



**ALICIA D. SMITH, MHA**  
PRINCIPAL

### QUALIFICATIONS

Alicia is a Principal within Mercer's Government Human Services Consulting group, a part of Mercer Health & Benefits LLC (Mercer) in the Washington, DC office. Alicia has experience with Medicaid and other public assistance programs and has worked extensively with mental health and substance use disorder (SUD) systems and providers. She has assisted state and local government programs design and implement numerous service delivery and payment reform efforts, including the development and approval of Medicaid health homes and similar care management programs.

Alicia has consulted to several states, including Michigan, Missouri, Ohio, Rhode Island, South Carolina, Virginia, and the District of Columbia on a wide range of issues including program design and implementation, Medicaid 1115 waiver and State Plan development, program analysis, and stakeholder engagement.

### PUBLICATIONS AND PUBLIC FORUM PRESENTATIONS

**SAMHSA/HRSA Center for Integrated Health Solutions:** Billing Effectively (and accurately) for Integrated Behavioral Health Services, June 6, 2016.

**National Council for Behavioral Health Annual Conference:** Medicaid Health Home Best Practices (or, "How do behavioral health providers realize the promise of Integrated Care via Health Homes?"), February 2014

### EDUCATION

Master's degree, Health Administration, Ohio State University

Bachelor's degree, Political Science, Central State University

### PROFESSIONAL EXPERIENCE

25 years of Medicaid experience leading several project with Managed Care Organizations (MCOs), community behavioral health providers, hospital and health systems, and state and national trade associations as well as supported MCOs to respond to state-issued requests for proposals (RFPs).

### CORE COMPETENCIES

Behavioral delivery system analysis and redesign

Behavioral health policy and program development

Medicaid waiver and state plan development

Managed care coordination models for vulnerable subpopulations

Fee-for-service rate setting