Vision Award from Improving Chronic Illness Care, a national program of The Robert Wood Johnson Foundation, for development of the Indiana Chronic Disease Management Program

SELECT PUBLICATIONS

Melanie Bella, Alice Lind, Stephen A. Somers. *Options for Integrated Care for Duals in Medi-Cal: Themes from Interviews with Key Informants and Community Dialogues*, Center for Health Care Strategies, April 2010.

Melanie Bella, Lindsay Palmer. *Options for Integrating Care for Dual Eligible Beneficiaries*. Center for Health Care Strategies, March 2010.

Richard G. Kronick, Melanie Bella, and Todd P. Gilmer. *Faces of Medicaid III: Refining the Portrait of People with Multiple Chronic Conditions*. Center for Health Care Strategies, October 2009.

Stephen A. Somers, Melanie Bella, and Alice R. Lind. *Enhanced Medical Home for Medi-Cal's SPD Population*. State of California, Department of Health Care Services, September 2009.

Melanie Bella, Stephen A. Somers, and Karen LLanos. *Providing Behavioral Health Services to Medicaid Managed Care Enrollees: Options for Improving the Organization and Delivery of Services*. United Hospital Fund, July 2009.

Melanie Bella, Chad Shearer, Stephen A. Somers, Lynn Etheredge, and Judy Moore. *Building a Medicaid Rapid-Learning Network: A Key Investment for Medicaid's Future*. Center for Health Care Strategies, January 2009.

Melanie Bella, Janet Corrigan, Karen Davis, Lynn Etheredge, Kenneth W. Kizer, Judith Moore, Margaret O'Kane, Lee Partridge, Gregory Pawlson, William Roper, Vernon Smith, Stephen A. Somers, and Paul Wallace. *Medicaid: A Future Leader in Effective, High-Quality Care*. Center for Health Care Strategies, December 2008.

Melanie Bella, Chad Shearer, Karen LLanos, and Stephen A. Somers. *Purchasing Strategies to Improve Care Management for Complex Populations: A National Scan of State Purchasers*. Center for Health Care Strategies, March 2008.

Richard G. Kronick, Melanie Bella, Todd P. Gilmer, and Stephen A. Somers. *The Faces of Medicaid II: Recognizing the Care Needs of People with Multiple Chronic Conditions*. Center for Health Care Strategies, October 2007.

Melanie Bella, Stephen Goldsmith, and Stephen A. Somers. *Medicaid Best Buys: Promising Reform Strategies for Governors*. Center for Health Care Strategies, December 2006.

Melanie Bella, Claudia Williams, Lindsay Palmer, and Stephen A. Somers. *Seeking Higher Value in Medicaid: A National Scan of State Purchasers*. Center for Health Care Strategies, November 2006.