



AGENDA ITEM #2F
October 23, 2018

Appointment

OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF THE CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY APPOINT

Type of Position: Public

Frances Kelleher ⑥
Silver Spring 8/31/2019
(Replaces Margaret McFarland's unexpired term—Partial Term)

TO SERVE AS a member of the Housing Opportunities Commission

THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE COUNCIL FOR MONTGOMERY COUNTY, MARYLAND

September 26, 2018

ISIAH LEGGETT
COUNTY EXECUTIVE

DATE

Resolution No.: _____
Introduced: _____
Adopted: _____

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

Lead Sponsor: County Council

SUBJECT: County Executive's Appointment to the Housing Opportunities Commission

The County Council for Montgomery County, Maryland approves the following resolution:

The County Executive's appointment to the Housing Opportunities Commission is confirmed.

Type of Position: Public

Frances Kelleher

Silver Spring 8/31/2019

(Replaces Margaret McFarland's unexpired term—Partial Term)

This is a correct copy of Council action.

Megan Davey Limarzi, Esq.
Clerk of the Council

HOUSING OPPORTUNITIES COMMISSION

- Created -- Maryland Code, Housing & Community Development Article, Sections 16-105 -107.
- Purpose -- The Housing Opportunities Commission is a public corporation chartered under Maryland law. HOC builds, owns, manages and finances housing for people of eligible income. The Commission can issue tax exempt bonds to finance multi-family rental housing and single family mortgages.
- Membership -- Seven members. (A Federal law requires that at least one member of this Commission be a person "who is directly assisted by the public housing agency."). *Members are required to be sworn in by the Clerk of the Circuit Court before their first meeting.*
- Financial Disclosure --Public disclosure required.
- Terms -- Five-year terms - no compensation.
- Meetings -- First Wednesday evening of each month.
- Staff -- Stacy Spann, Executive Director
Staff: Patrice Birdsong, Special Asst. to the Executive Director
Phone: 240-627-9425
Email: patrice.birdsong@hocmc.org

MEMBERSHIP

Type of Position: **Individual Assisted by HOC**
Ms. Linda Croom, Germantown
Affiliation:
Start Date: 1/16/2018 End Date: **8/31/2022**
First Full Term - Reappointment
STATUS: Active

Type of Position: **Public**
Ms. Pamela Byrd, Silver Spring
Affiliation:
Start Date: 7/10/2018 End Date: **8/31/2023**
Second Term - Reappointment
STATUS: Active

Type of Position: **Public RESIGNATION 10/1/18**
Ms Margaret McFarland, Columbia
Affiliation:
Start Date: 10/28/2014 End Date: **8/31/2019**
First Term - Replaces Rick Edson's expired term
STATUS: Active

Type of Position: **Public**
Mr. Richard Nelson, Wheaton
Affiliation:
Start Date: 7/10/2018 End Date: **8/31/2023**
Second Term - Reappointment
STATUS: Active

Type of Position: **Public**
Mr. Roy Priest, Silver Spring
Affiliation:
Start Date: 4/10/2018 End Date: **8/31/2019**
Partial Term - Replaces Christopher Hatcher's unexpired term
STATUS: Active

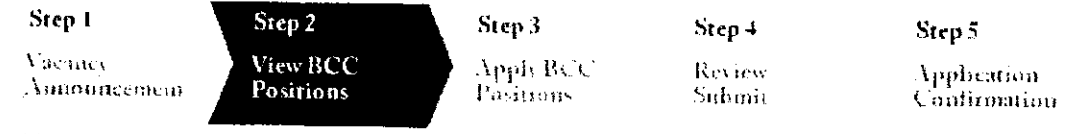
Type of Position: **Public**
Mr. Edgar Rodriguez, Olney
Affiliation:
Start Date: 3/21/2017 End Date: **8/31/2021**
First Term - Replaces Sally Roman's expired term
STATUS: Active

Type of Position: **Public**
Ms. Jackie Simon, Montgomery Village
Affiliation: None
Start Date: 12/8/2015 End Date: **8/31/2020**
First Full Term - Reappointment
STATUS: Active



OFFICE OF THE COUNTY EXECUTIVE
BOARDS, COMMITTEES, AND COMMISSIONS

New Online Application Process



Release ID: 17-079

Media Contact: Gochrach, Beth 240-777-2528

For Immediate Release: 11/27/2017

Application Deadline: 12/18/2017

Leggett Seeks Applicants for Housing Opportunities Commission

County Executive Isiah Leggett is seeking applicants to fill one public vacancy on the Housing Opportunities Commission. Applicants with a background in economics or budgeting are encouraged to apply.

The seven-member commission is responsible for building, managing and financing housing for low and moderate income people. Members serve five year terms without compensation, but are eligible for reimbursement for travel and dependent care for meetings attended. Meetings are usually held the first Wednesday afternoon of each month at 4:00 PM in Kensington. In addition, members are expected to attend regular meetings of committees, and property boards of directors to which they are assigned. Additional meetings are scheduled as needed. Members are required to attend at least 75 percent of the scheduled meetings.

Commissioners are required to be sworn in by the Clerk of the Circuit Court before their first meeting and are required to file a public financial disclosure statement within 15 days of Council confirmation and each annual period thereafter.

Applicants of diverse backgrounds, professions, gender, geography, disability and ethnicity are encouraged to apply. Members of County boards, committees and commissions may not serve on more than one such group at a time. Members must complete training on the Maryland Open Meetings Act and basic parliamentary procedure. Leggett's appointments are subject to confirmation by the County Council. Applications of those selected for appointment are made public as part of the confirmation process. The deadline for application is December 18, 2017. To apply please click "Apply" below.

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Select Language



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Fran Kelleher, Ph.D., M.B.A.

December 18, 2017

The Honorable Ike Leggett
County Executive
Executive Office Building
101 Monroe Street, 2nd Floor
Rockville, MD 20850

Dear Mr. Leggett,

I have lived in Montgomery County for seven years and in the Washington Metro area since I was eight years old. I have a long interest in feeding and housing those who are lacking food and shelter regardless of the reason that they are in such circumstances. Last year I retired from full-time work and I now have time to address the issue of homelessness and affordable housing in a more serious way. I would be honored to be appointed work on the Housing Opportunities Commission for Montgomery County. I understand that this will mean a significant time commitment and I am willing to make the commitment. My M.B.A from Wharton and my 3 years as a budget analyst for the Office of Management and Budget provide a strong basis for supporting the Commission in matters of economics and budgeting.

I would be happy to talk with you and other members of the Commission to discuss your needs and how I might assist you in addressing the need for additional affordable housing in our county. Please feel free to call me at 240-863-8617 to arrange a convenient time.

Sincerely,

Fran Kelleher

Frances A. Kelleher

Fran Kelleher, Ph.D., M.B.A.

QUALIFIED BY

Over 30 years of proven leadership as an accomplished policy advisor, executive and consultant in health care management. Exceptional ability to assess complex changes, research issues and develop strategic responses. Success in adapting existing operations to changes and transforming ideas into programs. Expertise in health services delivery, health insurance and issues in financing health care across both the private and public sectors.

ACHIEVEMENTS

POLICY AND REGULATORY INNOVATION

- CMS Innovation Center selection of State Innovation cooperative grants and innovation projects.
- Served as Subject Matter Expert for value-based payment methodologies and medical management practices in support of federal agency RFP development.
- Launched new managed care product in response to Medicaid regulatory changes
- Developed state-wide analysis to reduce over 1,000 excess hospital beds, based on access, cost and quality data, to reduce overall hospital costs in support of preserving their Medicare 1115 waiver.
- Implemented new Medicare Advantage product for health plan.

LEADERSHIP

- Developed successful clinically integrated Accountable Care Organization networks for major hospitals and physician groups to improve quality, share financial risk and better coordinate care.
- Led successful redesign of medical management and network management functions for a health plan serving Medicaid, Commercial and Medicare members. Managed staff of 40 people resulting in lower inpatient use and reduced costs. Responsible for hiring, training and mentoring staff.
- Initiated and directed a 5-year operations improvement project for Cape Town, South Africa Primary Care health system. Managed volunteer professionals and mentored health care graduate students in operations improvement.
- Created business plan and market strategy for a novel out-of-network claims revenue cycle management service. Led start-up company through its critical first six months.
- Developed innovative proposal for mixed public and private funding of health care incorporating both economic and ethical justification for use in health care reform.

ORGANIZATIONAL DEVELOPMENT AND OPERATIONS IMPROVEMENT

- Managed clinical program planning for Johns Hopkins Health System to expand from an academic hospital to a regional multi-institutional network. Staffed the Board of Trustees Planning Committee.

HONORS AND AFFILIATIONS

Invited to serve on URAC Accountable Care Accreditation Advisory Workgroup, 2013
Served on Rockefeller Foundation funded project addressing uncovered health care costs, 2007

Fran Kelleher, Ph.D., M.B.A.

WORK HISTORY

Kelleher Consulting, LLC

2016 – Present

President & Founder

Provide subject matter expertise and strategic advice to organizations regarding health care reform, federal and state health policy, insurance exchanges, accountable care organizations and value-based payment methodologies.

IMPAQ International, LLC

2015 - 2016

Managing Director

- Strategic planning and customer insights for the health division
- Served as senior reviewer for client deliverables

Centers for Medicare and Medicaid

2014 - 2015

Center for Medicare and Medicaid Innovation Health Insurance Specialist

- Support the State Innovation Group with review of Round 2 State Model Test applications and negotiations.
- Primary support for the review and negotiation of Model Design cooperative grants.
- Lead the development of operating guidance for Round 2 Design model grantees.
- Developed comparison of Maryland model payment methodologies with current Medicare MSSP payment methodology
- Contracting Officers Representative (COR) Level 1

BDC Advisors, LLC

2011 - 2014

Senior Advisor Principal

Lead development of provider and payer strategies to address health care reform and clinically integrated networks of hospitals and physician groups. Created conceptual framework for value based payment models.

Clients Included:

- Developed strategy creating value-based contracts for a state-wide health plan with commercial and Medicare Advantage products.
- Develop a strategy for a regional children's hospital for the State's Medicaid reform.
- Provided negotiation support for a multi-state hospital system negotiating narrow-network value-based contracts on five State's insurance marketplaces.
- A health system with post-acute care facilities and home care services. Advised leadership team on health care reform strategy, physician integration and value-based contract strategies to best leverage the non-acute care services with payers.

Fran Kelleher, Ph.D., M.B.A.

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- CIGNA, Inc.** 2008 - 2010
Senior Director, Market Research and Competitive Intelligence
- Directed primary and secondary research related to development of new insurance products (e.g., high deductible health plans, individual products).
 - Directed competitor and market intelligence research related to competitor products, financial position and market share.
- Kelleher Consulting, LLC** 2000 - 2008
President
- Founded and led consulting company while writing my Ph.D. dissertation. Work included:
- Cape Town, S.A. Primary Care Service – Operations Improvement**
Advised the Director of the government's Primary Care Health Service on how to improve operational efficiency of approximately 100 primary care clinics. Recruited, managed and mentored professional volunteers and health care management students. Assessed clinic operations, IT capabilities and costs. Taught operations improvement process techniques and Microsoft Excel to clinic managers and regional directors.
- CareFirst – Regulatory Compliance**
Developed strategy and tools for large Blue Cross/Blue Shield plan for communicating new HIPAA patient privacy regulations to extensive physician network to assure compliance.
- CollectRx, Inc.** 2005 - 2006
President / Consultant
Developed business plan of start-up company that maximizes insurance reimbursement for hospital out-of-network claims for physician investor. Led company during first 6 months.
- United Healthcare of the Mid-Atlantic / Chesapeake Health Plan** 1995 - 1999
Vice President, Medical Management & Network Management
- Directed medical management, quality management, and provider contracting and database management for a Medicaid, Commercial and Medicare Advantage health plan. Hired, managed, mentored and evaluated employees.
- Managed transition from voluntary Medicaid program to mandatory Medicaid managed care enrollment under new State 1115 waiver. Included growing from 20,000 to 60,000 Medicaid members in 6 months, implementing revised benefit package and expanding network.
 - Implemented new Medicare Advantage product under first Medicare managed care program.
 - Managed conversion of multi-specialty Independent Physician Associations to capitated Physician-Hospital Organizations.
 - Implemented disease management programs and bundled payments.



Fran Kelleher, Ph.D., M.B.A.

Helix Health System, Inc., Franklin Square Hospital Center Vice President, Planning and Marketing

1990 - 1994

Managed strategic planning, and marketing for a 400-bed community hospital with OB/Gyn, Internal Medicine and Family Practice residency programs and 4,000-births-per-year OB service. Hired, supervised, mentored and evaluated employees. Staffed Board Strategic Planning Committee

- Developed telephonic nurse advice service to assist primary care physicians with non-complicated questions and patient education.
- Used advice nurse service to keep referrals within the medical staff when appropriate

Johns Hopkins Health System

Manager of Program Planning and Special Assistant to the President

1987 - 1990

Managed clinical program planning initiatives across the multi-institutional health system including academic medical center, 3 community hospitals, a skilled nursing home, rehabilitative care, home care and a health plan. Hired, supervised, mentored and evaluated employees. Served as staff to the Board of Trustees Strategic Planning Committee. Represented President's office on key projects.

- Developed comprehensive geriatric program combining primary care, acute care, sub-acute care and skilled nursing care resulting in reduced Medicare acute care costs.
- Developed state of the art HIV+ treatment program with dedicated inpatient unit, sub-acute care and home care services.
- Added ambulatory care capacity on the academic medical campus to expand primary care and specialty ambulatory services availability.

Booz, Allen & Hamilton, Inc.

Senior Consultant

1984 - 1987

- Evaluated partnership opportunities for academic medical centers and community hospitals to develop regional health systems.
- Developed method for ranking and scoring hospitals on access, quality and cost to determine which hospitals should be required to reduce capacity with the goal of lowering State-wide excess capacity costs to preserve the Medicare waiver for all-payer rate setting.
- Developed strategy for excess uniformed services treatment facilities (USTFs) to convert to civilian sub-acute or ambulatory service facilities.

Office of Management and Budget, Executive Office of the President Budget Analyst

1979 - 1982

Prepared President's appropriations requests for Congress. Monitored congressional action at the committee and full house levels. Prepared memos recommending whether an appropriation bill should be signed by the President.

Fran Kelleher, Ph.D., M.B.A.

TEACHING EXPERIENCE

Johns Hopkins University, School of Business – Adjunct Faculty

- **The Business of Health**, a graduate course for clinicians in health care management

Emory University – Teaching Assistant

- **Clinical Ethics**, a course for 3rd year Medical Students starting their clinical rotations
- **God and Us**, a course by **Desmond Tutu on Apartheid and the Truth and Reconciliation Commission in South Africa**

College of Notre Dame of Maryland – Adjunct Faculty

- **Health Care Administration** a course for nursing students in health care management

The Wharton School, University of Pennsylvania,

- **Teaching Assistant, Health Care Management Field Studies**

EDUCATION

Ph.D., Emory University, 2005, Ethics & Society

Dissertation Title: **Health Care Finance Reform and the Multiple Goods of Health: An Ethical Inquiry**

M.A., Yale University, 1998, Ethics major

M.A., College of Notre Dame of Maryland, 1996, Liberal Studies Major

M.B.A., The Wharton School, University of Pennsylvania, 1984, Health Care Management major

B.A. University of Virginia, 1979, Government major