

Speaker Biographies



Dr. Stuart Altman, Sol C. Chaikin Professor of National Health Policy at The Heller School for Social Policy and

Management, Brandeis University, is an economist with five decades of experience working closely with issues of federal and state health policy within government, the private sector, and academia.

He has demonstrated leadership in health care through service on numerous government advisory boards on both the federal and state levels, including service as the Deputy Assistant Secretary for Planning and Evaluation/Health at the U.S. Department of Health Education and Welfare (HEW) from 1971 to 1976; as Chairman of the Prospective Payment Assessment Commission (ProPac) from 1984 to 1996; and in 1997 as an appointed member of the National Bipartisan Commission on the Future of Medicare. In total, Dr. Altman acted as advisor to five U.S. presidential administrations. He also served as Chair of the Institute of Medicine's Committee for the Evaluation of the Future of Nursing Campaign for Action in the 2015. In January 2016 Governor Charles Baker re-appointed Dr. Altman to chair the Massachusetts Health Policy Commission as part of the states' attempt to moderate the growth in healthcare spending.

Dr. Altman has also been recognized as a leader in the health care field by Health Affairs and by Modern Healthcare, which named him in 2006 among the 30 most influential people in health policy over the previous 30 years, and which from 2003 to 2011 named him one of the top 100 most powerful people in health care. In 2014 he was awarded the Graham Life Time Achievement Award in Health Services Research by the Association of Health Administration Programs. He has served on the Board of Directors of several for-profit and not-for-profit companies, and he is a member of The Institute of Medicine and chairs the Health Industry Forum at Brandeis University. He is a published author of numerous books and journal articles, the most recent, *Power, Politics and Universal Health Care: The Inside Story of a Century-Long Battle* (2011). In addition to teaching at Brandeis, Dr. Altman has taught at Brown University and at the Graduate School of Public Policy at the

University of California at Berkeley and the University of North Carolina. He served as Dean of the Heller School from 1977 to 1993 and from 2005 to 2008. He also served as interim President of Brandeis University from 1990 to 1991.



Alan Weil is the Editor-in-Chief of Health Affairs, the nation's leading health policy journal. He is an elected member of the National Academy of Medicine and an appointed member of the Medicaid and CHIP Payment and Access Commission (MACPAC).

He is a member of the Kaiser Commission on Medicaid and the Uninsured and a trustee of the Consumer Health Foundation in Washington, DC. He was the executive director of the National Academy for State Health Policy (NASHP); directed the Urban Institute's Assessing the New Federalism project; held a cabinet position as executive director of the Colorado Department of Health Care Policy and Financing, the state's Medicaid agency; and was assistant general counsel in the Massachusetts Department of Medical Security. He earned his bachelor's degree from the University of California at Berkeley, a master's degree from Harvard's Kennedy School of Government, and a J.D. from Harvard Law School.



Donald M. Berwick, MD, MPP, FRCP, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, is also former Administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical

School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as Vice Chair of the US Preventive Services Task Force, the first "Independent Member" of the American Hospital Association Board of Trustees, and Chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) Governing Council, was a member of the

IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Her Majesty, Queen Elizabeth II, in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books. He also serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.



Bruce Vladeck is Senior Advisor to Nexera Inc., a wholly-owned consulting subsidiary of the Greater New York Hospital Association, which he joined in June, 2009. His long and varied career

has included senior leadership roles in the public, non-profit, academic, and business communities.

In the health care community, Vladeck is perhaps most widely known for his tenure as Administrator of the Health Care Financing Administration from 1993 through 1997. His time at HCFA was marked by significant innovation in statewide Medicaid programs through demonstration waivers; the development of Medicare prospective payment systems for hospital outpatient services, skilled nursing facilities, and home care agencies; implementation of the first quantitative quality measures for managed care plans; major initiatives to combat fraud and abuse; and significant improvements in beneficiary services. His work at HCFA was recognized in 1995 by a National Public Service Award. He remained closely involved in Medicare policy in 1998-99 as a Presidential Appointee to the National Bipartisan Commission on the Future of Medicare.

Prior to his appointment as HCFA Administrator, Vladeck had taught at Columbia University, served as Assistant Commissioner of the New Jersey Department of Health – a role that included implementation of the nation's first all-payer, DRG-based hospital payment system – and served as

President of the United Hospital Fund of New York for almost 10 years, beginning in 1983.

After leaving HCFA, Vladeck spent six years at Mount Sinai Medical Center, as Professor of Health Policy and Geriatrics and Senior Vice President for Policy of the Medical Center. Vladeck joined Ernst & Young's Health Sciences Advisory Services in 2004. He left that position for sixteen months in 2006-2007 to serve, at the request of Governor Jon Corzine, as Interim President of the University of Medicine and Dentistry of New Jersey after it had entered into a Deferred Prosecution Agreement with the US Attorney. While at UMDNJ, Vladeck restored fiscal stability to the system, rebuilt its governance, compliance, and internal control processes, and laid the groundwork for restoration of full academic accreditation.

A graduate of Harvard College and the University of Michigan, Vladeck has held full-time faculty positions at Columbia University and Mount Sinai, and has served as adjunct faculty at Rutgers, Princeton, NYU, and the Aquinas Institute of Theology. He is Chairman of the Board of Medicare Rights Center, a board member of Dental Lifeline Network, and a member of the National Advisory Committees of the Institute of Public Health at Washington University in St. Louis and the School of Public Health at Brown University. His extensive publications include *Unloving Care: The Nursing Home Tragedy* (1980), and more than a hundred articles and book chapters.

Dr. Bruce Vladeck's long and varied career has included senior leadership roles in the public, non-profit, academic, and business communities. He is a widely recognized expert in healthcare policy and finance, Medicare, Medicaid, long-term care, and healthcare for the homeless. He is also a much sought-after speaker and writer in all of those areas.

In the healthcare community, Dr. Vladeck is perhaps most widely known for his tenure as Administrator of the Healthcare Financing Administration (HCFA) from 1993-97, a period that encompassed Health Reform, the Contract with America Congress and budget stalemates, and the Balanced Budget Act. Dr. Vladeck's time at HCFA was marked by significant innovation in statewide Medicaid programs through demonstration waivers; the development of Medicare prospective payment systems for hospital outpatient services, skilled nursing facilities, and home care agencies; implementation of the first quantitative

quality measures for managed care plans; major initiatives to combat fraud and abuse; and significant improvements in beneficiary services. His work at HCFA was recognized in 1995 by a National Public Service Award. He remained closely involved in Medicare policy from 1998-99 as a Presidential Appointee to the National Bipartisan Commission on the Future of Medicare.

After leaving HCFA, Dr. Vladeck spent six years at Mount Sinai Medical Center as Professor of Health Policy and Geriatrics, and Senior Vice President for Policy. In the latter role, he successfully undertook a wide variety of administrative assignments, from managing the medical school's affiliation with New York's public hospital system to acting as interim chair of the Department of Geriatrics.

Dr. Vladeck joined Ernst & Young's Health Sciences Advisory Services in 2004. In 2006, he left that position for 16 months to serve, at the request of Governor Jon Corzine, as Interim President of the University of Medicine and Dentistry of New Jersey (UMDNJ) after it had entered into a Deferred Prosecution Agreement with the U.S. Attorney. While at UMDNJ, Dr. Vladeck restored fiscal stability to the system, rebuilt its governance, compliance, and internal control processes, and laid the groundwork for restoration of full academic accreditation.

Dr. Vladeck served as President of the United Hospital Fund for 10 years. He has also held full-time faculty positions at Columbia University and Mount Sinai, and has served as adjunct faculty at Rutgers, Princeton, New York University, and the Aquinas Institute of Theology. He is currently a member of the Institute of Medicine and the New York Academy of Medicine, and serves on the Board of the Medicare Rights Center, the March of Dimes, and the New York City Board of Health.

Dr. Vladeck is a graduate of Harvard College and the University of Michigan.



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John Lumpkin, MD, MPH, is the senior vice president and the director, targeted teams. He is responsible for the overall planning, budgeting, staffing,

Johnson Foundation's efforts aimed at ensuring that all children grow up at a healthy weight, ensuring that all Americans have access to stable and affordable health care coverage, advancing change leadership, and creating a health care system that provides the best possible care at a reasonable cost.

Before joining the Foundation in April 2003, Lumpkin served as director of the Illinois Department of Public Health for 12 years. During his more than 17 years with the department, he served as acting director and prior to that as associate director. Before joining the Foundation in April 2003, Lumpkin served as director of the Illinois Department of Public Health for 12 years. During his more than 17 years with the department, he served as acting director and prior to that as associate director.

Lumpkin has participated directly in the health and health care system, first practicing emergency medicine and teaching medical students and residents at the University of Chicago and Northwestern University. He is the past chairman of the board of directors of the Robert Wood Johnson University Hospital, the major teaching hospital of Rutgers University in New Brunswick. After earning his MPH in 1985, he began caring for the more than 12 million people of Illinois as the first African-American director of the state public health agency with more than 1,300 employees in seven regional offices, three laboratories, and locations in Springfield and Chicago. He led improvements to programs dealing with women's and men's health, information and technology, emergency and bioterrorism preparedness, infectious disease prevention and control, immunization, local health department coverage, and the state's laboratory services.

Lumpkin is a member of the Institute of Medicine of the National Academies and a fellow of the American College of Emergency Physicians and the American College of Medical Informatics. He has been chairman of the National Committee on Vital and Health Statistics, and served on the U.S. Department of Agriculture's Council on Maternal, Infant and Fetal Nutrition, the advisory committee to the director of the U.S. Centers for Disease Control and Prevention, and the National Institute of Medicine's Committee on Assuring the Health of the Public in the 21st Century. He has served on the boards of directors for the Public Health Foundation and National Quality Forum,

as president of the Illinois College of Emergency Physicians and the Society of Teachers of Emergency Medicine, and as speaker and board of director's member of the American College of Emergency Physicians. He has received the Arthur McCormack Excellence and Dedication in Public Health Award from the Association of State and Territorial Health Officials (ASTHO), the Jonas Salk Health Leadership Award, and the Leadership in Public Health Award from the Illinois Public Health Association. Lumpkin also has been the recipient of the Bill B. Smiley Award, Alan Donaldson Award, African American History Maker, and Public Health Worker of the Year of the Illinois Public Health Association. He is the author of numerous journal articles and book chapters. Lumpkin earned his MD and BMS degrees from Northwestern University Medical School and his MPH from the University Of Illinois School Of Public Health. He was the first African-American trained in emergency medicine in the country after completing his residency at the University of Chicago. He has served on the faculty of the University of Chicago, Northwestern University, and University of Illinois at Chicago. Lumpkin and his wife Mary S. Blanks, MD, a health care mediator, reside in the Princeton area. They have two adult children.



Jon Kingsdale has 40 years of experience in health care financing and policy. In 2006, he was appointed by Governor Mitt Romney to organize and lead the Massachusetts Health Connector, the model for health insurance exchanges under national health reform. After leaving the Connector in

2010, he spent the following five years consulting with public and private clients on the implementation of the ACA. He now divides his time between consulting, teaching and research. Jon is currently Managing Director of the Wakely Consulting Group's Boston office, working with state-based marketplaces, CMS and clients in the private sector. As an Adjunct Professor of health policy at both Brown and Boston Universities, he teaches graduate students and mid-career professionals, and studies consumer behavior on health insurance exchanges.



Trish Riley is Executive Director of the National Academy for State Health Policy and president of its corporate Board. She helped build NASHP

as CEO from 1988-2003.

Previously she was a Senior Fellow at the Muskie School of Public Service, University of Southern Maine and a Lecturer in State Health Policy at George Washington University.

From 2003-2011 she served as Director of Governor Baldacci's Office of Health Policy and Finance, leading the effort to develop a comprehensive, coordinated health system in Maine including access to affordable health insurance. She was the principal architect of Dirigo Health Reform and served as the state's liaison to the federal government and Congress, particularly during deliberations around national health reform. She chaired the Governor's Steering Committee to develop a plan to implement the Affordable Care Act in Maine.

Riley has also held appointive positions under five Maine governors – directing the aging office, Medicaid and state health agencies, and health planning and licensing programs.

Riley has published and presented widely about state health reform. She serves as a member of the Kaiser Commission on Medicaid and the Uninsured, the Institute of Medicine's Board on Health Care Services, the National Academy for Social Insurance where she co-chairs the Study Panel on Medicaid and the Culture of Health and the Board of Directors of Maine's Co-Op insurance plan. She was a founding member of the Medicaid and CHIP Payment and Access Commission, served on the Institute of Medicine's Subcommittee on Creating an External Environment for Quality and was a member of the Board of Directors of the National Committee on Quality Assurance. Riley holds a B.S. & M.S. from the University of Maine.



Justine Handelman is vice president, legislative and regulatory policy, for the Blue Cross Blue Shield Association (BCBSA), a national federation of 36 independent, community-based and locally operated Blue Cross and Blue Shield companies. The Blue System is the nation's largest health

insurer covering nearly 105 million members — one-in-three of all Americans. It is the largest single processor of Medicare claims in the nation, and holds the world's largest privately underwritten health insurance contract — the 5.3 million-member Federal Employee Program.

Handelman has more than 20 years of experience in providing strategic analysis, policy development, and federal representation on legislative, regulatory and federal policy issues pertaining to public and private healthcare. She joined the Blue Cross Blue Shield Association in April 2001.

Handelman oversees federal legislative and regulatory policy development for BCBSA, working on a broad range of issues important to Blue Cross and Blue Shield companies, including healthcare reform, health information technology, government programs (Medicare, Medicaid, SCHIP, FEHBP), and delivery system reform.

Prior to joining BCBSA, Handelman was the director of the Health Care Practice Group in the Government Relations Division of SmithBucklin. In this capacity, she was responsible for the day-to-day government relations activities for several non-profit professional medical specialty societies and healthcare organizations. Prior to joining the Smith, Bucklin team, Handelman served as a senior legislative associate of MARC Associates, Inc.

Handelman provides analyses of the evolving private and federal healthcare systems. She works with federal officials, congressional members and key stakeholders on a variety of public policy issues. Handelman has assisted in developing and organizing grassroots programs focused on healthcare issues and provided updates and analysis on federal health developments through written reports and articles for several publications and speaking engagements.

Handelman received her bachelor's degree in political science from the Catholic University of America and serves on the board of directors for URAC.



Margot Sanger-Katz is a domestic correspondent for The New York Times, where she writes about health care for The Upshot, the Times site about politics, economics and everyday life. Before coming to The Times, she was a reporter at National Journal and The

Concord Monitor and an editor at Legal Affairs and the Yale Alumni Magazine. In 2014, she completed a Knight-Bagehot Fellowship in Economics and Business Journalism at Columbia University. She can be found on Twitter at @sangerkatz.



MaryLynn Ostrowski joined Aetna in April, 2015, as the Executive Director of the Aetna Foundation. In this role she is responsible for daily operations of the regional, national, and international programs and team. She will also be overseeing the Foundation committee

meetings, and working closely with the community relations team.

Prior to joining Aetna, she was the Director of Corporate Responsibility & Government Affairs at Health New England (HNE), a managed care organization; part of the Baystate Health Integrated Delivery System. In this role Lynn was the point person with the Massachusetts state representatives and senators, as well as Massachusetts' Congressman and Senators in Washington, DC; she is a registered lobbyist in the state of MA. Lynn was also the face of HNE responsible for public and media relations and speech writer for the executive leadership team. In addition, she was responsible for coordinating HNE and Baystate Health's giving strategies; sponsorships, community benefits and determination of need dollars.

She began her career at HNE as the Health Promotion Specialist and was quickly promoted to

Manager of Health Promotion and Disease Management, overseeing the plan's population health management strategy and working directly with HNE's employer groups, brokers and members. Lynn was continued to be recognized and rewarded for her dedication and talent and throughout her 22 year career at HNE she held numerous roles which included: Director of Brand & Corporate Relations, responsible for oversight of the internal and external marketing & advertising/graphic design, and web activities, in addition to all constituent communications, community relations, sponsorships, and community benefits. She is a certified broker and also sold Medicare Advantage Plans during the Medicare Annual Open Enrollment Period.

Lynn earned her Bachelors of Science Degree in Health Fitness, and her Master's Degree (M.Ed) in Health Promotion & Wellness Management from Springfield College and her PhD in Health Psychology from Capella University. She is a master trainer for the Stanford University's Chronic Disease Self-Management Program.

Lynn was invited to join the faculty of Elms College, appointed to Program Coordinator for the Health Services Administration undergraduate degree at the Elms College. After five years she moved to Bay Path University's online college for women and continues to instruct in health care administration. Lynn received a gubernatorial appointment to the Prevention and Wellness Advisory Board, responsible for overseeing a \$200 million dollar, five year grant program. She was also appointed to the Mass in Motion committee by the Springfield Mayor.

Ostrowski lives in Longmeadow Massachusetts with her three boys and her granddaughter. She has a Rhodesian ridgeback (who enjoys taking her for a walk) and her hobbies include spending quality time with family, reading, writing and traveling.



As a proven leader with 30 years of achievement in improving the delivery of health care and human services, particularly for low-income and vulnerable populations, **Audrey Shelto** assumed leadership of the Foundation in August 2013. She leads the Foundation's

strategic agenda to broaden health coverage and reduce barriers to care through grants, research, and policy initiatives.

Audrey served as interim president of the Blue Cross Blue Shield of Massachusetts Foundation in 2005, helping to shape the Foundation's policies and supporting the Roadmap to Coverage initiative that led to Massachusetts' landmark 2006 universal health care law. She joined Blue Cross Blue Shield of Massachusetts in 2007, where she focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president.

Audrey's other professional experience includes chief operating officer of Neighborhood Health Plan, executive director for the Boston Mayor's Advisory Committee on Health Care, associate commissioner of Massachusetts's Department of Mental Health, and assistant budget director for the Massachusetts Executive Office for Administration and Finance.

She is widely recognized for her expertise in all aspects of health care and is often called upon to serve on committees and task forces around the state, such as the Mayor's Advisory Committee on Addiction & Recovery (Boston) and the MA House of Representatives Legislative Working Group on Managed Care Organizations. Audrey is also a sought after speaker on the local and national health care scene.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University. She serves on the board of the Justice Resource Institute, the leadership advisory committee of the Kraft Center for Community Health, and recently received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center.



Lauren A Taylor is a doctoral student in the management track of the Health Policy program at Harvard University. Prior to joining HBS, she graduated as a Presidential Scholar from Harvard's Divinity School

in 2015, where she served as the Research and Development Director in the Science, Religion and Culture program. While completing her Master of Divinity, Lauren was a fellow at the Harvard Global Health Institute and Petrie Flom Center for Health Law, Policy and Biotechnology at Harvard Law School. Previously, Lauren received a BA in the History of Science/History of Medicine (2008) and Master in Public Health (2009) from Yale University. From 2009-2012, Lauren worked as a program manager at the Yale Global Health Leadership Institute. In 2013, Lauren and Elizabeth H. Bradley, PhD, jointly authored *The American Health Care Paradox*, which has been reviewed and featured in media outlets such as CSPAN, MSNBC, The New York Times and The New Yorker. She has also published peer-reviewed articles on grand strategy in global health, scale up of public health innovations and the relationship between health and social service spending in the United States.



Richard Kronick is a Professor in the Department of Family Medicine and Public Health at the University of California, San Diego, where he has been a faculty member since 1991. From 2010 to 2016 Professor Kronick served in the Obama Administration, on leave from UCSD. From 2010 to 2013 he was Deputy

Assistant Secretary for Health Policy in the Office of the Assistant Secretary for Planning and Evaluation (ASPE), where he primarily worked on implementation of the Affordable Care Act, and the design and evaluation of Medicare and Medicaid payment policy. From 2013 to 2016 Kronick was the Director of the Agency for Healthcare Research and Quality (AHRQ). Professor Kronick's previous government service includes serving as Senior Health Policy Adviser in the Clinton Administration in 1993-94, and work as the Director of Policy and Reimbursement in the Massachusetts Medicaid program from 1985-87. Kronick's research focuses on understanding the causes and consequences of lack of insurance, on the development and implementation of risk-adjusted payment systems designed to encourage insurers to develop systems of care that are responsive to the needs of the most

vulnerable, and on design and evaluation of health care financing interventions. Professor Kronick received a Ph.D. in Political Science from the University of Rochester, and was elected to the National Academy of Medicine in 2014.



Daniel Tsai is the Assistant Secretary for MassHealth and Medicaid Director for the Commonwealth. Tsai was appointed in January 2015 by Governor Charlie Baker

to oversee the state's \$15 billion Medicaid program, which covers one in four residents in the Commonwealth. In his role, Tsai is responsible for ensuring a robust and sustainable MassHealth program. That includes developing new policies, payment models, and operational processes that improve the way health care is delivered to 1.8 million low-and moderate-income individuals and individuals with disabilities.

Before joining HHS, Tsai was a Partner and leader in McKinsey & Company's Healthcare Systems and Services practice. He has significant experience on design and implementation of innovative, state-wide health care payment systems for Medicaid, Medicare and Commercial populations, and has worked closely with multiple state Medicaid programs, private payers, and health services companies. He received a Bachelor of Arts in applied mathematics and economics from Harvard University.

Assistant Secretary Tsai and his wife live in Boston's South End, where he volunteers at a local community health center.



Garen Corbett has 20 years of health care policy and benefits experience, and is currently the Director of the California Health Benefits Review Program (CHBRP), at the Office of the President, University of California. CHBRP, with over 40 contributing faculty, researchers, and analysts,

provides independent, rigorous, and evidence-based

analysis of pending health legislation for the California Legislature. Previously, he was Senior Research Associate at The Heller School for Social Policy and Management and served as Deputy Director of The Health Industry Forum, which works on health payment, quality, and technology issues with leading policymakers and industry members. His research and policy analysis has focused on federal and state health policy efforts, health reform, and effective benefit design strategies.

Earlier in his career, Garen provided strategic health care and management consultant services to Liberty Healthcare Group, a national medical and pharmacy supply company, and for The Segal Company, an international human resource and benefits consulting firm. In government, Garen was Assistant Director for Legislation and Policy at the Massachusetts Group Insurance Commission (GIC). At the GIC, Garen was responsible for managing large health benefits programs, policy and legislative activities, and research.

Garen earned an M.S. in Public Affairs from The McCormack Graduate School at the University of Massachusetts and a B.A. in Sociology and American Studies with honors from Brandeis University. He is married and has a daughter, and resides in Kensington, CA. His professional experience and credentials may be viewed at <http://www.linkedin.com/in/glcorbett>.



Terry Fulmer, PhD, RN, FAAN, is the President of the John A Hartford Foundation in New York City, a foundation dedicated to improving the care of older adults. Founded in 1929, the Foundation has a current endowment of \$565 million and is world renowned for philanthropy

devoted exclusively to the health of older adults. She serves as the chief strategist for Foundation giving and is also the chief spokesperson for advancing the Foundation mission.

She previously served as Distinguished Professor and Dean of the Bouve College of Health Sciences & Professor of Public Policy and Urban Affairs in the College of Social Sciences and Humanities at Northeastern University, and prior as the Erlene

Perkins McGriff Professor of Nursing and founding Dean of the New York University College of Nursing. She received her bachelor's degree from Skidmore College, her master's and doctoral degrees from Boston College and her Geriatric Nurse Practitioner Post-Master's Certificate from New York University. She is an elected member of the National Academy of Medicine (formerly the Institute of Medicine).

Dr. Fulmer is nationally and internationally recognized as a leading expert in geriatrics and is best known for her research on the topic of elder abuse and neglect which has been funded by the National Institute on Aging and the National Institute for Nursing Research. She is a trustee for the Josiah Macy Jr Foundation, the Clark Foundation and the Bassett Healthcare System. She previously served as the Chair of the National Advisory Committee for the Robert Wood Johnson Foundation Executive Nurse Fellows Program, and held board positions at Skidmore College, the Institute for Healthcare Improvement, the Geriatrics and Gerontology Advisory Committee for the Veterans Administration and the Advisory Board for Hong Kong Polytechnic University School of Nursing.

She has received many prestigious awards and invitations for named lectureships from noted universities. She has held faculty appointments at Columbia University, where she held the Anna Maxwell Chair in Nursing, and she has also held appointments at Boston College, Yale University, and the Harvard Division on Aging. She has also served as a visiting professor of nursing at the University of Pennsylvania and Case Western University.

Dr. Fulmer is dedicated to the advancement of intraprofessional science, education and practice that advances the health of older adults. Her clinical appointments have included the Beth Israel Hospital in Boston, the Massachusetts General Hospital, and the NYU-Langone Medical Center. She is an attending nurse and senior nurse in the Munn Center for Nursing Research at the Massachusetts General Hospital. She is a Fellow in the American Academy of Nursing, the Gerontological Society of America, and the New York Academy of Medicine where she served as vice-chair. She completed a Brookdale National Fellowship and is a Distinguished Practitioner of the National Academies of Practice. She has served as the first nurse on the board of the

American Geriatrics Society and as the first nurse to serve as president of the Gerontological Society of America.



Julie Bynum, M.D., M.P.H. is Associate Professor of Medicine at The Dartmouth Institute for Health Policy and Clinical Practice. Dr. Bynum has been a Robert Wood Johnson Physician Faculty Scholar and a National Institute of Aging Beeson Scholar to study quality and efficiency of healthcare delivery to

high-risk elderly. Her active NIH-funded research program covers areas related to aging populations including: "Optimizing Osteoporotic Fracture Care Outcomes"; "Efficiency of Care for High Cost High Need Medicare Beneficiaries"; and "Cognitive Decline Relationship with Healthcare Costs and Hospitalization Risk" as well as other studies. One of Dr. Bynum's contributions to the field of health policy has been development of a method to identify "virtual" physician-hospital networks which were used in the conceptual development of the Accountable Care Organization legislation. She continued her policy-relevant efforts as a 2011-2013 Health & Aging Policy Fellow and as a member of the Institute of Medicine Committee that published "Vital Signs: Core Metrics for Health and Health Care Progress." She also is the lead author on a Dartmouth Atlas report funded by the John A. Hartford Foundation titled, "Our Parents, Ourselves: Healthcare for an Aging Population".



Susan D. Block, M.D. is the Director of the Serious Illness Care Program at Ariadne Labs, a joint center for health care

innovation at Brigham and Women's Hospital and Harvard School of Public Health and Professor of Psychiatry and Medicine at Harvard Medical School. She served as the Founding Chair of the Department of Psychosocial Oncology and Palliative Care at Dana-Farber and Brigham and Women's Hospital,

Founding Director of the Harvard Medical School Center for Palliative Care. Dr. Block received her AB from Stanford University, her MD from Case Western Reserve University School of Medicine, and completed residencies in both internal medicine and psychiatry at Beth Israel Hospital in Boston. She is board-certified in both fields. Dr. Block has been a national leader in the development of the field of palliative medicine, has led major innovative educational and quality improvement projects in a variety of areas, is known internationally as an expert in medical education, faculty development, and health system change, and has contributed to research in medical education, palliative care, psychooncology, and health system change. She is the author of over 200 publications and has won numerous awards for education, research and leadership.



Jennifer Wolff is Associate Professor of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health and Division of Geriatric Medicine and Gerontology at the Johns Hopkins University School of Medicine. Dr. Wolff's research primarily focuses on late-life family caregiving and

innovative models of care for older adults with complex health needs. Her research has been continuously funded by federal agencies and private foundations, and Dr. Wolff currently leads two NIH-funded studies that seek to develop practical tools to more effectively identify and support family caregivers in care delivery. Dr. Wolff is a member of AcademyHealth and the Gerontological Society of America and serves on the Institute of Medicine Committee on Family Caregiving for Older Adults.



Constance M. Horgan, Sc.D., is a Professor at the Heller School for Social Policy and Management at Brandeis University and is the founding Director of its Institute for Behavioral Health. From 2007-2013, she served as the Associate Dean for Research. Dr. Horgan

received her doctorate in health policy and management from the Johns Hopkins University and masters in demography from Georgetown University. Her research is focused on how alcohol, drug and mental health services are financed, organized, and delivered in the public and private sectors and what approaches can be used to improve the quality and effectiveness of the delivery system. She leads the Brandeis/Harvard Center to Improve System Performance of Substance Use Disorder Treatment funded by the National Institute on Drug Abuse. Dr. Horgan has led studies for a range of organizations, including the Agency for Healthcare Research and Quality (AHRQ), the National Institutes of Health (NIMH, NIAAA, and NIDA), the Substance Abuse and Mental Health Administration (SAMHSA); state governments; and foundations, including Robert Wood Johnson.

Dr. Horgan has served on expert panels and advisory committees for federal agencies, professional associations, and academic and community task forces. She is a member of the National Committee on Quality Assurance's (NCQA) Behavioral Health Care Measurement Advisory Panel and the National Quality Forum's (NQF) Behavioral Health Standing Committee. Dr. Horgan received the 2010 Anderson Award from National Association of State Alcohol and Drug Abuse Directors (NASADAD) for distinguished contributions in the field of addiction, research, training and evaluation. She serves as a board member for the Greater Boston Council on Alcoholism and the Massachusetts Health Council.



As the first Rosalynn Carter Chair in Mental Health at Emory University, Dr. **Benjamin Druss** is working to build linkages between mental health, physical health, and public health. At Emory, directs the Center for Behavioral Health Policy Studies and works closely

with the Carter Center Mental Program, where he is a member of the Mental Health Taskforce and Journalism Advisory Board. Dr. Druss serves on the Editorial Boards of JAMA Psychiatry, the American Journal of Psychiatry, and General Hospital

Psychiatry, and edits Psychiatric Services' Integrated Care Column. He is a member of NIMH's National Advisory Mental Health Council.



Connie M. Weisner, DrPH, MSW, is a research scientist at the Kaiser Permanente Northern California Division of Research; and professor at the Department of Psychiatry, University of California, San Francisco. Dr. Weisner has a doctorate in public

health from the University of California, Berkeley and a master's in social work from the University of Minnesota. She directs a research program addressing access, treatment outcome, and cost-effectiveness of alcohol and drug treatment in public and private settings, including managed care. Dr. Weisner is a member of the National Advisory Council of the National Institute on Drug Abuse, International Expert Advisory Group on Alcohol and Drug Dependence of the World Health Organization, and MacArthur Network on Mental Health and the Law. She has also been a member of the National Advisory Council of the Center for Substance Abuse Treatment. Dr. Weisner has participated on several Institute of Medicine committees, including the recent "Adapting 'Crossing the Quality Chasm' to Mental Health and Addictive Disorders." Dr. Weisner's published work includes studies of epidemiology of alcohol and drug problems; the interaction among alcohol, drug, mental health and medical problems; and the outcomes and cost-effectiveness of treatment services. She is the principal investigator of NIAAA, NIDA, and RWJF research grants that study the cost and effectiveness of alcohol and drug treatment interventions. Her ongoing work focuses on the changing systems for receiving health, substance abuse and mental health services.



Dr. Rhonda Robinson Beale is a seasoned healthcare executive with over 20 years of experience in health care systems; managed care and quality improvement with accomplishments for both behavioral health and medical systems. Dr.

Robinson Beale has worked as a Chief Medical Officer/Physician Executive for behavioral and medical services in her work with several large, national and local health care organizations, such as Optum, a subsidiary within United Health Group, PacifiCare, Cigna, Blue Cross Blue Shield of Michigan and Health Alliance Plan. She is currently the SVP and Chief Medical Officer for Blue Cross of Idaho where she is over Medical and Quality Management, (MQM), Department.

Dr. Robinson Beale has also been involved with many national organizations as a subject matter expert, National Institute of Mental Health, Institute of Medicine, National Quality Forum, American Psychiatric Association, American Psychological Association, American Society of Addiction Medicine, NCOA and others. She is currently on the IOM Board for Special Populations and NQF Map for Dual Eligibles and Behavioral Health.

Dr. Robinson Beale has been involved in influencing local and national legislation particularly around Parity and ACA. Her involvements lead to her having the opportunity to testify before the Senate's Health, Education, Labor and Pension Committee (HELP) due to her work on the IOM study "Crossing the Quality Chasm".

Dr. Robinson Beale has experience in health care as a health plan administrator, hospital medical director and a capitated practice owner that delivered care to patients. With this experience and exposure, Dr. Robinson Beale has been able to bring a depth of knowledge to successfully tackle formidable situations in challenging, fast-paced healthcare settings and implement solutions. A few examples include:

- Reducing medical necessity litigation cost by 23% by implementing solutions to change

UM reviews internally and by engaging national experts and consumers in the solutioning.

- Transitioning within five Physician Hospital Organizations (PHOs) their departments of Psychiatry into successful at-risk managed care operations meeting their cost and performance goals
- Reducing hospitalizations rates by 67% by creating a crisis intervention system of care for nursing home members
- Creating and designing process improvements in disease management programs that exceeded national benchmarks for remission rates in depression and produced a 5 to 1 ROI for CHF and ROI for diabetes.
- Demonstrated a 17% reduction in ER visits through process improvement in the use of 24/7 Nurseline.
- Successfully mitigated several public/political issues to reduce exposure and impact on organizational image and reputation.
- Developed the benefit management approach for mandated Autism legislation.
- Created the operational interpretation and policy changes to comply with significant legislation such as ACA expansion of coverage for 18 – 26 yr old dependents.

Dr. Robinson Beale is diligent, solution-focused, creative and engaging in tackling problems. She has had much experience with start-up environments and implementing change in existing, well-entrenched organizations. She is articulate and has excellent communication and facilitation skills. She has been able to bring together competing entities to work on solutions to problems that were creating the divide, e.g., Parity Implementation Coalition, (PIC), National Eating Disorder Association, (NEDA), American Psychiatric Association, United Auto Workers.

Dr. Robinson Beale is available for short and long term project assignments, or for appointment to a full or part time position within an organization.



Kenneth E. Thorpe, Ph.D., is the Robert W. Woodruff Professor and Chair of the Department of Health Policy & Management, in the Rollins School

of Public Health of Emory University, Atlanta, Georgia. He was the Vanselow Professor of Health Policy and Director, Institute for Health Services Research at Tulane University. He was previously Professor of Health Policy and Administration at the University of North Carolina at Chapel Hill; an Associate Professor and Director of the Program on Health Care Financing and Insurance at the Harvard University School of Public Health and Assistant Professor of Public Policy and Public Health at Columbia University. Dr. Thorpe has also held Visiting Faculty positions at Pepperdine University and Duke University. Dr. Thorpe was Deputy Assistant Secretary for Health Policy in the U.S. Department of Health and Human Services from 1993 to 1995. In this capacity, he coordinated all financial estimates and program impacts of President Clinton's health care reform proposals for the White House. He also directed the administration's estimation efforts in dealing with Congressional health care reform proposals during the 103rd and 104th sessions of Congress. As an academic, he has testified before several committees in the U.S. Senate and House on health care reform and insurance issues. In 1991, Dr. Thorpe was awarded the Young Investigator Award presented to the most promising health services researcher in the country under age 40 by the Association for Health Services Research. He also received the Hettleman Award for academic and scholarly research at the University of North Carolina and was provided an "Up and Comers" award by Modern Healthcare. Dr. Thorpe was awarded the annual Excellence in Patient Care prize from the National Association of Chain Drug Stores in 2014. He also received the 2012 Champions for Healthy Living Award presented by the YMCA of the USA. Dr. Thorpe has authored and co-authored over 120 articles, book chapters and books and is a frequent national presenter on issues of health care financing, insurance and health care reform at health care conferences, television and the media. He has worked with several groups (including the American College of Physicians, American Hospital Association, National Coalition on Health Care, Blue Cross and Blue Shield Association,

Service Employees International Union, AHIP and the United Hospital Fund) and policymakers (including Senators Wellstone, Corzine, Bingaman, Snowe, Feinstein, Cassidy, Carper, Clinton, Obama and Kennedy) to develop and evaluate alternative approaches for providing health insurance to the uninsured. He serves as a reviewer on several health care journals. Dr. Thorpe is chairman, Partnership to Fight Chronic Disease, an international coalition of over 80 groups focused on highlighting the key role that chronic disease plays in the growth in healthcare spending, and the high rates of morbidity and mortality. PFCD focuses as well on identifying best practice prevention and care coordination strategies and scaling them countrywide. He also serves as co-chair of the Partnership for the Future of Medicare, a non-partisan organization focused on identifying long-term reforms that would make the program more efficient and improve the quality of care provided to beneficiaries.



Robert E. Mechanic, M.B.A., is a Senior Fellow at the Heller School of Social Policy and Management at Brandeis University and Executive Director of the Health Industry Forum. His research focuses on health care payment systems and the adaptation of organizations to new payment models. Mr.

Mechanic has evaluated both commercial and Medicare payment reform initiatives including the Blue Cross Alternative Quality Contract in Massachusetts. He co-directed Brandeis University's analytic support for more than 100 hospitals in Medicare's Bundled Payment for Care Improvement Initiative and is currently leading a study of changes in post-acute care utilization under Medicare payment reform. Prior to Brandeis, Mr. Mechanic was a Senior Vice President with the Massachusetts Hospital Association and Vice President with the Lewin Group where he led health care reform and Medicaid redesign initiatives in a dozen states. Mr. Mechanic's work has been published in *The New England Journal of Medicine*, *JAMA* and *Health Affairs*. He is a trustee of Atrius Health, a 700-physician multispecialty group practice. Mr. Mechanic earned an MBA in finance from The Wharton School.



Jeff Spight is the Senior Vice President of ACO Market Operations for Universal American and is responsible for the 30+ ACOs currently participating in the Medicare Shared Savings

Program. He has over 12 years of experience in healthcare including serving in leadership roles at health plans such as AmeriHealth Mercy, Bravo/Healthspring, and WellCare. Most recently, Jeff was part of the executive team with McKinsey & Company's Leading Systems Network and McKinsey's Advanced Healthcare Analytics groups where he worked with international health systems in the United Kingdom, Singapore and Australia. Jeff also serves on the Board of Directors for the National Association of Accountable Care Organizations. Jeff has an MBA from Stanford University and a BA in Economics and Mathematics from Colorado College.



Tom Scully focuses his practice on health care regulatory and legislative matters. He is also a general partner with Welsh, Carson, Anderson & Stowe, a private equity firm in New York. Mr. Scully was the administrator of the Centers for Medicare &

Medicaid Services (CMS), from 2001 to 2004. CMS administers Medicare, Medicaid, SCHIP, and is the largest agency in the U.S. Government, spending more than \$1 trillion for fiscal year 2012. At CMS, Mr. Scully had an instrumental role in designing and passing Medicare reform and Medicare Part D legislation and in making the vast agency more open and accountable to the public. He initiated the first public reporting and disclosure for comparative quality among hospitals, nursing homes, home health agencies and dialysis centers. Before joining CMS, Tom served as president and CEO of the Federation of American Hospitals from 1995 to 2001. The FAH represents 1700 privately owned hospitals. Mr. Scully was a partner in Washington, D.C., with Patton Boggs, LLP, 1993-1995; deputy assistant to the president and counselor to the director OMB, 1992-1993; and an associate director of

OMB, 1989-1992. In 1988, Tom worked on the Bush for President campaign; with Akin Gump from 1985-1988; and with US Senator Slade Gorton (WA), 1980-1985.



Dr. Opelka is a physician executive who serves as the medical director of the American College of Surgeons in Washington DC and as the Executive Vice President for LSU. He is a professor of Surgery. He currently serves as the chair of the AMA's Physician Consortium for Performance Improvement, chairs the NQF's Consensus Standards Advisory Committee, and founded and chairs the Surgical Quality Alliance convening over 20 surgical specialties.

He leads an LSU statewide effort using "big data" in a clinical data warehouse which provides rich analytics for quality improvement, real time clinical decision supports, feeds for MOC reporting and outputs for national specialty data registries.

Dr. Opelka reviews for five international journals and is a published colorectal surgeon.



With a breadth of health care experience spanning several decades, **Wendy Everett, ScD** was chosen to oversee the formation of NEHI in 2002 as its first president. Along with NEHI's founders, Dr. Everett's vision was

to create an independent, research-based organization that convened diverse members of the health care industry to achieve the common goal of addressing the most urgent health care issues. Dr. Everett now serves as NEHI's Special Advisor where she leads NEHI's initiatives for the Global Lab for Health and the Nick Littlefield Fellowship.

Under her leadership, this vision has resulted in ground breaking research on medical innovation, patient safety,

health care spending and health care information technology, and has influenced significant national policy changes. Dr. Everett works with public and private policymakers to translate NEHI's research findings into long-term solutions that improve health care quality and lower health care costs.

Previously, Dr. Everett held executive positions at the University of California, San Francisco Medical Center (UCSF) and Brigham and Women's Hospital in Boston. She has directed national demonstration programs for the Robert Wood Johnson Foundation and the Kaiser Family Foundations. In the mid-1990s, she was Director of the Institute for the Future, leading the Health and Health Care research team and overseeing the creation of ten-year, national forecasts in health and health care.

Dr. Everett is the Vice Chair of the Massachusetts Health Policy Commission, an independent state agency that monitors the reform of the health care delivery and payment systems in Massachusetts. She also serves on the boards of many philanthropic foundations and non-profit organizations.

Dr. Everett earned two bachelor of science degrees and she holds master's and doctoral degrees in health policy and management from Harvard University.



Robert J. Blendon is Richard L. Menschel Professor of Health Policy and Political Analysis and Senior Associate Dean of Policy Translation and Leadership Development at the Harvard T.H. Chan School of Public Health, and a faculty member of Harvard Kennedy School. He directs the Harvard Opinion Research Program, which focuses

on the better understanding of public knowledge, attitudes, and beliefs about health and other major domestic public policy issues. He also co-directs a joint polling project with NPR and the Robert Wood Johnson Foundation. He has co-directed joint polling projects with Washington Post, NPR, Boston Globe and USA Today. He has received the Warren J. Mitofsky Award for excellence in public opinion research. He teaches a course on U.S. health politics at the Harvard Kennedy

School and Harvard T.H. Chan School of Public Health. Prior to his Harvard appointment, he was senior vice-president at the Robert Wood Johnson Foundation. In addition, he has served as a senior consultant for the U.S. Conference of Mayors, the National Governors' Association, and the U.S. Congress Committee on Ways and Means. He holds an MBA from the University of Chicago and a doctoral degree in health policy from the School of Public Health at Johns Hopkins University.



Karen Wolk Feinstein, PhD, is president and CEO of the Jewish Healthcare Foundation (JHF) and its two operating arms, the Pittsburgh Regional Health Initiative (PRHI) and Health Careers Futures (HCF).

Appointed the Foundation's first CEO in 1990, she initially focused on seniors, women, and other underserved populations. She has since made PRHI a leading voice in healthcare safety, quality, and efficiency, and HCF an engine for workforce development. When Dr. Feinstein founded PRHI, it was among the nation's first regional multi-stakeholder quality coalitions and the first to apply industrial engineering principles to advance safety and quality. Dr. Feinstein was a leader in the formation of the Network for Regional Healthcare Improvement (NRHI), a national coalition of Regional Health Improvement Collaboratives.

Dr. Feinstein is regarded as a national leader in healthcare quality improvement and frequently presents at national and international conferences. She is the author of numerous regional and national publications on quality and safety. She was the editor of the *Urban & Social Change Review* and the book *Moving Beyond Repair: Perfecting Health Care*, and prefaced *Same Time Next Week*, a series of narratives that explore mental illness, and *At the End of Life*, which proposes better practices for death and dying. Additionally, she has served on the faculties of Boston College and Carnegie Mellon University, and as an adjunct professor at the University of Pittsburgh. In 2015, she was appointed to Governor Wolf's Health Research Advisory Committee, and named one of three Pittsburghers' of the Year. In 2016, she was selected as

a member of the Massachusetts Health Policy Commission's System & Payment Reform through Innovative Transformation (SPRINT) Investment Program.

Dr. Feinstein earned her bachelor's degree at Brown University, her master's degree in social planning at Boston College, and her doctorate at the Heller School for Social Policy and Management at Brandeis University. Karen has Honorary Doctorates from Chatham University and Carlow University.



Marc H. Bennett is President and Chief Executive Officer at HealthInsight, a private, non-profit, community-based organization dedicated to improving health and health care, that is composed of locally governed organizations in Nevada, New Mexico, Oregon and Utah.

HealthInsight is a recognized leader in Community-based quality improvement, Transparency & Public Reporting, Health Information Technology (HIT) initiatives, Payment Reform efforts, Human Factors Science research and application, and other improvement and redesign strategies. They have also led several innovation efforts for the Centers for Medicare & Medicaid Services and are currently the Quality Innovation Network (QIN-QIO) for Nevada, New Mexico, Oregon, and Utah, and the Medicare ESRD Network organization in five other western states. The company has more than 200 full time staff.

Nationally, Mr. Bennett serves as Vice Chair of the Board for the Network for Regional Health Improvement, a member organization for leading regional health improvement collaboratives across the nation. Mr. Bennett is a Past President and Board Chair of the American Health Quality Association (AHQA). He has also served on the Quality Alliance Steering Committee at the Brookings Institution, as a member of the national advisory board of the Center for Healthcare Quality and Payment Reform, and is an NQF representative on the John M. Eisenberg Patient Safety & Quality Awards Committee. He is a frequent contributor to national policy forums in HIT, Health Information Exchange and improvement, and is invited regularly to serve on advisory and planning committees

or task forces associated with broad range of state, regional, federal and private national policy groups.

In Utah, Mr. Bennett currently serves as Chairman of the Board for Utah Health Information Network, and is the co-chair on the Salt Lake Chamber of Commerce Health System Reform Taskforce.



In addition to her role as Director of the Center for Consumer Engagement in Health Innovation, **Ann Hwang, MD**, is a visiting Fellow at the Department of Health Care Policy at Harvard Medical School where she teaches and contributes to research on health care policy. As the former Director of Health Care Policy and Strategy for the Commonwealth of Massachusetts Executive Office of Health and Human Services, Ann played a leading role in the implementation of the state's major health care initiatives, including the Affordable Care Act, payment and delivery system reform and the Commonwealth's State Innovation Model grant. She has also served as a Senior Health Policy Advisor to the Massachusetts Health Connector, advised states on ACA implementation as a Senior Consultant with the Wakely Consulting Group and worked on HIV and global health issues as a legislative aide to U.S. Senator Richard J. Durbin (D-IL).

Ann received her medical degree from the University of California, San Francisco, completed her residency in Internal Medicine at Brigham and Women's Hospital in Boston, and has worked as an attending physician at Brigham and Women's Hospital and the VA Boston Healthcare System. In addition to leading the *Center*, she will continue her clinical practice in Internal Medicine, focusing her practice on care for vulnerable communities.



Christopher F. Koller is President of the Milbank Memorial Fund and Publisher of the Milbank Quarterly. Before joining the Fund, he served the state of Rhode Island as the country's first health insurance commissioner, an appointment he held from March of 2005 through June of 2013. Prior to

that, he was CEO of Neighborhood Health Plan of Rhode Island. He is a member of the IOM Health Care Services Board and serves in numerous national and state health policy advisory capacities. Mr. Koller is also adjunct professor of community health in the School of Public Health at Brown University.



Dennis Scanlon is Professor of Health Policy and Administration in the College of Health and Human Development and Director of the Center for Health Care and Policy Research at The Pennsylvania State University.

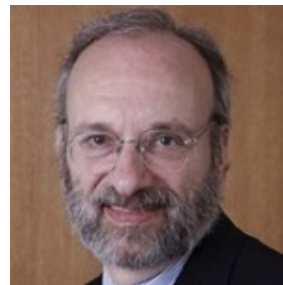
His research focuses on understanding the role of measurement, incentives, quality improvement and individual and organizational behavior change for improving important health care outcomes, including clinical quality, patient experience and economic efficiency. Scanlon serves on the editorial board of several journals, including *Health Services Research*, *Medical Care Research and Review*, and was recently appointed Associate Editor of the *American Journal of Managed Care* and Senior Associate Editor of *Health Services Research*.

Dennis was the 2014 recipient of the Evan G. and Helen G. Pattishall Outstanding Research Achievement Award, given by the College of Health and Human Development at Penn State. This award honors a faculty member's outstanding research contributions occurring or culminating within the past several years. In 2005 he was the recipient of the Fran and Holly Soistman Faculty Development Award, which honors a faculty member's engagement in significant, innovative research related to the design development, delivery, administration or evaluation of health care services, given by the College of Health and Human Development at Penn State. He received the John D. Thompson Prize for Young Investigators in 2002, given annually by the Association of University Programs in Health Administration to an outstanding young investigator in the field of health services research. He was also awarded the Robert Wood Johnson Foundation's (RWJF) Investigator in Health Policy Research Award in 2002.

Dr. Scanlon has served on several national, local, and international advisory panels for organizations such as

AHRQ, NQF, the Commonwealth of Pennsylvania, and the European Commission. He is currently serving as the Principal Investigator for the evaluation of the RWJF's Aligning Forces for Quality program and is a co-investigator of an AHRQ Center of Excellence award focused on understanding healthcare delivery systems and the degree to which they adapt Patient Centered Outcomes Research (PCOR) evidence. He has published more than 100 articles, book chapters and reports. Dr. Scanlon is a frequent speaker to academic, policy and practice audiences.

Scanlon completed a bachelor's degree at Villanova University, earned a master's degree in economics from the University of Pittsburgh and completed a doctorate in health services organization and policy at the University of Michigan.



Stuart Guterman is the senior scholar in residence at AcademyHealth. He was formerly vice president for Medicare and Cost Control at The Commonwealth Fund, where he led the Fund's special initiative on

Advancing Medicare, which supports analysis of data and development of policies to improve Medicare as a source of coverage for aged and disabled Americans, as a program that accounts for a large share of federal health spending, and as a platform for implementation and testing of new approaches to payment and health care delivery. He also staffed the Fund's special initiative on Controlling Health Costs, which focuses on identifying and addressing the drivers of health care spending, as well as several other Fund programs.

Mr. Guterman was executive director of The Commonwealth Fund's Commission on a High Performance Health System from 2011 to 2013, and previously directed the Fund's Program on Payment and System Reform and its Program on Medicare's Future. Before coming to the Fund in 2005, he directed the Office of Research, Development, and Information at the Centers for Medicare and Medicaid Services. Prior to that, he was a senior analyst at the Congressional Budget Office, a principal research associate in the health policy center at the Urban Institute, and deputy director of the Medicare Payment Advisory Commission (and its predecessor, the

Prospective Payment Assessment Commission) from 1988 through 1999. Previously, Mr. Guterman was chief of institutional studies in the Health Care Financing Administration's Office of Research, where he directed the evaluation of the Medicare Prospective Payment System for inpatient hospital services and other intramural and extramural research on hospital payment. He holds an A.B. in Economics from Rutgers College and an M.A. in Economics from Brown University, and did further work toward the Ph.D. in Economics at the State University of New York at Stony Brook.



Dr. Charles Roehrig is Founding Director, Altarum's Center for Sustainable Health Spending, and an Institute Fellow. His research interests include timelier tracking of health spending, determining its sustainable growth rate, and modeling its future growth.

Dr. Roehrig has overseen development of the Altarum Health Sector Economic Indicators, which provide monthly tracking of health spending, prices, utilization, and employment. He developed the Triangle of Painful Choices to illustrate the link between the federal budget and the sustainable rate of health spending. He also led the development of estimates of national health spending by medical condition, including spending on prevention, and has extended this research to include the impact of disease prevalence on expenditure growth.

Dr. Roehrig is currently studying the impact of primary prevention on health spending and is modeling the impact of business cycles on health spending growth. He also has many years of experience in modeling health workforce supply and requirements. His work has been published in *Health Affairs* and the *New England Journal of Medicine*, and he blogs regularly for Altarum's Health Policy Forum and *Health Affairs*.

In addition to his applied research, Dr. Roehrig has published in the field of theoretical econometrics in academic journals such as *Econometrica* and the *Journal of Econometrics*.

He holds a PhD in economics from the University of Michigan, an MS in statistics from the University of Michigan, and a BA in economics from Amherst College.



Geoff Sandler works with Aetna's Government Affairs organization, providing actuarial support in the development and external advocacy of corporate public policy positions at the federal and state level.

Geoff joined Aetna in 2010. He has over twenty-five years of experience as a health actuary in product development, pricing and regulation of commercial health care coverages, Medicare and Medicaid programs, and has worked with major insurers including Anthem/WellPoint, Horizon BlueCross BlueShield and MetLife Healthcare.

Geoff is a Fellow of the Society of Actuaries and a Member of the American Academy of Actuaries. He has served two terms on the Academy's Board of Directors, as the chair of the Academy's Health Practice Council and Professionalism Council. He has also served on the SOA Health Section Council. In addition, Geoff served on a federal advisory committee to the Medicare Trustees that provides guidance on the assumptions and projection methodologies used in the valuation of the Medicare trust funds.

Geoff is a graduate of the University of Iowa, with a Bachelor's Degree in Mathematics.



Julie Hutcheson Stoss is Vice President in the Government Relations Department of Kaiser Foundation Health Plan in Oakland, California. She focuses on providing strategic counsel and legislative and analytical support to Kaiser Permanente's legislative

representatives in Washington DC and our state capitals. She also represents Kaiser Permanente

before the National Association of Insurance Commissioners.

She the current 2015 Chair of Californians Allied for Patient Protection and is a Board Member for the Civil Justice Association of California.

Prior to joining Kaiser Permanente in 1999, Ms. Stoss was a senior consultant for Assemblymember Liz Figueroa focusing on health care issues. She also clerked for the Honorable Cecil F. Poole, U.S. Court of Appeals for the Ninth Circuit and worked in private practice at McCutchen, Doyle, Brown and Enersen in San Francisco specializing in litigation and bankruptcy.

A native Californian, Ms. Stoss received a B.A. in Political Science from the University of California at Berkeley and a law degree from Harvard University.



Uwe E. Reinhardt, Ph.D., is the James Madison Professor of Political Economy and Professor of Economics, Princeton University, USA, where he teaches health

economics, comparative health systems, general micro-economics and financial management. The bulk of his research has been focused on health economics and policy, both in the U.S. and abroad.

Recognized as one of the leading U.S. authorities on health care economics and health policy, Reinhardt serves, or has served, on a number of government care, number of commissions and advisory boards, among them the Physician Payment Review Commission (now part of Medicare Payment Advisory Commission, or Medpac), a commission established by the U.S. Congress to advise it on issues related to physician payment; the National Council on Health Care Technology of the U.S. Department of Health, Education and Welfare (now Department of Health and Human Services (DHHS)); the Special Advisory Board of the VA; the National Advisory Board of the Agency for Health Care Quality and Research, DHHS.

He is a member of the Institute of Medicine and served on its Governing Council in the 1980s. He is past president of the Association of Health Services Researchers (now Academy Health), and of the Foundation for Health Services Research. He is also

past president of the International Health Economics Association on whose Executive Committee he still serves. He also is a Commissioner of the Kaiser Family Foundation Commission on Medicaid and the Uninsured. He has been a trustee of Duke University and also of the Duke University Health System, and has served or still serves as director of several health care-related corporations.

He is a trustee of the National Bureau of Economic Research (NBER), and also serves on the board of the National Institute of Health Care Management and is chairman of the coordinating committee of the Commonwealth Fund's International Program in Health Policy. He is a senior associate of the Judge Institute for Management of Cambridge University, UK. He served on the World Bank External Advisory Panel for Health, Population and Nutrition. In October 2006 Reinhardt was appointed by Governor John Corzine of New Jersey to chair the health reform commission for the state.

Reinhardt is or was a member of numerous editorial boards, among them the New England Journal of Medicine, the Journal of the American Medical Association, the Journal of Health Economics, Health Affairs, and the Milbank Memorial Quarterly.

His academic honors include the Governor's Gold Medal of the University of Saskatchewan in Canada, several honorary doctorates, the Federal Merit Cross bestowed by Germany's President and the William B. Graham Prize for Health Services Research, also known as the Baxter Prize.



Len Nichols has been the Director of the Center for Health Policy Research and Ethics (CHPRE) and a Professor of Health Policy at George Mason University since 2010, where he continues to bridge the worlds of health policy, health politics, health economics, health

services research, and to help interpret it all for policy makers, private sector leaders, and journalists. Len is the PI of a 5 year evaluation study of the CareFirst

Patient Centered Medical Home program. He has testified frequently before Congress and state legislatures, and is or has been an advisor to the Center for Medicare and Medicaid Innovation, the Patient Centered Primary Care Collaborative, and to the Pan American Health Organization. Len has worked with the Commonwealth's official Health Reform Initiative and the new Virginia Center for Health Innovation as well as with Fairfax County on its own health reform implementation options. Past positions include Senior Advisor for Health Policy at the Office of Management and Budget, Vice President of the Center for Studying Health System Change, Principal Research Associate at the Urban Institute, and chair of the Department of Economics at Wellesley College. He received his Ph.D. from the University of Illinois.



Caroline Pearson is the Senior Vice President for Policy and Strategy at Avalere Health, a strategic advisory firm located in Washington DC that

works with Fortune 500 healthcare companies to solve complex business and policy problems. In her role, Caroline oversees the firm's content generation across consulting services, research products, and public visibility. She previously led Avalere's Health Reform & Policy Practice. In Caroline's twelve years at the firm, she has focused on implementation of the Affordable Care Act (ACA), prescription drug pricing, and public and private insurance benefit design. She is regularly quoted in national and trade press and is a frequent presenter to audiences seeking to understand the health policy landscape. In 2009, Caroline contributed to a report, led by Senators Tom Daschle and Bob Dole at the Bipartisan Policy Center, which advanced a comprehensive, bipartisan health reform proposal. She graduated Magna Cum Laude from Harvard University with a B.A. in Government.