



Lori A. Weaver
Commissioner

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Deputy Commissioner

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF THE COMMISSIONER

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August 14, 2026

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to New Hampshire RSA 94:6, the Department of Health and Human Services (DHHS) respectfully requests to place Hillary Patel Teed at Step 7 for the Director of Medicaid Enterprise Development, Division of Medicaid Services (DMS), Position 9U401, unclassified salary grade GG, earning \$124,187.00, effective September 22, 2026, upon Governor and Council approval. 50% General Funds, 50% Federal Funds.

EXPLANATION

The Director of Medicaid Enterprise Development position provides planning, policy, and operational support to the Division of Medicaid Services across a number of DHHS programs and functions, including supporting implementation of managed care contracts, Medicaid program financing, Medicaid fiscal accountability and transparency, state plan amendment and waiver development and implementation, Medicaid Management Information System coordination with DHHS programs and other duties that may be assigned from time to time by the Medicaid Director. The position reports directly to the Deputy Medicaid Director and has direct reports within the leadership of the Division of Medicaid Services, supports other DHHS senior leadership positions in pursuing integration efforts between Medicaid and other departmental programs and services, as well as supporting coordination with key departmental functions such as program integrity and other state agencies the interface with Medicaid programming.

The Division of Medicaid Services is directly responsible for the management of Medicaid services and Medicaid financing and integration for all Medicaid services with the Center for Medicare and Medicaid Services (CMS). DMS directly manages a \$1.8 billion budget. NH Medicaid currently covers approximately 165,000 beneficiaries of which a significant portion are children. Other covered populations include pregnant women, low-income adults, the elderly, and disabled children and adults.

The Director of Medicaid Enterprise Development directly oversees three DMS employees including the Medicaid managed care program, dental program, and Medicaid Management Information System (processes more than \$2B in Medicaid claims annually and over 30,000 enrolled Medicaid providers) and indirectly provides oversight and support across DMS initiatives.

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Ms. Teed possesses 15 years of experience driving enterprise-wide operational transformation projects in organizations with national visibility such as Beth Israel Lahey Health. She is the only candidate with experience directing multi-million dollar budget healthcare initiatives, who has worked within a state medical assistance program and has significant operational responsibility in a health care institution. Her 15 years of relevant experience far exceed the 8 years required by the job posting.

Ms. Teed's experience as a trusted advisor to C-suite executives at a healthcare institution position her strongly for the leadership, legislative, and Governor's Office support that will be required in this role. She possesses two masters degrees, one a Masters in Business Administration in Healthcare Management and a Masters in Global Health Policy and Management, which exceeds the minimum educational requirements for this position and both degrees were earned from a competitive institution for higher education, Brandeis University.

It is recommended to approve Hillary Patel Teed for placement at Step 7 for the Director of Medicaid Enterprise Development at an annual salary of \$124,187.00, reflective of her qualifications and responsibilities.

Respectfully submitted,

A handwritten signature in black ink that reads "Lori Weaver". The signature is written in a cursive, flowing style.

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Commissioner

HILLARY PATEL TEED, MBA, MSc

SUMMARY

Strategic healthcare leader with 15 years of experience driving enterprise-wide operational transformation, strategic planning, and public policy initiatives across complex clinical and administrative systems. Trusted advisor to C-suite executives, adept at translating complex organizational visions into structured, measurable execution roadmaps. Proven track record of aligning diverse stakeholder groups, mobilizing cross-functional teams, and driving large-scale program integration. Driven by a collaborative, servant-leadership philosophy, leveraging data-driven frameworks to empathetically optimize care delivery, steward high-impact initiatives, and expand vital healthcare access for underserved populations.

COMPETENCIES

Strategic Planning | Enterprise Program and Portfolio Leadership | Change Leadership | Executive Stakeholder Engagement | Performance Improvement | Value Analysis & Cost Optimization | Public Policy & Advocacy | Business Development | Lean Six Sigma (Healthcare Green Belt)

PROFESSIONAL EXPERIENCE

Beth Israel Lahey Health (Lahey Clinic)

Senior Project Manager

Project Manager

Burlington, MA

2025 - present

2020 - 2025

Trusted partner to President, C-Suite leaders and senior team in the prioritization, design and management of a portfolio of enterprise initiatives, ensuring alignment with BILH and Lahey Clinic priorities, including:

- Drive the strategic planning and operational optimization for a multi-specialty breast health care model, integrating 10 distinct specialties to deliver a seamless, high-quality patient experience.
- Direct a multidisciplinary value analysis committee to align clinical, operational, financial and environmental pillars; successfully designed governance frameworks delivering \$2M in immediate savings with a projected \$5M target.
- Lead strategic initiatives advancing the BILH Blueprint 2030 portfolio, translating enterprise strategy into execution; spearhead an academic partnership with St. Joseph Hospital (Nashua, NH) to design a new residency program and host medical students, while establishing an ambulatory-hospital partnership in Londonderry, NH to expand regional oncology services.
- Co-created and scaled Lahey's inaugural sustainability program, embedding environmental, social and economic stewardship into clinical and administrative operations to advance net-zero and zero waste goals, strengthen patient and workforce wellbeing, and drive data-informed decision making.

Community Care Cooperative (*ACO governed by 22 community health centers*)

Director of Policy and Strategy

Boston, MA

2018 – 2019

- Directed enterprise strategic planning and performance management, developing a 20-KPI balanced scorecard in partnership with leadership to monitor performance and inform decision-making.
- Designed annual board strategy retreats for executive leadership, leveraging innovation and root cause analysis to address emerging challenges and align on shared priorities.
- Managed the strategic ACO relationship with MassHealth (Massachusetts Medicaid), resolving a backlog of 30+ cross-functional clinical, financial, and policy issues through collaborative, data-driven problem solving.

Ariadne Labs (*innovation center @ Mass General Brigham, Harvard SPH*)
Manager, Community and Strategic Initiatives

Boston, MA
2015 – 2017

- Scaled Ariadne's innovation community into a network for 100+ scientists and researchers, driving 30% membership growth and fostering a unique ecosystem advancing health system innovation.
- Developed and executed a growth strategy to expand the community's value proposition, catalyzing new collaborations in priority areas including maternal health and palliative care.
- Curated and led enterprise-wide innovation forums, including an annual showcase featuring 10 cutting-edge presentations and attracting 200+ academic and industry leaders; achieved 90% 'excellent' ratings and elevated Boston's healthcare innovation profile.

CT Association of Nonprofits (*formerly CT Community Providers Association*)
Public Policy Specialist

Hartford, CT
2010 – 2013

- Represented 70 community behavioral health providers in negotiations and advocacy with 187 state legislators, state agencies, and public healthcare policymakers to improve behavioral health access and quality.
- Led Connecticut's delegation of C-suite executives during annual 'Hill Day' efforts, engaging members of Congress to advance federal policy priorities supporting community-based behavioral healthcare.

Peace Corps (*US Government global development program*)
Professional Volunteer

Dominica, West Indies
2007 – 2009

- Led community-based projects in the education, public health and local government sectors.

LEADERSHIP PROGRAMS

The Commonwealth Institute: Strategies for Success Program	2019
Harvard University: Leadership Development Program	2017
US Department of State: Young Turkey, Young America Nonprofit Leaders Program	2012

EDUCATION

Brandeis University, The Heller School for Social Policy and Management
MBA, Healthcare Management and MSc, Global Health Policy and Management

Waltham, MA
2015

University of Massachusetts, Commonwealth Honors College
BA, Communication

Amherst, MA
2007