



2022 Legislative Conference

February 15 | February 16 | February 17

Danny TK Avula, MD, MPH | Commissioner Virginia Department of Social Services | Richmond, Virginia

Dr. Danny TK Avula was appointed as the commissioner of the Virginia Department of Social Services in February 2022 by Governor Youngkin. He is the former health director of the Richmond City and Henrico County Health Departments. From January 2021-January 2022, Governor Northam appointed Avula to lead the Commonwealth of Virginia's unprecedented COVID-19 vaccination effort.

Avula is a public health physician specializing in pediatrics and preventive medicine and continues to practice clinically as a pediatric hospitalist. After graduating from the University of Virginia, he earned his medical degree from the Virginia Commonwealth University School of Medicine. He completed residencies at VCU and Johns Hopkins University, where he also earned the master of public health degree. He is an affiliate faculty member at VCU, where he regularly serves as an advisor and preceptor to graduate and medical students.

Governor McAuliffe appointed Avula to the State Board of Social Services in 2013, and he served as board chair from 2017 to 2019. He is also a former board chair of the Richmond Memorial Health Foundation. He is a recent recipient of the Virginia Center for Inclusive Community's Humanitarian Award, a 2019 *Richmond Times-Dispatch* Person of the Year honoree and was named *Style Weekly's* "Richmonder of the Year" in 2020. Avula's work has been featured nationally by the CDC, MSNBC, *The New York Times*, NPR, and PBS Newshour, and he can be found on the TED circuit with his TEDx talk entitled "Dependence Isn't a Dirty Word." At home in Richmond's Church Hill neighborhood, where he has lived for the past 16 years, Avula's time is devoted to life with his wife and five kids.

Shirley Lefler Bazdar | Program Manager Claude Moore Charitable Foundation | Fairfax, Virginia

Shirley Bazdar has served public schools in the Commonwealth for more than 30 years. She has been a career and technical education teacher (marketing education), coach, high school administrator, and director of career and technical education in Northern Virginia. She spent 11 years working for the Manassas Park City Schools and 19 years working for the Loudoun County Public Schools.

After retiring from Loudoun County Public Schools in 2016, Bazdar became an educational consultant with the Claude Moore Charitable Foundation's Claude Moore Scholars program and continues to be an adjunct for Shenandoah University. Since July 2021, she has become the program manager for the Claude Moore Scholars program. The sole focus of her career has been to provide high school students with career pathways and opportunities that would prepare them to be college and career ready.

Steve Ford | Senior Vice President for Policy and Reimbursement VHCA-VCAL | Richmond, Virginia

Steve Ford has an extensive background in Medicaid policy and regulation, strong research, and analytical skills, as well as significant relationships with policy makers and other health care organizations. In his current role, he leads VHCA-VCAL's initiatives related to Medicare/Medicaid payment issues and the transition to managed care.

Prior to joining VHCA-VCAL staff, Ford served in a variety of capacities at the Virginia Department of Medical Assistance Services (DMAS). From 2003 through 2014, his roles at DMAS included deputy director for administration, director of the policy and research division, and healthcare reimbursement manager. From 2000 to 2003 he served as the director of financial policy for the Virginia Hospital and Healthcare Association (VHHA). From 1994 to 2000 he served as principal legislative analyst for the Joint Legislative Audit and Review Commission (JLARC).

Mr. Ford received his bachelor of arts in government and masters in public policy from the College of William and Mary.

**Laurie Forlano, DO MPH | Deputy Director, Office of Epidemiology
Virginia Department of Health | Richmond, Virginia**

Dr. Laurie Forlano serves as the deputy director of the Office of Epidemiology and deputy state epidemiologist. During the COVID-19 pandemic she was the inaugural co-leader of Governor Northam's COVID-19 Long Term Care Facility Task Force, and currently serves as the VDH COVID-19 operations section chief, overseeing teams related to testing, vaccination, containment, disease surveillance, and focused groups on long term care and K12 schools. Dr. Forlano has been with the Virginia Department of Health since 2011 in varied leadership positions in the Office of Epidemiology and Office of the Commissioner. She is a board-certified physician in preventive medicine and public health, a graduate of the Philadelphia College of Osteopathic Medicine and obtained her masters of public health at the University of Massachusetts.

**Melissa L. Green, RN, MSHA, RAC-C | Co-Founder and Chief Clinical Officer
Trio Healthcare | Atlanta, Georgia**

Melissa Green serves as chief clinical officer (CCO) of Trio Healthcare, LLC, a company she co-founded with two partners in 2016. In her capacity as CCO, Green provides leadership and guidance on all aspects of the clinical services provided at the company's 11 senior care facilities. She also serves as corporate compliance officer for the company.

Green has 20 years of experience in clinical leadership positions, with an emphasis on the senior healthcare industry. She has worked for multi-state providers within excess of 200 skilled nursing centers, as well as smaller regional companies. Green has had exceptional success in improving performance at clinically underperforming facilities, including facilities on provisional license and centers with open plans of correction. She implements systems that improve regulatory outcomes and clinical reimbursement processes.

Most recently, Green served as senior vice president of clinical operations for Reliant Senior Care until co-founding Trio Healthcare, LLC. From September 2011 to November 2015, she served as senior vice president of clinical operations and corporate compliance officer for AdCare Health Systems, which operated 38 SNFs and eight assisted living centers located in nine states. Her professional experience also includes senior clinical leadership experiences at Sava Senior Care, Sunbridge HealthCare, and Consulate Management.

Green is a registered nurse and holds a master of science degree with health care administration focus obtained from Kennedy Western in 2003. She holds numerous clinical certifications and is a member of multiple professional associations and memberships. She was appointed to the AHCA/NCAL Quality Cabinet and served on the Survey and Regulatory CMS Committee. She is a member of the Health Care Compliance Association and the Nurse Executive Council. Green was appointed to the Virginia Board of Health in October 2021.

**David Gifford, MD, MPH | Sr. Vice President of Quality & Regulatory Affairs
AHCA/NCAL | Washington, DC**

Dr. David Gifford is the senior vice president of quality and regulatory affairs at AHCA/NCAL, the largest association in the country representing long term and post-acute care facilities. He helped create the department which assists providers in their quality improvement efforts and works with Administration officials on regulations and policies impacting the profession. Gifford also serves on the Board of the Advancing Excellence in America's Nursing Homes campaign and the Baldrige Foundation Board.

He is a former director of the Rhode Island State Department of Health, where he received the National Governor's award for Distinguished Service Award for State Officials and was a semi-finalist for the Harvard Kennedy School of Government Innovations in Government award for work on the nursing home survey process. Prior to that he served as chief medical officer for Quality Partners of Rhode Island where he directed CMS's national nursing home-based quality improvement effort. He received his medical degree from Case Western

Reserve University and conducted his geriatric fellowship at UCLA, where he also earned his master's in public health in epidemiology.

**Keith Hare | President and CEO
VHCA-VCAL | Richmond, Virginia**

Keith Hare is the president and CEO of the Virginia Health Care Association-Virginia Center for Assisted Living. He was the former deputy secretary of Health and Human Resources for Gov. Bob McDonnell. Prior to serving in the McDonnell administration, Hare was director of government affairs for the Medical Society of Virginia from 2005 to 2010 and director of public affairs for the Virginia Hospital and Healthcare Association from 2000 to 2005. Hare also served on the staff of former Congressman Bob Clement from Tennessee and as a political consultant.

Mr. Hare holds a bachelor of arts in communications from the University of Tennessee and a masters public administration from Virginia Tech.

**The Honorable William A. Hazel, Jr., MD | Senior Deputy Executive Director
Claude Moore Charitable Foundation | Fairfax, Virginia**

Bill Hazel exemplifies the gold standard ideals set forth by Dr. Claude Moore as few other professionals associated with the Foundation can. As our senior deputy executive director, Dr. Hazel brings educational, professional and philanthropic credentials to the organization that are beyond compare. He holds an MD degree from Duke University School of Medicine and served his orthopedic surgery residency at the Mayo Clinic in Rochester, MN. Most recently he worked in the Office of the Provost at George Mason University.

For eight years, Hazel was the Commonwealth of Virginia's Secretary of Health and Human Resources and oversaw 11 state agencies. His past leadership roles also include service as the president of medical staff of INOVA Fairfax Hospital and as a past member of Inova's Board of Trustees and Trustee of the American Medical Association. He has even served as team physician for the Washington Commanders and DC United. Hazel's commitment to charitable works includes volunteerism near and far, from serving communities in rural Virginia to Bolivia. He is also the author of multiple professional publications. Hazel's experience in the medical field, and his lifelong commitment to public health and health education, personify the mission of the Claude Moore Charitable Foundation.

**Amy Hewett, CAE | Vice President of Strategy and Communications
VHCA-VCAL | Richmond, Virginia**

Amy Hewett, CAE is an experienced association professional who has worked with a broad range of organizations—from national trade and non-profit associations to statewide trade and professional organizations in Virginia. She joined the VHCA-VCAL staff in 2015 to lead its communications and strategic planning initiatives.

Her prior experience included various roles in government affairs, grassroots advocacy, and communications with the American Heart Association, the Medical Society of Virginia, the Virginia Chamber of Commerce, and the American Waterways Operators. Hewett began her career working at the US Department of Transportation's Office of Inspector General and served as a detailee to the US House of Representatives Committee on Transportation's Subcommittee on Oversight and Investigations.

Hewett graduated *cum laude* from the College of William and Mary with a degree in government. She earned her certified association executive (CAE) credential in 2017.

**Robert Holsworth, PhD | Managing Principal
DecideSmart | Richmond, Virginia**

Dr. Bob Holsworth is one of the leading political analysts in Virginia. His comments on Virginia and national politics have appeared in the *Wall Street Journal*, *The New York Times*, *The Washington Post* and in newspapers throughout the nation. He has appeared on almost all the major American television networks and was recently named one of the 100 *Influentials in Virginia Politics* by *Campaigns and Elections* magazine.

The author of five books and numerous articles on public policy and American politics, Holsworth was the Founding Director of both the Center for Public Policy and the Wilder School of Government and Public Affairs at Virginia Commonwealth University (VCU). Holsworth is currently a managing principal in DecideSmart, a firm that provides analysis and planning assistance to agencies, local governments, non-profits, and private sector companies with governmental interests.

He has also served on several boards and commissions. Holsworth chaired Gov. Bob McDonnell's Independent, Bipartisan Advisory Commission on Redistricting, and served as executive director of Gov. Mark Warner's Commission on Efficiency and Effectiveness in Virginia State Government. He currently serves on the Board of Visitors of VCU and is chair of the Board of the Great Aspirations Scholarship Program.

Holsworth received his doctor of philosophy from the University of North Carolina at Chapel Hill.

W. Scott Johnson | Partner Hancock Daniel | Richmond, Virginia

Scott Johnson is a director at Hancock Daniel and holds the highest attorney rating, (AV) by Martindale-Hubbell. His emphasis is governmental affairs at the Virginia General Assembly together with representation of health care providers before the Virginia regulatory boards. Johnson serves as general counsel to the Medical Society of Virginia, the Virginia Dental Association, and the Medical Society of Northern Virginia. He is admitted to practice law in the United States District Courts for Virginia and the United States Court of Appeals, Fourth Circuit. Johnson has repeatedly been selected by his peers as a *Legal Elite* in the area of governmental affairs by *Virginia Business* magazine. He has also been recognized by "The Best Lawyers in America" in the specialty area of government relations.

Johnson leads the firm's governmental affairs team and routinely appears before the Virginia General Assembly to lobby on a broad number of issues affecting businesses, landowners, hospitals, physicians, pharmacies, and professional associations. His experience and track record of drafting and introducing legislation, advocating, amending, or opposing legislation, has proven indispensable to firm clients in Virginia and beyond.

Johnson frequently lectures on recent legislative actions, case law developments, and risk management strategies to avoid civil litigation. He earned his bachelor of arts, *magna cum laude*, from the University of Richmond, where he was a member of Phi Beta Kappa, and his law degree from the T.C. Williams School of Law at the University of Richmond. Johnson is a member of the Virginia State Bar, the Virginia Association of Defense Attorneys, and the American Health Lawyers Association.

Mark F. Klyczek, FACHE | President and CEO Virginia Health Services, Inc. | Newport News, Virginia

Mark Klyczek leads the operations and sets the strategic direction for all lines of service within Virginia Health Services (VHS). Prior to joining VHS, he spent 25 years in health systems in upstate New York, serving in roles within long term care, home care, oncology, hospital administration, and physician practice management.

Klyczek graduated from D'Youville College with a masters in health services administration, and Canisius College with a bachelor of art in psychology and a certificate in gerontology. He is also a fellow in the American College of Health Care Executives. Klyczek has served on various boards for community organizations and has been a member of various committees for hospital and nursing home associations, in addition to speaking nationally at conferences.

In his spare time, he enjoys traveling with his family and enjoying the many activities available in Virginia. Klyczek believes the role of leadership is to grow our people and support the patients we serve. He is passionate about ensuring VHS supports its local community through a great workforce, who in turn can deliver excellent care and an excellent experience.

**C. Novel Martin, III | President | Parkway LTC Consulting
CFO | LTC Holdings | Roanoke, Virginia**

Novel Martin is currently the president of Parkway LTC Consulting and CFO of LTC Holdings (formerly MFA). He served as the CFO of Medical Facilities of America (MFA) from 1999 to 2021. Prior to joining MFA, he was a senior audit manager at KPMG focusing on health care. His experience spans a range of issues including all components of long term care finance, as well as experience with other health care organizations including hospital systems, pharmacies and biotech companies.

He is active in various association and nonprofit organizations. He served as VHCA-VCAL chairman of the board of directors in 2020-21, represented the association in numerous workgroups, and served on AHCA committees. He is the former board president of the Radford University Foundation and the former board president of the Virginia Natural History Museum.

He earned a master in business administration with a concentration in finance from Virginia Tech and his bachelor of science in accounting from Radford University. He is a certified public accountant

**Cynthia Lawrence | Director, Office of Workforce Development
Carilion Clinic | Roanoke, Virginia**

Cynthia Lawrence is the director of the office of workforce development at Carilion Clinic. Prior to joining Carilion, she founded and led two companies from 1986 – 2015, when they were acquired.

Lawrence is a member of the Virginia Lottery Board and the Roanoke-Blacksburg Regional Airport Commission as a city of Roanoke appointee. She serves on the boards of Western Virginia Workforce Development Authority, Mill Mountain Theatre, VA Ready, the Virginia Chamber's Workforce and Education Committee, and is a founding member of the Blue Ridge Partnership for Health Science Careers. She is on the President's Advisory Council for Hollins University and Advisory Boards for the Department of Management at the Pamplin College of Business and Virginia Cooperative Extension at Virginia Tech.

Lawrence serves on numerous civic arts, education, and human services boards in the area. In 2018, she and her husband Mark received the Silver Hope Award from the MS Society in honor of their community service. She is a native and lifelong resident of Roanoke, Virginia. The Lawrences live in Roanoke city.

**Sarah Lineberger, MPH | HAI Program Manager | Virginia Department of
Health**

Sarah Lineberger is the healthcare-associated infections (HAI) program manager in the Office of Epidemiology at the Virginia Department of Health (VDH). She oversees a team of clinicians and epidemiologists working to protect patients receiving healthcare in Virginia by preventing healthcare-associated and antimicrobial-resistant infections. During the COVID-19 pandemic response, she has led VDH infection prevention and control efforts and co-led the Virginia COVID-19 Long-Term Care Task Force.

Lineberger is overseeing \$43 million in federal funds, leveraging resources to expand infection control capacity in Virginia. She is serving as co-chair of the national HAI Subcommittee for the Council of State and Territorial Epidemiologists (CSTE).

Lineberger completed a CDC/CSTE HAI Applied Epidemiology Fellowship at the West Virginia Bureau for Public Health before joining VDH eight years ago. She has a master of public health in global epidemiology from Emory University, Rollins School of Public Health, and a bachelor of science in biology from Wake Forest University.

**Suzanne Mayo DSW, LCSW | Director of Community Integration
Virginia Department of Behavioral Health and Development Services
(DBHDS)
Richmond, Virginia**

Suzanne Mayo has been working in the public mental health system in Virginia for the past 19 years. She began her career as a direct service provider at Harrisonburg-Rockingham Community Service Board, working in a supervised living setting for individuals discharging from Western State Hospital. Later she worked as a clubhouse advocate, mental health team supervisor, and as part of the Region III REACH Team through New River Valley Community Services.

Mayo has been with DBHDS for eight years, first as a social worker and the social work director at Catawba Hospital, and now as the director of community integration in the DBHDS central office. She received her bachelor's degree from James Madison University, master of social work degree from Radford University, and her doctor of social work degree from the University of Tennessee, Knoxville.

April Payne, LNHA | VP of Quality Improvement & Director of VCAL VHCA-VCAL | Richmond, Virginia

April Payne's responsibilities include developing a comprehensive quality improvement program for VHCA-VCAL. She also provides an array of member services designed to assist in regulatory matters, compliance, and clinical support. As the Director of VCAL, she supports assisted living members through regulatory clarification, advocacy, and education.

Prior to joining VHCA-VCAL, Payne served as the vice president of operations and assisted living services/administrator for Beth Shalom Lifecare Community in Richmond. She has also worked for years as a consultant for Chiles Healthcare Consulting, Inc. developing significant knowledge on the survey process and current trends. Payne began her career in long term care as a licensed practical nurse while attending George Mason University where she received her bachelor of science in health systems management, with a concentration in assisted living administration and a minor in business administration. She obtained her master of business administration in 2020 from Virginia Commonwealth University.

Clifton Porter, II | Senior Vice President, Government Relations AHCA/NCAL | Washington, DC

Clif Porter is the senior vice president of government relations at the American Health Care Association and the National Center for Assisted Living (AHCA/NCAL). Prior to joining AHCA/NCAL, Porter led HCR ManorCare's Government Relations Department from 2004-2013 as its vice president of government relations. He has been serving the needs of seniors in the long term care field for over 25 years.

Porter began his career as an administrator-in-training at a skilled nursing facility in 1989 and served as assistant administrator and administrator of several skilled nursing centers from 1990 through 1998. He served on the boards of VHCA, the Ohio Healthcare Association and the Health Facilities Association of Maryland.

Now serving as the top lobbyist in AHCA/NCAL, Porter works to promote the association's legislative agenda. He continues to advocate against cuts to Medicare and Medicaid. Porter received his bachelor of science degree from the Medical College of Virginia, Virginia Commonwealth University, majoring in healthcare management. He is also actively involved in several professional and community organizations.

Tara Ragland | Director, Division of Licensing Programs Virginia Department of Social Services | Richmond, Virginia

Tara Ragland, as division director of the Virginia Department of Social Services (VDSS) Division of Licensing Programs, oversees the licensing and regulation of statewide assisted living facilities, adult day care centers, and child welfare programs. She is also a licensed nursing home administrator and previously worked for a variety of providers in that capacity. Ragland served as a subject matter expert for the Virginia Board of Nursing as it developed a standardized test for the registration of medication aides. Prior to working at VDSS, she was an active member of VHCA-VCAL, serving on the board of directors as the assisted living director. She was also the state leader for the National Center for Assisted Living (NCAL), where she worked as an advocate for quality care in the assisted living industry and was a member of the NCAL Quality and Finance Committees.

Ragland was a contract trainer for the Alzheimer's Association for several years. She also serves as member of the Governor's Long-Term Care Task Force, which helps facilitate information to long term care providers in order to keep them apprised of new mitigation strategies, updates on vaccines and testing, and other pertinent information.

**Michael P. Reynold | Partner, Senior Vice President, MWCAdvocacy
McGuireWoods Consulting, LLC | Richmond, Virginia**

Mike Reynold is a partner with McGuireWoods LLP and a senior vice president for MWCAdvocacy. His practice focuses on healthcare, life science and technology, transportation, and energy issues. In addition to representing clients before the Virginia General Assembly, state agencies, and the US Congress, he is well-versed in building diverse and effective stakeholder coalitions to advocate to policy makers.

Prior to joining McGuireWoods in July 2011, Reynold served as the deputy director of policy for Gov. Bob McDonnell where he advised the governor on healthcare and other issues. Involved in Virginia politics for more than a decade, Reynold was deputy campaign manager and political director for Gov. McDonnell's successful 2009 gubernatorial campaign. Previously, he was the Virginia state director for the 2008 McCain presidential campaign and the executive director of McDonnell for Virginia. He also served as an aide to the Virginia House of Delegates majority caucus and worked briefly for the US House of Representatives Committee on the Judiciary.

In the spring of 2015, Reynold raised more than \$60,000 in 10 weeks for the Leukemia & Lymphoma Society's Man of the Year campaign. As a part of this effort to raise awareness and money for LLS, he was "pushed" out of an airplane at 11,300 feet by a 1st grader who was fighting leukemia. Yes, he is scared of heights.

**Edward J. Richardson, Jr. | Associate Director Senior – Field Operations
Division of Licensing Programs | Virginia Department of Social Services
Richmond, Virginia**

Edward J. "Eddie" Richardson, Jr. currently serves as an associate director, senior – field operations with the Virginia Department of Social Services (VDSS) Division of Licensing Programs (DOLP) in Richmond, VA. He currently has supervisory oversight of the Eastern, Peninsula and Central licensing regions. His current job responsibilities include oversight of statewide operational functions, development and implementation of regulations, as well as ensuring consistent inspection and investigative processes. Richardson has been employed with the Commonwealth of Virginia for 20 years. Prior to working in the VDSS home office, he served the Commonwealth in the roles of field licensing inspector and regional licensing administrator with the Division. He holds a bachelor's degree in sociology from Clemson University.

**Heather Rupe | DAP Specialist
DBHDS | Richmond, Virginia**

Heather Rupe is a behavioral health professional with nearly 20 years of experience in the public sector. She started her career at New River Valley Community Services Board working with individuals with developmental disabilities and co-occurring mental health diagnoses in a residential setting. She continued her career in case management, crisis services and mental health skill building.

After finishing her master's in counseling Rupe moved into a supervision role. Additionally, she has much experience in quality assurance. She chaired the Virginia Community Services Board Quality Leadership Council for two years and was clinical lead on two different EHR implementation teams. Rupe accepted a role in Virginia's DBHDS three years ago as a community transition specialist focusing on census management at the state facilities. Her passion is finding person centered, least restrictive settings for individuals and she is energized by the ability to find creative out of the box solutions for individuals who need more than the system is currently offering.

Rupe is currently in an acting community integration manager role, along with managing the discharge assistance program and local inpatient purchase of service funding.

**Jamie Sipe | Associate Director, Senior-Field Operations
Department of Social Services | Richmond, Virginia**

Jamie Sipe is an associate director, senior-field operations at the DSS. She has worked for the Department of Licensing Programs for more than 20 years in roles as a licensing inspector, licensing administrator, and operational consultant. She has been in her current position for 10 years. Her current job responsibilities include oversight of statewide operational functions, development and implementation of regulations, as well as consistent inspection and investigative functions, and the direct supervision of the Home Office Field Support Team, along with eight statewide licensing field offices.

**Tammy Whitlock | Deputy Director, Division of Integrated Care And
Behavioral Services
Department Of Medical Assistance Services | Richmond, Virginia**

Tammy Whitlock is the deputy director of Complex Care and Services for the DMAS. Whitlock started working with DMAS in 1994 as a rehabilitation analyst and has held various positions in long term care and maternal and child health. Most recently she served as the director for the Division of Integrated Care and Behavioral Services

Whitlock received her bachelor's from Longwood University and her master's in health administration from Virginia Commonwealth University.