

# Roberta L. Duran, B.A.

## Contact information



## EDUCATION

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| California State University at Long Beach<br>B.A., College of Health & Human Services (President's and Dean's Honor List) | 1991 |
| Pre-Law, De Paul University Law School<br>Council on Legal Education Opportunity  | 2004 |
| Graduate, National Leadership Consortium on Developmental Disabilities  | 2008 |

## EXECUTIVE LEADERSHIP

- ✓ Over 25 years statewide leadership experience in the field of intellectual and developmental disabilities, disability rights and Medicaid home and community-based waivers
- ✓ Extensive experience in management, program planning, policy development and implementation, compliance with federal-state laws, personnel, fiscal oversight and systems redesign
- ✓ Demonstrated statewide leadership in policy and program development and implementation
- ✓ Administer contracts and grants for budgets amounting to over \$100 Million in state general funds
- ✓ Recruit, train and supervise employees and staff from diverse backgrounds (professional, racial/ethnic, age and gender) at the DDSD in geographically diverse areas of the state
- ✓ Manage complex systems improvements and state and federal policies (Centers for Medicare and Medicaid Service CMS) across large departments and regional and statewide organizational structures
- ✓ Provide key leadership and vision in the development of a statewide "Know Your Rights Campaign" in collaboration with statewide stakeholders including advocates
- ✓ Active advisory member to several statewide policy councils that assure quality supports and community integration for people living with intellectual and developmental disabilities

## WORK EXPERIENCE

### NEW MEXICO DEPARTMENT OF HEALTH

7/15-8/2020

#### Deputy Director, Developmental Disabilities Supports Division

- Provide key leadership and vision in the development of a statewide “Know Your Rights Campaign” in collaboration with statewide stakeholders including advocates.
- Provide program oversight and staff supervision to achieve system improvement and assure compliance with the Center for Medicare and Medicaid Services (CMS) requirements, implementation of the Home and Community-Based Medicaid Waivers (Developmental Disabilities/DD and Mi Via), Pre-Admission Screening and Resident Review (PASRR), statewide case management, training, provider enrollment, eligibility management and maintaining a quality service delivery system for individuals with intellectual and developmental disabilities (IDD).
- Work with DDSD leadership and key stakeholders to set the vision, provide guidance, direction and leadership on necessary statewide systems change related to new CMS settings requirements.
- Collaborate with DDSD Senior Management on quality improvement, policy development and budget management. Inter-agency collaboration with the Human Services Department (HSD) and other key state agency partners to ensure maximum customer services for intake, service delivery, compliance with state and federal requirements and provider payment systems. Mentor and support staff to establish and maintain rapport with key stakeholders including individuals in services, families, service providers, advisory bodies, advocates and policy makers.
- Provide key leadership for compliance with the Waldrop settlement agreement, assist with disengagement activities for Jackson disengagement including delivering expert testimony for a deposition, and ensure compliance with the Lewis settlement agreement.
- Collaborate with other state agency leadership in assuring successful implementation of DD services and community programs.
- Direct state agency teams in strategic planning processes aimed at systems and culture change to assure full participation in the benefits of life and rights of all individuals.

### NEW MEXICO DEPARTMENT OF HEALTH

6/10-7/15

#### Bureau Chief, Community Programs, Developmental Disabilities Supports Division

- Managed and directed statewide Home and Community-Based Medicaid Waivers (Developmental DD and Mi Via), provide direct staff supervision and program oversight with department and division senior leadership.
- Implemented quality, systems improvement, policy development and assist with the management of \$300 federal and state program expenditures.
- Implemented complex systems and programs including case management, provider enrollment, meaningful day and employment initiatives.
- Assured compliance with mandatory state and federal regulations, litigation and provide state legislative and policy analysis.
- Managed and oversaw the Joint Powers Agreement between the HSD and the NM Department of Health (DOH) for the DD and Medicaid Waiver.
- Established, maintained rapport with and collaborated with clients and their families, service providers, advocates, advisory bodies, state government administration and policy makers (i.e. Developmental Disabilities Planning Council, Association for Development Disabilities Community Providers, Statewide Advisory Council on Quality/Policy-Quality Committee, Mi Via Advisory Committee, ARC of New Mexico, Residential Masterminds).
- Managed a statewide team of approximately 20 staff and interface with other departmental administrators and developed administrative disability policies and procedures.
- Developed, implemented and monitored service standards.
- Managed aspects of the DD and Mi Via Waivers, including collaborating statewide with case

- management coordinators, Mi Via coordinators and Supports Intensity Scale (SIS) coordinators.
- Provided fiscal oversight and budget recommendations to senior management, contract management, conducted training, developed reporting requirements to the Centers for Medicare and Medicaid (CMS) to include quality management.
- Ensured amendments and waiver applications to CMS are written appropriately and timely.
- Collaborated with other state agencies and manage provider enrollment for approximately 300 Medicaid waiver providers statewide.
- Analyzed data to monitor utilization, access, costs and quality of services.
- Worked with cross division teams on eligibility management to ensure individuals allocated to the waivers are determined eligible and enter services within the timelines required by the Lewis agreement.
- Provided key leadership and support for the Advisory Council on Quality (diverse stakeholders from across the state) meetings and collaborating with the DDSQI to maintain a quality service delivery system and to improve the waiver system in the state.
- Directed the daily operations of statewide supported employment and meaningful day initiatives supported by the Community Programs Bureau staff in five regional offices.
- Oversaw 75 performance-based contracts established between the division and a statewide network of providers to monitor and ensure the provision of quality community inclusion services.
- Ensured bureau staff report monthly to the court to demonstrate compliance with requirements of litigation against the state related to supported employment and meaningful day initiatives.

## NEW MEXICO AGING AND LONG-TERM SERVICES DEPARTMENT 8/09-6/10

### Deputy Director, Elderly and Disability Services Division

- Directed and managed the activities of the Medicaid Home and Community Based programs including case management (care coordination), provider enrollment, eligibility management related to the Lewis agreement and contract management in coordination with the Human Services Department for the managed long-term care providers.
- Ensured compliance with and quality implementation of policy, procedures, regulations, and service standards.
- Managed statewide programs in accordance with applicable federal and state laws, regulations, policies and budgetary requirements.
- Evaluated staffing needs against available resources to ensure programs are adequately staffed by qualified individuals.
- Trained and supervised 40 diverse staff and employees across bureaus within the division (Mi Via, Brain Injury, CoLTS).
- Developed and managed budgets including costs expenditures, costs-benefits analysis and program trending across organizational agency units.
- Provided key leadership with key stakeholders, advisory committees, service recipients, families and providers for the Mi Via, Brain Injury and CoLTS programs to receive feedback and input on program policies and procedures.
- Conducted outreach and education activities for providers, service recipients, families and stakeholders regarding the Mi Via program.

## NEW MEXICO DEPARTMENT OF HEALTH

10/07-8/09

### Bureau Chief, Community Programs, Developmental Disabilities Supports Division

- Managed and directed the daily administrative operations of the Developmental Disabilities (DD) Medicaid Waiver, the self-directed Medicaid waiver (Mi Via), and meaningful day and employment initiatives, policy development for the division; and legislative analysis on an annual basis.
- Provided program oversight of the Joint Powers Agreement between Human Services Department (HSD) and the New Mexico Department of Health (DOH) for the DD and Medically Fragile Medicaid Waivers.

- Managed a statewide team of approximately 24 staff and interface with other departmental administrators to develop and implement administrative disability policies and procedures and monitor service standards.
- Managed two waivers and provide fiscal oversight and budget recommendations to senior management.
- Developed reporting requirements to the Centers for Medicare and Medicaid (CMS) to include quality management.
- Ensured amendments and waiver applications to CMS are written appropriately and timely.
- Managed provider enrollment for approximately 300 Medicaid waiver providers statewide.
- Analyzed data to monitor utilization, access, costs and quality of services.
- Directed the daily operations of statewide supported employment and meaningful day initiatives supported by the Community Programs Bureau staff in five regional offices.
- Oversaw 85 performance based contracts established between the division and a statewide provider network in order to monitor and ensure the provision of quality community inclusion services.
- Ensured that the bureau staff report monthly to the court to demonstrate compliance with requirements of litigation against the state related to supported employment and meaningful day initiatives.
- Trained case managers on aspects of the waiver programs including timelines associated with the Lewis agreement related to eligibility management and to ensure individuals receive services in a timely manner.
- Provided key leadership and support for the Advisory Council on Quality (diverse stakeholders from across the state) meetings and collaborating with the DDSQI to maintain a quality service delivery system and to improve the waiver system in the state.
- Collaborated with other state agency leadership in assuring successful implementation of DD services and community programs.

NEW MEXICO DEPARTMENT OF HEALTH

4/06-10/07

Acting Bureau Chief, Community Programs, Developmental Disabilities Supports Division

- Managed a statewide team of approximately 20 staff and interfaced with other departmental administrators to develop and implement administrative disability policies and procedures and monitor service standards.
- Managed and provided fiscal oversight to the Developmental Disabilities and Mi Via Medicaid Waivers.
- Developed reporting requirements to the CMS to include quality management.
- Ensure amendments and waiver applications to CMS are written appropriately and timely.
- Managed provider enrollment for approximately 300 Medicaid waiver providers statewide
- Analyzed data to monitor utilization, access, costs and quality of services.
- Provided program oversight of the Joint Powers Agreement between HSD and New Mexico Department of Health (DOH) for the DD and Medically Fragile Medicaid Waivers.
- Trained case managers on aspects of the waiver programs including timelines associated with the Lewis agreement related to eligibility management and to ensure individuals receive services in a timely manner.
- Provided key leadership and support for the Advisory Council on Quality (diverse stakeholders from across the state) meetings and collaborate with the DDSQI to maintain a quality service delivery system and to improve the waiver system in the state.
- Collaborated with other state agency leadership in assuring successful implementation of DD services and community programs.

NEW MEXICO DEPARTMENT OF HEALTH

4/05-4/06

Medicaid Liaison, Developmental Disabilities Supports Division

- Managed policy and related issues for the Developmental Disabilities (DD) and Medically Fragile

- (MF) Medicaid Waiver programs and individuals receiving services.
- Establish and maintain rapport as the Medicaid Liaison between the Department of Health and the Human Services Department.
- Developed the application and corresponding amendments to the Centers of Medicare and Medicaid for the DD Waiver.
- Established and coordinated inter-agency work between the Aging and Long-Term Services Department and Human Services Department with statewide stakeholders in order to develop and draft New Mexico's first self-directed Medicaid waiver (Mi Via) for the state of New Mexico. Provided training and technical assistance to department, division, other state agencies, and the public on the DD, MF, and Mi Via Waivers. Coordinated and led within division staff work on eligibility issues that impacted the provision of services for individuals with developmental disabilities.
- Supervised diverse administrative support staff in assuring quality implementation and operation of the DD and MF Medicaid Waiver programs.

## NEW MEXICO DEPARTMENT OF HEALTH

11/04-4/05

### Health Educator, Public Health Division

- Provided health education in order to strengthen the complex systems infrastructure to assure low income children have access to quality health care services under the Title V Maternal and Child Health Block Grant.
- Established and maintained rapport with and collaborate with parents and families of children with developmental disabilities statewide and with the Children's Health Cabinet.
- Coordinated planning activities across state agencies in order to improve programs that support positive health outcomes for children, reduce infant mortality and prevent the new incidence of prevalence of diseases and injuries among children.
- Planned and implemented family-centered and community-based coordinated care that centered on special health care needs of children with developmental disabilities.
- Developed and disseminated age and culturally appropriate health education and training materials to NM communities. Trained diverse staff, parents and families as needed.

## NEW MEXICO HUMAN SERVICES DEPARTMENT

10/03-11/04

### Medical Care Administrator, Medical Assistance Division (MAD)

- Implemented as part of a team of diverse state agency employees the Medicaid Fraud and Abuse Detection and Control Plan. Analyzed complex medical data and documents for the purpose of ensuring compliance with the Centers for Medicare and Medicaid Services (CMS). Implemented detection, prevention and monitoring systems to assure contract compliance and prevent fraud and abuse by the managed care organizations (MCO) and the Developmental Disabilities (DD) Medicaid Waiver.
- Managed regulatory oversight functions including critical analysis of data, surveys, and reports from the MCO's and the DD Waiver and provided determinations of Medicaid recoupments to HSD or the State Attorney General's Office.
- Researched and reviewed applicable Medicaid Waiver regulations, laws, policies and procedures to assure compliance and make recommendations for revisions as appropriate.

## NEW MEXICO HUMAN SERVICES DEPARTMENT

5/01-10/03

### Program Manager, Medical Assistance Division (MAD)

- Managed the Developmental Disabilities (DD) Medicaid Waiver for HSD.
- Provided program oversight of the Joint Powers Agreement between HSD and New Mexico Department of Health (DOH) for the DD Medicaid Waiver.
- Developed waiver amendments, correspondence and maintained compliance with Centers for Medicare and Medicaid rules and regulations.
- Established and maintained rapport with CMS central and regional offices and inter-agency collaboration.

- Provided training and technical assistance to other state agencies, families, providers and the general public on Medicaid regulations for individuals with disabilities.
- Assisted the Office of General Counsel (HSD) in preparing reports to assure compliance related to the Jackson Consent Decree and program regulations. Analyzed and developed Medicaid regulations and New Mexico Medicaid Utilization Review (NMMUR), policies and procedures. Used data driven management approaches to analyze the quality of the DD Waiver's health care services for clients and families and developed reports for organizational monitoring and systems improvement.
- Collaborated across government agencies including the DOH, Children Youth and Families Department, Department of Education, Developmental Disabilities Planning Council, University of New Mexico, Managed Care Organizations, statewide primary care networks and community providers to coordinate behavioral health care systems and increase access to care for children and adults with developmental disabilities through the Medicaid Managed Care and fee for service programs.
- Collaborated on compliance related efforts with DOH and NM Medicaid Utilization Review to identify and resolve issues related to individual service plans and level of care abstract under the DD Waiver.
- Planned the operations of the Disabled and Elderly (D/E) Medicaid Waiver. Provided training and technical assistance to staff, providers, and consumers on eligibility regulations, allocations, utilization review, and claims processing.
- Coordinated and collaborated with DOH to ensure compliance with Lewis agreements related to eligibility management and to ensure individuals receive services in a timely manner. Coordinated with DOH to enroll qualified providers into the waiver program by approving the MAD325 for the Medical Assistance Division.

## New Mexico Department of Health

5/98-6/00

### Medical Care Administrator, Public Health Division, Rural Primary Bureau

- Developed and implemented statewide training to community based primary care providers on the Rural Primary Health Care Act (RPHCA).
- Directed and conducted data driven review of primary care services including access, utilization of services, expenditures, and revenues to ensure compliance of 35 contracts (budget of \$13 million and 66 clinics statewide).
- Provided technical assistance and training to community boards and health councils on the eligibility regulations and standards for RPHCA funds. Ensured compliance of state procurement codes through quality development of Requests for Proposals (RFP's) for statewide funding.
- Conducted site visits and created quality assurance tools to ensure state monitoring and improvement of systems performance.
- Facilitated public forums and trainings for statewide bidders seeking primary care funding.
- Applied data driven management and planning methods to assure proper planning and implementation of rural primary care services across inter-government, national units at the national, state and county levels.
- Co-trained contractors with the NM Primary Care Association on the Management Information Data Systems.
- Executed successful contract transitions in rural counties to ensure compliance with regulatory mandates and successful implementation of primary care services.
- Provided leadership as an advisory member to the statewide Governor's Women's Health Initiative funded by the U.S. Department of Health and Human Services (National Office of Women's Health).

## New Mexico Department of Health

10/96-5/98

### Health Educator, Disability Prevention Program, Public Health Division

- Managed contracts and grants to community based organizations and agencies implementing public health prevention programs and services.
- Assisted with the development of a CDC proposal for funding of the DPP. Facilitated statewide advisory meetings with agency staff, community members, prevention providers and health advocates. Collected

- and analyzed disability and health data for statewide program planning.
- Developed and implemented trainings on disability, health promotion, and secondary conditions with community contractors, statewide prevention committees, governmental agencies and the general public.
- Provided leadership as an advisory member to statewide committees including: Safe Kids, Safe Kids/Safe Seniors, Birth Defects Committee, TBI/SCI Committee, Cross Cultural Committee, Violence Prevention Committee.

New Mexico Department of Health

12/94-10/96

Statewide Program Planner, Developmental Disabilities Division

- Managed 35 community contracts statewide for compliance and to ensure quality services. Conducted data driven Utilization Review of developmental and disability services and costs for planning and compliance with state regulations.
- Provided training on Developmental Disabilities Medicaid Waiver (DDW) regulations and fiscal and programmatic responsibilities to regional and statewide contractors.
- Reviewed Requests for Proposals to assure selection of most competitive contractors.
- Monitored the transitions of individuals transferring from state funded services to the DDW home and community-based services.
- Reviewed and approved individual service plan (ISP) budgets for Medicaid waiver services based on clinical and individual needs.
- Assisted in developing, planning, and implementing a regional plan to transition all individual service plans to five regional offices statewide.
- Developed training manuals, provided ongoing training and technical assistance to regional staff, clients and their families, community providers, and case managers on accessing services, service definitions, rates, ISP development and approval.

## TRAINING

National Leadership Consortium on Developmental Disabilities, Center for Disabilities Studies, University of Delaware, Winter Leadership Institute, Winter 2008

Incident Management Training, NM Department of Health, 2018

Health Information Portability Accountability Act (HIPAA) Training, NM Department of Health, 2017, 2014 and 2010

Running Effective Meetings, Bennett Decision Resources for the Developmental Disabilities Supports Division, NM Department of Health, 2015

Clinical Criteria Training for the Outside Reviewer, 2015

Civil Rights Training, NM Department of Health, 2015

Value-based Decision-making, Bennett Decision Resources for the Developmental Disabilities Supports Division, NM Department of Health, 2014

Managing Negative Chatter in the Work Place, Lorman Education Services, 2014

Supports Intensity Scale Respondent Training, American Association on Intellectual and

Developmental Disabilities, 2012

Administrative Medicaid Fair Hearings, NM Human Services Department, 2013

Special Olympic Coaches Certification, 2002

Basic Mediation Training, NM Department of Health, 1996

Critical Stress Incidence Training, NM Department of Health, 1996

Disability Wellness/Health Promotion Training, NM Department of Health, 1996

Facilitation Training, 1996

Conflict Resolution & Mediation Training, 1996

## **AWARDS**

Leadership Scholarship, The National Leadership Consortium on Developmental Disabilities, Center Disabilities Studies, University of Delaware, 2008

Longevity Award for Three Years of Working to Improve Health of New Mexicans, State Office Quality Advisory Council, 2006

## **PROFESSIONAL ORGANIZATIONS AND MEMBERSHIP**

National Association of State Developmental Disabilities Directors

New Mexico Brain Injury Advisory Council, Governor Appointment

NM Governors' Commission on Disability, NM Human Services Representative

NM Developmental Disabilities Planning Council, NM Department of Health Representative

Advisory Council on Quality Supports for People with Intellectual and Developmental Disabilities, NM Department of Health Representative

## **PUBLICATIONS AND REPORTS**

Duran, R. Issues Brief: Developmental Disabilities Medicaid Waiver, New Mexico Department of Health (January, 2009).

Duran, R. Changes Needed for Cost Containment and Long-Term Sustainability of the Developmental Disabilities Medicaid Waiver, New Mexico Department of Health (November, 2010).

Duran, R. Briefing Paper: Developmental Disabilities Medicaid Waiver, New Mexico Department of Health (March 2011).

Duran, R. Fact Sheet: Developmental Disabilities Medicaid Waiver Redesign ACT, New Mexico Department of Health (2012).

Duran, R. Fact Sheet: Developmental Disabilities Medicaid Waiver Redesign, New Mexico Department of Health (February 2012).

Duran, R. Fact Sheet: Developmental Disabilities Medicaid Waiver Redesign Implementation, New Mexico Department of Health (2012).

Duran, R. Briefing Paper: Developmental Disabilities Medicaid Waiver, New Mexico Department of Health (May, 2012).

Duran, R. Legislative Fact Sheets: Developmental Disabilities Medicaid Waiver, New Mexico Department of Health (2013, 2014 and 2015).

Duran, R. Report on the Central Registry for the Developmental Disabilities Medicaid Waivers, New Mexico Department of Health (February, 2016).

## COMMUNITY SERVICE

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| Board Member and Block Captain, Las Acequias Neighborhood Association  | 2016-present |
| Las Acequias Food Drive  | 2015         |
| Denver Donor Dash ("Chris' Free Runners)   | 2012-2014    |
| Special Olympics New Mexico, Mentor and Coach  | 2003-2006    |
| Board Member, Women's Health Center, Santa Fe, New Mexico, Center of Excellence/U.S.-Department of Health & Human Services | 1998-1999    |
| Volunteer, Corazones Unidas, HIV/AIDS Prevention Services, Santa Fe  | 1998         |
| Northern NM Aides Walk, Santa Fe Cares   | 1997         |