

Professional Profile

Senior Policy Advisor on mental health and disabilities • Officer-in-Charge and Project Director for health communications, emergency response/preparedness, systems development, health information technology, research and program evaluation projects • More than 40 years of experience as a public health disability-based policy leader, manager, analyst, planner, trainer, and educator targeting persons with special needs including those with disabilities; attention to disability laws, policy and health and human services systems change for Federal, State, and local agencies; for- and not-for-profit sectors; academia; constituent and trade organizations; foundations; and the media • Knowledge of planning and implementing cost-effective and cost-efficient integrated systems of care • Expertise on mental health and substance abuse services • Focus on system-based problems affecting persons from all disability groups • Known as "the Consumers' Commissioner" • Collaborative Expertise working with U.S. Departments of Defense, Veteran Administration, and all civilian-based departments including HHS, SSA, DED, DOT, HUD, USAID, local governments, providers, public and private insurers, advocates, family members, and consumers in planning and implementing cost-effective and cost-efficient integrated systems of care including emergency response preparedness.

Relevant Experience

JBS International, Inc. (2008–present)

▼ **Senior Policy Advisor on Mental Health and Disabilities, JBS (2008–present).** Develops and manages new and enhanced business strategies and actions on disability and mental health national and international policies, service systems, technical assistance, and communications targeting public and private sectors. Ensures and integrates approaches to all JBS business areas. Recognized expert on military and civilian traumatic brain injury (TBI), co-occurring emotional and developmental child and youth disorders, disability-based health information technology and special needs/disability-based emergency response. Director of the Traumatic Brain Injury-Resource Optimization Center (TBI-ROC) and its Advisory Group.

Deputy Director, Office on Disability, U.S. Department of Health and Human Services (DHHS) (2003–2008). Expanded and stewarded the first Federal Office on Disability in the DHHS Immediate Office of the Secretary. Attended to disability-based statutes, resulting laws, policy formation, planning, and directed interdepartmental initiatives addressing current service system barriers, White House requests including: President Executive Orders, congressional requests/legislative analyses, administration program and budget policy reports, and provision of national reports. Noteworthy examples include: managing editor for the *2005 Surgeon General Call to Action on Addressing Healthcare and Wellness Needs of Persons with Disabilities Across the Lifespan*; contributor to its 2006 companion document, *The People's Piece*; and *Guide on Addressing Hearing Disorders for Children Birth to Three Years of Age*; liaison and developer of disability-based health and human services emergency preparedness and response tools, policies/standards and planning documents

(e.g., CONOPS); worked closely with the Administration on Children and Families (ACF) Office of Human Services Emergency Preparedness & Response (OHSEPR) on development of standards and requirements that apply to the ACF Disaster Management Program (DMP); as case manager during emergencies, provided direct services to individuals, in conjunction with the DHHS Emergency Preparedness Office, OHSEPR DMP, Indian Health Services, and the Department of Homeland Security/FEMA; manager of the DHHS *2006 9th International Biennial Special Need Child Congress*; and consultant with individual countries on disability-based systems of care. Participated in groundbreaking disability initiatives: electronic personal health records; State and tribal government policy initiative addressing young adults with disabilities; programs for children and youth with co-occurring developmental disabilities and emotional/ substance use disorders; universal-designed and environment-sensitive housing; activities to address traumatic brain injury; homeownership and caregiver interactive live Webcasts; landmark document on suicide among individuals with incurred disability, co-produced with Boston University; Federal–State electronic disability-based one-stop constituent communications; and medical–home coordinated systems of care for all age groups. Served as coordinator to ensure the department's adherence to employee and public access to electronic communications and purchases (Sections 508 and 504 of the Rehabilitation Act). Participated in interdepartmental disability-based proposed research and evaluation program proposals. Served as Office on Disability's Chief Operating Officer and staff supervisor.

Adjunct Professor, Boston University, Sargent College, Health Sciences Department (2008–present). Teaches senior student seminar titled Disability Advocacy, the ADA Law, and the 2008 Amendment: Theory, Practice, and Real World Challenges and Actions. Addresses all disability

laws and respective interface with the ADA, and supporting regulations and procedures.

Substance Abuse and Mental Health Services Administration (SAMHSA), DHHS, Office of Policy, Program and Budget, Public Health Senior Analyst (2001–2003); Special Expert on Mental Health (2000–2001); and Senior Policy Public Health Consultant (1998–2000). Per Director's request, joined SAMHSA as a contractor and later hired as a Federal Public Health Senior Analyst. Directed intragovernmental and intergovernmental policy and planning activities, and authored documents on Federal, State, local and international prevention- and treatment-based mental health and co-occurring mental and substance use disorders addressing all age groups. Directed/managed responses to Presidential Executive Orders (New Freedom Initiative); Supreme Court judicial decisions (*Olmstead* Decision); and Federal–State Mental Health Assessment and Emergency Preparedness Conferences and Action Planning in response to September 11, 2001. Authored the *2003 Report to Congress on the Prevention of Co-Occurring Substance Abuse Disorders and Mental Disorders*, whose development necessitated intensive consensus building with historically non-partnering mental health and substance abuse public and private experts resulting in report that continues to steer needed shifts in service delivery and research. Served as international consultant on mental health and/or substance abuse challenges and actions. Provided statutory regulatory language (e.g., seclusion and restraint). Addressed Congressional requests. Oversaw budget proposals, and maintained Federal–public/private stakeholder relationships (State authorities, providers, consumers, advocates, foundations). Provided Federal–public resource supports addressing substance use disorders and mental health problems including Promoting Older Adult Health and supporting Toolkit (prepared by SAMHSA with the National Council on the Aging. Addressed national issues including behavioral health issues of aging adults, inappropriate incarceration, emergency preparedness, medically unnecessary institutionalization, public/private healthcare financing, ethnic minority behavioral health issues, integration of behavioral health and primary care, and youth violence.

Organization Consultant, CPC Health/Chestnut Lodge (1998–1999). Provided consultation on financial and service delivery issues. Provided technical assistance on restructuring the organization's service and financial challenges;

networking processes with the region's child, adult, and aging behavioral health partners; and organizing service and financial structures to meet managed care requirements.

Senior Policy Analyst, SAMHSA Center for Mental Health Services (CMHS) (1998).

Facilitated development of the Agency Early Warning System for State Block Grant project officers to identify and prevent escalation of issues that may affect a State's mental health and/or substance abuse service delivery.

Acting Commissioner, District of Columbia Commission on Mental Health Services (1997).

Directed the child and adult mental health system's \$230 million system including the public psychiatric hospital (St. Elizabeth's Hospital) and community public and private mental health services until the system was placed under Federal Court receivership. Implemented financial, quality improvement, and service restructuring actions that the appointed receiver continued.

Behavioral Health Managed Care Expert, District of Columbia Health Care Finance Administration (HCFA) (1996–1997). Directed the District's behavioral health public managed care planning process using collaborative processes with its Medicaid Office, Commission on Mental Health Services, provider representatives, consumers, family members, and advocates. The resulting plan resulted in the District's behavioral health contracting process.

Commissioner, Commonwealth of Massachusetts, Department of Mental Health (1991–1996). Led the more than \$500 million transformation of the Massachusetts Department of Mental Health to a nationally and internationally recognized comprehensive model of community-based systems of care. Restructured the public–private system from fragmented hospital-based systems into community-based system during the State's deficit budget crisis and implementation of the behavioral health Medicaid managed care waiver. Through Governor, legislature, and Secretary of Human Services, maintained collaborations that attained political and financial supports for the system change initiatives. Collaborated in the following successes:

- Closed five State inpatient facilities placing consumers into appropriate residential services, and reconfigured historic institutional funding for community service expansion using the facility consolidations to transform the mental health system

- Restructured the mental health system into a nonfragmented, unified payment supporting acute and continuing care integrated service systems
- Used participatory planning to accomplish successes (stakeholders included consumers, family members, providers, advocates, elected officials)
- With the State Medicaid Director planned and implemented the State's behavioral health Medicaid 1,115 managed care waivers that became a national model
- Developed and directed system-based managed care infrastructures (quality improvement, utilization management, computerized data systems) supported by target performance measures that documented a major inpatient utilization reductions and increased community lengths of stay
- Enhanced State's attention to emergency preparedness and response for citizens with behavioral health challenges
- Implemented policy and training models that diminished and ensured appropriate inpatient seclusion and restraint as a treatment intervention
- Developed statewide crisis intervention and prevention programs that reduced the high numbers of medically unnecessary emergency service and inpatient utilization
- Prevented medically unnecessary use of nursing home and homeless shelters
- Obtained JCAHO accreditation for all State institutions and implemented public and private inpatient and community network accreditation
- Carried out extensive consumer self-determination programs
- Restructured the adult residential system into long-term supported housing stopping the historic transitional housing approach to community living and expanded housing opportunities for more than 2,000 individuals in a 20-month period through partnerships with private developers and State and Federal governments
- Developed specialized inpatient and community services for persons with co-occurring mental and substance use disorders and traumatic brain injury
- Implemented nationally recognized homeless prevention programs
- Implemented two academic-based Centers of Excellence that evaluated and researched system-based subject areas
- Provided consultation and technical assistance to Federal agencies, States, and other countries (Canada, China, Great Britain, Israel, Japan, and

Sweden) on planning and implementing comprehensive systems of care.

Instructor, Behavioral Sciences, Massasoit Community College (1990–1991). Taught introduction to psychology and social psychology courses.

Area Director/Superintendent, Commonwealth of Massachusetts, Department of Mental Health (1988–1991). Led the \$12 million regional restructuring of historically fragmented services and high rate of leadership turnover into a State model of a public and private comprehensive community-based system of care. As the public psychiatric inpatient facility's Superintendent, attained JCAHO accreditation that had been in jeopardy of loss.

State-Wide Acute Services Coordinator, New Jersey Department of Human Services, Division of Mental Health & Hospitals, Office of Community Services (1986–1988). Directed the development of New Jersey's case management and crisis intervention policies and regulations through inclusionary planning processes.

Central Region Director (Essex, Monmouth, Middlesex, and Ocean Counties), New Jersey Department of Human Services, Division of Mental Health & Hospitals, Office of Community Services (1984–1986). Directed the regional inpatient and county-based community services delivery for New Jersey's most populous counties.

Chief, Kent County Mental Health Center, Community Support Services (1983–1984). Led the restructuring of a traditional community mental health center into an integrated comprehensive system of care addressing all age groups. Attained State-wide attention because of major reductions in medically unnecessary use of emergency room and acute and long-term inpatient services.

Director, Greater Trenton CMHC, Case Management Program (1981–1983). Led the planning and delivery of Federal-funded Community Mental Health Center's case management program serving all age groups (elder, adult, and child).

Director, Horizon House, Inc. (1979–1981). Directed the clinical and administrative functions for the country's first integrated mental health psychosocial and employment program. With the Executive Director participated in the development of the Nation's psychosocial advocacy

organization, the United States Psychiatric Rehabilitation Association.

Instructor, Behavioral Science, Philadelphia Community College (1978–1980). Taught introduction to psychology courses.

Assistant Director, Horizon House, Inc. (1974–1978). Supervised clinical functions of the counseling department's staff and undergraduate and graduate interns.

Psychiatric Rehabilitation Counselor, Horizon House, Inc. (1971–1974). Provided counseling and case management services to individuals 18 years and older with a history of mental illness and recently discharged from State psychiatric hospitals.

Education

MEd, Counseling Psychology/Rehabilitation Counseling, Temple University, 1971.

BA, General Science, Temple University, 1969.

Selected Publications and Reports

U.S. Department of Health and Human Services, Office on Disability (Elias, E., Co-Author). (in progress). Suicide and disability. *Journal of the American Academy of Pediatrics*.

U.S. Department of Health and Human Services, U.S. Surgeon General's Office (Elias, E., & Brann, E., Science Editors). (2005). *Surgeon General's call to action on addressing healthcare and wellness needs of persons with disabilities across the lifespan*. Rockville, MD: Author.

U.S. Department of Health and Human Services, Substance Abuse Mental Health Services Administration (Elias, E., Contractor Author). (2002). *Report to Congress on the prevention and treatment of co-occurring substance abuse disorders and mental disorders*. Rockville, MD: Author.

Center for Mental Health Services (Elias, E., & Navon, M., Contractor Authors). (1998). Managing organizational change. In *Humane managed care*. Washington, DC: NASW Press.

Center for Mental Health Services (Elias, E., Contractor Co-Author). (1998). A public authority's

mandate for managed care: A study in managing organizational change. Rockville, MD: Author.

Elias, E. (1996). New system paradigm increases need for performance-based evaluation. *Focus on Mental Health Services Research*, 8, 5–6.

Elias, E., & Navon, M. (1996). Implementing managed care in a State mental health authority: Implications for organizational change. *Smith Studies*, 66, 269–292.

Elias, E., & Navon, M. (1995). The Massachusetts experience with managed mental health care and Medicaid. *Health Affairs*, 14, 46–49.

Elias, E., Flannery, R., Fletcher, V., Hanson, A., & McMillan, L. (1994). Educating for public managed care: The Massachusetts restructuring initiative. *Innovations and Research*.

Center for Mental Health Services (Leadholm, B., Kerzner, J., & Elias, E., Contractor Authors). (1993). *Paving the road to recovery in mental illness: Beyond good intentions to a comprehensive system design*. Washington, DC: Author.

Elias, E., Gubman, G., & Minsky, S. (1992). Risk of hospitalization: Development, reliability, testing, and validation of a new scale. *Evaluation and Program Planning*, 15, 13–21.

NIMH (Elias, E., Contractor Author). (1986). *Case management services for persons who are homeless and mentally ill: Report from NIMH Workshop*. Bethesda, MD: Author.

Elias, E. (1980). A clinical-consultative approach to supervision. *Innovation in counseling services*. Arlington, VA: International Association of Counseling Services.

Consultation/Training

Provides consultations and trainings for international, national, State, and local public and private entities on subjects addressing comprehensive disability-based systems of care that emphasize integration and coordination of social services, criminal justice, housing, transportation, assistive technology, primary and long-term health care, employment, education, faith, and overall community life for individuals across the lifespan with physical, sensory,

cognitive, behavioral health, and chronic medical disabilities.

Selected Presentations

Presents on a wide variety of disability-based subjects inclusive of developing, implementing, and managing organizational change and the importance of accountability.

Invited speaker for organizations including State and Federal governments; national public policy organizations; trade organizations such as the National Governors Association; and academic institutions such as Catholic University, Harvard University Kennedy School of Government, Massachusetts Institute of Technology Sloan School, University of Michigan, and Boston University.

Invited international speaker and consultant for the World Health Organization, World Bank, and such countries as Afghanistan, Brazil, China, Iraq, Israel, Italy, Japan, Jordan, and the United Kingdom.

Invited to participate in the first Leadership Exchange for the International Initiative for Disability Leaders in Ottawa, Canada, August 2007.

Awards and Appointments

Awards

- U.S. Department of Health and Human Services Secretary recognition awards:
- State of Massachusetts Department of Mental Health Human Services Award, 1997
- State of Massachusetts Department of Mental Health Distinguished Service Award, 1996
- *Two Thousand Notable American Women*, Fifth Illustrated Ed., American Biographical Institute, Inc. 1993.

Recognized for leadership and expertise by numerous international, Federal, State, and local government and nongovernment organizations for system transformation.

Board Membership

Child Welfare League of America, Mental Health Advisory Committee Member, 2002–present.

National Association State Mental Health Program Directors, Board Member, 1993–1996.

National Alliance for the Mentally Ill for the District of Columbia, Board Member, 1999–2003.

Sturgis Charter School, Treasurer, 1999–2003.

Organization Membership

American Public Health Association, 2005–present.

International Initiative for Disability Leaders, National Council on Aging, 2004–present.

States Psychiatric Rehabilitation Association, 1972–present.

Full Client/Employer List

Center for Mental Health Services, SAMHSA

Commission on Mental Health Services

CPC Health/Chestnut Lodge

Greater Trenton CMHC

Health Care Finance Administration

Horizon House, Inc.

JBS International, Inc.

Kent County Mental Health Center

Massachusetts Department of Mental Health

New Jersey Department of Human Services

Substance Abuse and Mental Health Services Administration

U.S. Department of Health and Human Services

