

**The Institute for Innovation & Implementation
University of Maryland, School of Social Work**

Phone: 443-829-4097

E-mail: dsulzbach@ssw.umaryland.edu

SUMMARY

Denise Sulzbach is the Director of Policy and Strategic Development at The Institute for Innovation & Implementation at the University of Maryland, School of Social Work (formerly Innovations Institute at the School of Medicine). Ms. Sulzbach has been the **sole or lead author of numerous successful federal grants proposals that have brought over \$55 million dollars into the State of Maryland** to improve outcomes for children with complex needs and their families. Ms. Sulzbach **has sixteen years of experience and success in program, policy, training, technical assistance, and legal and fiscal analysis**, with a solid track record of leveraging support by building upon multidiscipline partnerships in the planning and implementation of **data-driven projects with outcome-based results**. She has considerable background and experience in the provision of **cross-agency and cross-discipline technical assistance and training to public and private providers in the development and implementation of systems of care practices and principles to improve outcomes for youth with complex needs and their families**.

Ms Sulzbach has served the State of Maryland in several high-level, Governor-appointed positions. From 2003 to 2007, she worked for the State of Maryland, serving as Project Director for Maryland's Mental Health Transformation State Incentive Grant, Director of Systems of Care and Interagency Policy at the Governor's Office for Children, and the Deputy Secretary for Administration at the Department of Juvenile Services. Ms. Sulzbach also worked for several years at the county level as a prosecutor, at which time she was assigned to the child advocacy center and specialized in child abuse and sexual assault, juvenile law, and drug courts. Her background also includes work as a court advocate for victims of domestic violence, Medicaid eligibility technician for the State of Connecticut, and respite care provider for children with intensive needs. **In 2009 she was appointed by the federal Substance Abuse and Mental Health Services Administration (SAMSHA), Center for Mental Health Services (CMHS) to serve on the Child, Youth and Family Council on Mental Health** (formerly Council on Collaboration and Coordination) – to support the vision and mission of SAMHSA's Child, Adolescent and Family Branch (CAFB) to create, implement, expand and sustain the values and principles of systems of care in America and provide guidance and input about how CAFB should address critical issues in the field of children's mental health, and identify strategies to improve mental health services and child serving systems.

EDUCATION

J.D. University of Baltimore, School of Law, Baltimore, MD, 1994

B.A. Fairfield University, Department of Sociology, Fairfield, CT, 1989

EMPLOYMENT HISTORY

University of Maryland, Institute for Innovation & Implementation, Policy and Strategic Development Director, 2008 to Present

Sulzbach Systems Consulting, LLC, Owner, 2007 -2009

Maryland Office of Mental Health Transformation, Project Director, 2005-2007

Governor's Office for Children, Director of Systems of Care and Interagency Policy, 2004-2005

Maryland Department of Juvenile Services, Deputy Secretary, 2003-2004

Harford County State's Attorney's Office, Assistant State's Attorney, 1997-2003; Legal Intern 1993-1994

Law Offices of John E. Kelly, P.A., Associate Counsel 1996-1997; Legal Intern 1992-1994

Aetna Insurance Company, Associate Counsel, 1995-1996

Circuit Court for Harford County, Judicial Law Clerk, 1994-1995; Legal Intern, 1993

State of Connecticut, Medicaid Eligibility Technician, 1990-1991

Connecticut Superior Court, Victim Advocate, 1989-1990; Family Law Intern, 1989

Kennedy-Donovan Center, Respite Care Provider, Summers 1986-1988

PROFESSIONAL EXPERIENCE

Grant, Technical Writing & Legal Expertise:

- Ms. Sulzbach has been the sole or lead author on numerous grants bringing in a total of over \$55 million dollars to improve outcomes for children, families and transition-age youth throughout Maryland and other partnering states.
- In 2012, Ms. Sulzbach and a team of colleagues at The Institute led planning efforts and drafted a Medicaid 1915(i) State Plan Amendment to serve children who are at, or just below, the residential treatment center level of care in community-based care using wraparound service delivery.
- In 2010, Ms. Sulzbach established a University of Maryland satellite grant office in Talbot County, Maryland to support and implement a 6-year \$9 million federal grant to improve outcomes for youth with serious mental health needs, in or at risk of entering the child welfare system on Maryland's Eastern Shore.
- In 2008, Ms. Sulzbach drafted regulations for the implementation of a Medicaid State Plan Waiver in order to serve children with intensive needs in community-based programs under a Center for Medicaid and Medicare Services Psychiatric Residential Treatment Facility Demonstration Grant.
- From 2003 through 2007, Ms. Sulzbach negotiated and drafted numerous Memorandums of Understanding between child and family serving agencies including child welfare, juvenile justice, education and health in order to support cross-system coordination and accountability.
- From 1997 through 2003, as a prosecutor in a Child Advocacy Center, Ms. Sulzbach worked with child welfare and local law enforcement and led numerous child abuse and sexual assault investigations from initial complaint through prosecution.
- In 1999, Ms. Sulzbach was the lead author of federal grant and policy and procedure manual which resulted in the successful implementation and operation of a county juvenile drug court. Her policy and procedure manual was later adopted by the Maryland Drug Treatment Court Commission as the state model.

Policy & Fiscal Data Assessments/Analysis Expertise:

- Since 2011, Ms. Sulzbach has been a member of SAMHSA's Child, Youth and Family Council on Mental Health's Block Grant Integration Workgroup providing analyses of SAMHSA's proposed Joint Substance Abuse and Mental Health Block Grant Application and a series of written recommendation on language to support creating, implementing, expanding and sustaining the values and principles of systems of care to improve outcomes for children with behavioral health needs and their families.
- In 2011 through 2012, Ms. Sulzbach has provided research, analysis and technical assistance in support of Maryland's behavioral health integration and health reform planning and implementation efforts in Maryland on behalf of children with behavioral health needs and their families.
- In 2007, in support of both a statewide System of Care grant application for youth and families in the child welfare system and in response to 19-year old consent decree regarding the health care needs of youth in foster care, Ms. Sulzbach chaired a data group that cross-matched the service use and spending on youth served in both the foster care and public mental health systems. The resulting fiscal and data analyses provided the foundation for the design of service delivery system that combines the best practices from within child welfare and mental health.
- From 2003 through 2007, while serving as the Chair of the State's System of Care Initiative and Project Director for the MHT SIG Grant, Ms. Sulzbach led Maryland's analysis of the Medicaid funded Residential Treatment Centers, the state's Psychiatric Residential Treatment Facility (PRTF) level of care.
- In 2005, Ms. Sulzbach obtained grant funding to partially fund the National Wraparound Initiative (NWI) and led the State's efforts to adopt the NMI practice-based Wraparound Model as Maryland's Model.
- In 2005, Ms. Sulzbach was a lead author of a \$13.5 million dollar Mental Health Transformation State Incentive Grant (MHT SIG) Award from SAMHSA's Center for Mental Health Services and was subsequently appointed by the Governor to serve as the MHT SIG Project Director. Ms. Sulzbach led a statewide cross-system inventory and needs assessment and was responsible the development and implementation of a statewide comprehensive plan to address the cross-system deficiencies in access care.
- In 2003, Ms. Sulzbach was appointed by the Governor to serve on a Task Force to address the injustice of forced custody relinquishment in order to obtain necessary services for children with intensive needs. As a result, Ms. Sulzbach led the State's cross-agency, multi-stakeholder System of Care efforts which resulted in the design and implementation of local access mechanisms to obtain multi-agency care in each of Maryland's twenty-four jurisdictions. This policy analysis and assessment resulted in a Children's Cabinet budget appropriation of \$2.3 million.
- In 2003, while serving as Deputy Secretary at Maryland's Department of Juvenile Services, Ms. Sulzbach analyzed the cost and outcomes of youth served in high-end group care. The analysis revealed high costs and few to little outcomes. As a result, Ms. Sulzbach created a case rate and oversaw contract negotiations to serve youth successfully at lower cost in their home and communities.
- In 2002, at the request of the Governor-Elect, Ms. Sulzbach conducted a policy assessment and analysis of Maryland's Juvenile Justice System. Ms. Sulzbach was a primary author of the Governor's White Paper on Juvenile Justice Reform. The resulting paper served as a foundation and platform for subsequent reform including statewide legislative, policy and fiscal initiatives.

Training/Technical Assistance Expertise:

- Ms. Sulzbach's experience in providing technical assistance and training extends to the local, state and national levels. Her expertise is in system of care design and results-based strategic planning.
- From 2009 through 2011, Ms. Sulzbach co-chaired SAMHSA's Child, Youth and Family Council on Mental Health Technical Assistance and Quality Improvement Workgroup.
- From 2003 to 2007, Ms. Sulzbach chaired Maryland's System of Care Initiative, comprised of membership from state and local agencies, families, advocates and providers.
- In 2004 and 2005, as Director of Systems of Care and Interagency Policy for Maryland's Governor's Office for Children, Ms. Sulzbach led the technical assistance and training efforts at the local and state levels, which resulted in the establishment of local access mechanisms to cross-system care in each of the State's twenty-four jurisdictions.

PROFESSIONAL MEMBERSHIPS

SAMHSA's Child, Youth and Family Council on Mental Health Member (2009 – Present)
Children's Mental Health Network Founding Advisory Group Member (2011 – Present)
Governor's Council to End Forced Custody Relinquishment (2003-2004)
Harford County Bar Association Member (1994-Present)
Harford County Bar Association Executive Council (1998-2001)
Harford County Bar Association Fund Raising Committee Co-Chair (1997-1998)
Harford County Bar Association Social Committee Co-Chair (1999-2002)
Harford County Bar Association Long Range Planning Committee, Member (2002)
Harford County Heroin Task Force, Member (1999-2003)
Harford County Sexual Assault/Domestic Violence Center, Volunteer (1993-1995)
House Bill 1386 - Services for Children with Intensive Needs, Member (2003-2004)
Maryland's Blueprint for Children's Mental Health Committee, Member (2003-Present)
Maryland Children's Cabinet Results Team, Member (2003-2007)
Maryland Drug Treatment Court Commission, Member (2003-2006)
Maryland Police & Corrections Training Commission, Member (2003-2005)
Maryland Systems of Care Initiative, Chair (2003-2006)
Women Working in Corrections & Juvenile Justice Conf. Steering Committee (2004)

REVIEW PANELS AND COMMITTEES

Governor's Law Enforcement Transition Task Force (2002-2003)
Women's Bar Association of Maryland, Judicial Selection Committee (1999-2002)