

**Anne Tumlinson**  
**CEO, Anne Tumlinson Innovations LLC**

Anne Tumlinson has more than two decades of research and consulting experience in postacute and long-term care financing and delivery. Her consulting firm, Anne Tumlinson Innovations, helps organizations respond to demographic changes and delivery systems reform, with a special emphasis on addressing gaps in financing for long-term services and supports for older adults. Her research focuses on measuring the impact on Medicare acute spending for managing long-term services of frail, older adults. Tumlinson has testified before Congress and appeared before the Long-Term Care Commission and the Bipartisan Policy Center.

She also has created a consumer website, [www.daughterhood.org](http://www.daughterhood.org), to generate better content and information for consumers navigating the health and elder care systems on behalf of their parents, and to create a community of women who can educate and inform each other. The daughterhood website's blog is distributed to subscribers, HuffPost50 readers and MariaShriver.com readers, as well as to a growing social media following. In support of this work, Tumlinson researches, writes and speaks about innovation in aging services products and content design, with blogs in Health Affairs and McKnights.<sup>1</sup>

Tumlinson served previously as a senior vice president at Avalere Health, where she founded and led Avalere's post-acute and long-term care consulting practice for 14 years. There she created, developed and launched a data-based provider navigation tool to improve collaboration and coordination between hospitals and post-acute care providers in making discharge placement decisions for frail older adults. She led many analytic and modeling projects that analyzed the impact of functional impairment on healthcare spending. Prior to that, she led Medicaid program oversight at the federal Office of Management and Budget, conducted health services research at LifePlans, Inc. and worked as a health and aging policy aide for Congressman John Lewis. She earned a master's degree in human services management from the Heller School at Brandeis University.

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<sup>1</sup> <http://healthaffairs.org/blog/2014/11/20/adverse-events-in-older-adults-the-need-for-better-long-term-care-financingand-delivery-innovation/>

<http://www.mcknights.com/guest-columns/3-ways-facility-based-provider-organizations-can-innovate/article/390567/>