

# PRINCETON CONFERENCE XXI

## SPEAKER BIOGRAPHIES



**Stuart Altman, PhD**  
*Sol C. Chaikin Professor of National Health Policy, The Heller School for Social Policy and Management, Brandeis University*

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. He has demonstrated leadership in health care through service on numerous government advisory boards, including service for Planning and Evaluation/Health at the U.S. Department of Health Education and Welfare (HEW), for the Prospective Payment Assessment Commission (ProPac), and for the National Bipartisan Commission on the Future of Medicare. In November 2012, Governor Deval Patrick appointed Dr. Altman to chair Massachusetts' Health Policy Commission.

Dr. Altman has been recognized as a leader in the health care field by *Health Affairs* and by *Modern Healthcare*, which has named him among the 30 most influential people in health policy over the previous 30 years, and one of the top 100 most powerful people in health care. He has served on the Board of Directors of several for-profit and not-for-profit companies and is a published author of numerous books and journal articles.



**Chris Jennings**  
*President & Founder, Jennings Policy Strategies*

Chris Jennings is an over three decades-long health policy veteran of the White House, the Congress and the private sector. In January, he departed from his second tour of duty in the White House where he served President Obama as Deputy Assistant to the President for Health Policy and Coordinator of Health Reform. He served in a similar capacity in the Clinton White House for nearly eight years.

From his positions in the executive branch, Mr. Jennings has helped implement the Affordable Care Act (ACA) (for President Obama) as well as played leadership roles in the development, passage and implementation of bipartisan health reforms, such as the Children's Health Insurance Program, the Health Insurance Portability and Accountability Act (HIPAA), and major Medicare reforms in the Balanced Budget Act (BBA) of 1997 (for President Clinton). In his decade of service in the U.S. Senate, he served as the Deputy Director of the Special Committee on Aging for three Senators (Glenn, Pryor, and Melcher) and led major reform

efforts in the areas of long-term care, prescription drug coverage/cost containment, and rural health care. Outside of government service, Mr. Jennings has been a senior health policy advisor to six Presidential campaigns, including to one of his former bosses, Hillary Clinton.

Chris is now the President of Jennings Policy Strategies (JPS), a nationally respected health care consulting firm committed to assisting foundations, purchasers and other aligned stakeholders develop policies to ensure higher quality, more affordable health care. Recognizing his pragmatic experience, the Bipartisan Policy Center (BPC) has asked Chris to serve as a senior advisor on a number of health reform projects, including reports and recommendations on access, delivery reforms, cost containment, and long-term care.



**Robert E. Mechanic, MBA**  
*Senior Fellow, The Heller School of Social Policy and Management, Brandeis University & Executive Director, Health Industry Forum*

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. He is co-investigator of the evaluation of the Blue Cross of Massachusetts Alternative Quality Contract and has worked with numerous organizations preparing for Medicare's Bundled Payment for Care Improvement Initiative. Prior to Brandeis, Mr. Mechanic was a Senior Healthcare Analyst with Forrester Research and Senior Vice President with the Massachusetts Hospital Association (MHA). From 1988 to 1998, Mr. Mechanic was a consultant and Vice President with the Lewin Group, a Washington D.C.-based health care consulting firm. 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 1,000-physician multispecialty group practice. Mr. Mechanic earned an MBA in finance from The Wharton School.



**David Blumenthal, MD, MPP**  
*President, The Commonwealth Fund*

David Blumenthal, M.D., M.P.P., is president of The Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues.

Dr. Blumenthal is formerly the Samuel O. Thier Professor of Medicine at Harvard Medical School and Chief Health Information and Innovation Officer at Partners Healthcare System in Boston. From 2009 to 2011, he served as the National Coordinator for Health Information Technology, with the charge to build an interoperable, private, and secure nationwide health information system and to support the widespread, meaningful use of health IT. He succeeded in putting in place one of the largest publicly funded infrastructure investments the nation has ever made in such a short time period, in health care or any other field.

Previously, Dr. Blumenthal was a practicing primary care physician, director of the Institute for Health Policy, and professor of medicine and health policy at Massachusetts General Hospital/Partners Healthcare System and Harvard Medical School. He is the author of more than 250 books and scholarly publications, including most recently, *Heart of Power: Health and Politics in the Oval Office*. He is a member of the Institute of Medicine and serves on the editorial boards of the *New England Journal of Medicine* and the *Journal of Delivery Science and Innovation*. He has also served on the staff of the U.S. Senate Subcommittee on Health and Scientific Research; is the founding chairman of AcademyHealth, the national organization of health services researchers; and a trustee of the University of Pennsylvania Health System.

Dr. Blumenthal received his undergraduate, medical, and public policy degrees from Harvard University and completed his residency in internal medicine at Massachusetts General Hospital. With his colleagues from Harvard Medical School, he authored the seminal studies on the adoption and use of health information technology in the United States. He has held several leadership positions in medicine, government, and academia, including senior vice president at Boston's Brigham and Women's Hospital and executive director of the Center for Health Policy and Management and lecturer on public policy at the Kennedy School of Government. He served previously on the board of the University of Chicago Health System and is recipient of the Distinguished Investigator Award from AcademyHealth, an Honorary Doctor of Humane Letters from Rush University and Honorary Doctors of Science from Claremont Graduate University and the State University of New York Downstate.



**Melanie Bella, MBA**  
**Director of Medicare-Medicaid**  
**Coordination Office,**  
**Centers for Medicare and Medicaid**  
**Services (CMS)**

Melanie Bella is the Director of the Medicare-Medicaid Coordination Office

at the Centers for Medicare and Medicaid Services (CMS). This office, officially the Federal Coordinated Health Care Office, was established by the Affordable Care Act (Section 2602). As Director, Ms. Bella leads the work of this office charged with more effectively integrating benefits for individuals eligible for both Medicare and Medicaid and improving coordination between the federal government and states for such beneficiaries.

Prior to joining CMS, Ms. Bella was the senior vice president for policy and operations at the Center for Health Care Strategies (CHCS). She led the organization's efforts to integrate care for complex populations, including people with multiple chronic conditions, disabilities, serious mental illness, and dual eligibles. In addition, she directed a unique leadership training institute to help Medicaid directors enhance the skills they need to transform their state programs into national models for high-quality, cost effective care.

Prior to CHCS, Ms. Bella served as Medicaid director for the state of Indiana from 2001 through 2005. During her tenure, one of Ms. Bella's most notable accomplishments was spearheading the creation of the Indiana Chronic Disease Management Program. She earned a master's in business administration from Harvard University and a bachelor's degree from DePauw University.



**Glenn Steele Jr., MD, PhD**  
**President & CEO,**  
**Geisinger Health System**

Glenn D. Steele Jr., MD, PhD, is President and Chief Executive Officer of Geisinger Health System, an integrated health services organization in central and northeastern Pennsylvania nationally recognized for its innovative use of the electronic health record and the development and implementation of innovative care models. Dr. Steele previously served as the dean of the Biological Sciences Division and the Pritzker School of Medicine and vice president for medical affairs at the University of Chicago, as well as the Richard T. Crane Professor in the Department of Surgery. Prior to that, he was the William V. McDermott Professor of Surgery at Harvard Medical School, president and chief executive officer of Deaconess Professional Practice Group, Boston, Mass., and chairman of the department of surgery at New England Deaconess Hospital (Boston, Mass.). Dr. Steele is past Chairman of the American Board of Surgery. His investigations have focused on the cell biology of gastrointestinal cancer and pre-cancer and most recently on innovations in healthcare delivery and financing. A prolific writer, he is the author or co-author of more than 483 scientific and professional articles.

Dr. Steele received his bachelor's degree in history and literature from Harvard University and his medical degree from New York University School of Medicine. He completed his internship and residency in surgery at the University of Colorado, where he was also a fellow of the American Cancer Society. He earned his Ph.D. in microbiology at Lund University in Sweden.

A member of the Institute of Medicine of the National Academy of Sciences, Dr. Steele serves as a member on the Roundtable on Value and Science-driven Healthcare, was recently appointed to the Committee on the Governance and Financing of Graduate Medical Education and previously served on the Committee on Reviewing Evidence to Identify Highly Effective Clinical Services (HECS). A fellow of the American College of Surgeons, Dr. Steele is a member of the American Surgical Association, the American Society of Clinical Oncology, and past president of the Society of Surgical Oncology.

Dr. Steele also serves on the following boards and national committees: Agency for Integrated Care (AIC) Singapore, Bucknell University Board of Trustees, Cepheid Board of Directors, Congressional Budget Office Panel of Health Advisers, Weis Markets Inc., Wellcare Health Plans Inc., xG Health Solutions Board of Directors, Healthcare Innovation Program (HIP) External Advisory Board (Emory University), Advisory Board of the Peterson Center on Healthcare Advisory Board, Institute for Healthcare Optimization Advisory Board, Third Rock Ventures Business Advisory Board, the State Health Care Cost Containment Commission, and Healthcare Executives Network. Dr. Steele most recently served as Board Chairman for Premier Inc., former Trustee on the Temple University School of Medicine Board of Visitors and Harvard Medical Faculty Physicians Board at Beth Israel Deaconess Medical Center. Dr. Steele currently serves as Honorary Chair of the Pennsylvania March of Dimes Prematurity Campaign. Former member on the Commonwealth Fund's Commission on a High Performance Health System, the National Committee for Quality Assurance's (NCQA) Committee on Performance Measurement, American Hospital Association (AHA) Board of Trustees, and also served on the Executive Committee, Systems Governing Council, Long-Range Policy, Committee on Research, and the AHA Physician Leadership Forum Advisory Committee.

Dr. Steele is the recipient of several awards, including the CEO IT Achievement Award (2006); AHA's Grassroots Champion Award (2007); 8th Annual (2010) AHA Health Research & Education Trust Award and HFMA Board of Directors' Award (2011). He has been named consecutive times to *Modern Healthcare's* 50 Most Powerful Physician Executives in Healthcare, the "100 Most Powerful People in

Healthcare.", and among Becker's Hospital Review's 100 Non-Profit Hospital Health System CEOs to know List.



**Jeanene Smith, MD, MPH**  
**Administrator, Office of Health Policy and Research & Chief Medical Officer, Oregon Health Authority (OHA)**

Jeanene Smith, MD, MPH is the new Chief Medical Officer for the Oregon Health Authority, and continues to also serve as the Administrator of the Office for Oregon Health Policy and Research (OHPR). As CMO, she provides leadership and advice in developing medical policy, including medical management, clinical quality standards and evidence-based guidelines. She provides clinical advice and guidance for a range of OHA programs including the patient-centered primary care home program, the development of alternative payment methodologies and health information technology. Dr. Smith has been with OHPR since 2000, providing technical and policy support to the Oregon Health Plan, as well as legislative and executive branch decision-making on statewide health policy. OHPR supports the work of Oregon's Health Policy Board which is focused on implementing a state health reform plan, the Health Evidence Review Commission which oversees Oregon's Prioritized List of Health Services, the Medicaid Advisory Council the Pain Management Commission, Patient Centered Primary Care Home Program, the Primary Care Office, and the Office of Health Information Technology. Dr. Smith sits on the Oregon Public Employees Benefit Board and the Oregon Quality Corporation Board representing the Oregon Health Authority. She graduated from Oregon Health Sciences University (OHSU) School of Medicine, completed a residency in Family Medicine at Jefferson University Hospital in Philadelphia, Pennsylvania. She graduated with a Masters in Public Health from Portland State University in 2001. She has practiced family medicine in both private practice and community clinics for over 15 years, and continues to see patients on a limited basis at an Oregon federally-qualified health center.



**James Madara, MD**  
**CEO & Executive Vice President, American Medical Association**

James L. Madara, MD, serves as the CEO and executive vice president of the American Medical Association, the nation's largest physician organization. He holds the academic title of adjunct professor of pathology at Northwestern University.

Prior to joining the AMA, Dr. Madara served as CEO of the University of Chicago Medical Center, bringing together the university's biomedical research, teaching and clinical activities. He oversaw the significant renewal of the institution's biomedical campus, including the opening of the Comer Children's Hospital, the Gordon Center for Integrative Science, the Knapp Center for Biomedical Discovery, the Ricketts Biocontainment Laboratory and the initial construction phase of the university's new adult hospital. He also engineered significant new affiliations with community hospitals, teaching hospital systems and community clinics on Chicago's South Side, as well as with national research organizations.

Immediately prior to arriving at the AMA, Dr. Madara served as senior advisor with Leavitt Partners, a highly innovative health care consulting firm started by former Secretary of Health and Human Services, Mike Leavitt.

A noted academic pathologist and an authority on epithelial cell biology and gastrointestinal disease, Dr. Madara has served as dean of the Pritzker School of Medicine and dean of the Biological Sciences Division at the University of Chicago, as the chair of pathology and laboratory medicine at the Emory University School of Medicine and as director of the Harvard Digestive Diseases Center.

He has published more than 200 original papers and chapters, which have garnered both national and international awards, and served as the editor-in-chief of the American Journal of Pathology and as president of the American Board of Pathology.

In addition to Modern Healthcare often naming him to its list of the nation's 50 most influential physician executives, as well as to its list of the nation's 100 most influential people in health care, he is a past recipient of a prestigious MERIT Award from the National Institute of Health. He has also received the 2011 Davenport Award for lifetime achievement in gastrointestinal disease from the American Physiological Society and the 2011 Mentory Award for lifetime achievement in mentoring from the American Gastroenterologic Society. Dr. Madara is an elected member of both the American Society of Clinical Investigation and the Association of American Physicians.

Dr. Madara earned his medical degree from Hahnemann Medical College in Philadelphia, completed his internship and residency at New England Deaconess Hospital, his fellowship at Brigham and Women's Hospital, and his post-doctoral research training in cell biology at Harvard Medical School, where he joined the faculty and became a tenured professor.

Dr. Madara and his wife, Vicki, have two children, Max and Alexis.



**Uwe Reinhardt, PhD**  
**James Madison Professor of**  
**Political Economy and**  
**Professor of Economics,**  
**Princeton University**

Uwe E. Reinhardt 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.



**Joyce Pulcini, PhD, RN, PNP-BC, FAAN, Professor & Director of Community and Global Initiatives, George Washington University School of Nursing**

Dr. Joyce Pulcini joined George Washington University School of Nursing as a Professor in 2012 and is the Director of Community and Global Initiatives. With a career of over 30 years as a pediatric nurse practitioner (PNP), educator and author, Dr. Pulcini directed nurse practitioner programs at Northeastern University, Boston University and Boston College and has consistently been a leader in health care and nursing policy at local, state and national levels. She is a Fellow of the American Academy of Nursing, a Fellow of the American Academy of Nurse Practitioners, a Distinguished Practitioner in Nursing, National Academies of Practice and a former Primary Care Policy Fellow. She is a senior associate editor for *Policy, Politics and Nursing Practice*, and is the Policy and Policy Contributing Editor for *American Journal of Nursing*. She had been an active member of the National Organization of Nurse Practitioner Faculties, serving as its President in 2000 to 2001. She is currently the Co-Chair of the American Academy of Nursing's Expert Panel on Primary Care.

She has been an active member of the International Nurse Practitioner/Advanced Practice Nursing Network for 12 years serving as a co-Chair of the Education/Practice subgroup for 8 years and currently is a member of the Core Steering Group. She has led service learning trips for students to Haiti, Nicaragua and Ecuador and developed Global Health Courses for graduate and undergraduate students.

Dr. Pulcini has authored more than 70 peer reviewed articles, chapters and policy papers, two editions of a well known textbook on pediatric primary care and has participated in more than 150 scholarly presentations about topics ranging from health care financing and policy issues for nurse practitioners to postpartum depression, childhood asthma and allergy and improvements in nurse practitioner education. She was an investigator in twelve funded research grants and three grants for educational programs and was Principal Investigator on ten of these projects.

Prior to moving to DC, she was a member of the Strategic Advisory Committee for the Massachusetts CHIPRA Quality Demonstration Grant Project from 2010 to 2012. She also was a member of the Massachusetts Health Quality Partners, Patient Experience Survey Workgroup in 2009.

She is an expert on the evolving nursing roles of the nurse practitioners nationally and internationally and specifically focused on nurse practitioner education, reimbursement and political advocacy and on removal of barriers to the practice of nurse practitioners. She led a team conducting survey research on education, practice and regulation of advanced practice nurses of APNs internationally; and nurse practitioner practice characteristics, salary, benefits and prescriptive practices (six surveys) which were published in peer reviewed journals.

Dr. Pulcini received her BSN from St. Anselm College, her MS in Nursing from Boston University and her PhD in Social Policy from Brandeis University's Florence Heller School.



**Stephen Shortell, PhD, MPH, MBA  
Blue Cross of California  
Distinguished Professor of Health  
Policy & Management,  
University of California-Berkeley  
School of Public Health**

Stephen M. Shortell, Ph.D., M.P.H., MBA is the Blue Cross of California Distinguished Professor of Health Policy and Management and Professor of Organization Behavior at the School of Public Health and Haas School of Business at University of California-Berkeley where he also directs the Center for Healthcare Organizational and Innovation Research (CHOIR). From 2002 to 2013 he served as Dean of the School of Public Health and he also holds appointments in the Department of Sociology at UC-Berkeley and the Philip R. Lee Institute for Health Policy Research, UC-San Francisco.

Dr. Shortell received his undergraduate degree from University of Notre Dame, his Master's degree in public health from UCLA, and his Ph.D. in behavioral sciences from University of Chicago. During 2006-07 he was a Fellow at the Center for Advanced Study in Behavioral Sciences at Stanford University.

A leading health care scholar, Dr. Shortell and his colleagues have received numerous awards for their research examining the performance of integrated delivery systems; the organizational factors associated with quality and outcomes of care; the development of effective hospital-physician relationships and the factors associated

with the adoption of evidence-based processes for treating patients with chronic illness. He was the originator of the National Survey of Physician Organizations (NSPO) which over the past decade and more has provided important information on physician practices and their adoption of evidence-based care management processes. He is currently conducting research on changes in physician practices overtime; on evaluation of Accountable Care Organizations; and on ACO involvement in patient activation and engagement activities.

He is an elected member of the Institute of Medicine of the National Academy of Sciences; past President of Academy Health and past editor of *Health Services Research*. He serves on many advisory boards and committees interested in improving the performance of health care systems. He is currently working on the implementation of health care reform in California and is Chair of the Berkeley Forum for Improving California's Healthcare System.



**Robert Galvin, MD, MBA**  
*CEO, Equity Healthcare,  
The Blackstone Group*

Dr. Robert Galvin is the Chief Executive Officer of Equity Healthcare (EH), which oversees the management of health care for firms owned by private equity companies. The focus is on using purchasing power to create innovative ways to achieve higher value health care, through improved population health, clinical quality and delivery system reforms. Currently, EH encompasses over 30 companies with healthcare spending exceeding \$1.2B annually.

Before joining Blackstone, Dr. Galvin was Executive Director of Health Services and Chief Medical Officer for General Electric (GE) for fifteen years, where he was in charge of the design, financial and clinical performance of GE's health programs. He was also responsible for health policy strategies affecting employees. Dr. Galvin is a nationally recognized leader in the areas of market-based health policy and financing, quality measurement and payment reform. His work has been widely published in the *New England Journal of Medicine and Health Affairs* and he was a co-founder of the Leapfrog Group and founder of two other groups, Bridges to Excellence and Catalyzing Payment Reform, all innovative non-profits that have helped drive the quality agenda.

Dr. Galvin is a member of the Institute of Medicine, a branch of the National Academy of Science, and sits on the IOM's Board on Health Care Services. He is also on the Board of Vanguard Health Systems and the non-profit National Quality Forum. Dr. Galvin is Professor Adjunct of

Medicine and Health Policy at Yale. His work has received awards from the National Business Group on Health, the Healthcare Financial Management Association and the National Coalition for Cancer Survivorship. He is a fellow of the American College of Physicians.



**Joseph Zubretsky**  
*Senior Executive Vice President,  
National Businesses,  
Aetna, Inc.*

Joseph M. Zubretsky is the Senior Executive Vice President of Aetna's National Businesses and a member of Aetna's Executive Committee, the senior governing body of the company. He also leads Aetna's corporate strategy and corporate development.

He is responsible for several major business areas at Aetna, including National Accounts, a business which serves the largest domestic and multi-national corporations and their employees with innovative tools, benefits and related solutions that improve the health, wellbeing and productivity of the workforce. Mr. Zubretsky also leads HealthagenSM, Aetna's innovative portfolio of new businesses delivering transformative population health and technology services to leading provider organizations, employers, and consumers. HealthagenSM includes Accountable Care Solutions, ActiveHealth Management, Medicity, and iTriage. In addition, he is responsible for Aetna's National Network Contracting and Care Management areas, as well as Aetna's specialty products, including Aetna Behavioral Health, Aetna Pharmacy Management, Payflex, Prodigy Health Group, and Aetna's Workers Compensation business.

Prior to his current role, Mr. Zubretsky served for six years as Aetna's Chief Financial Officer. Before joining Aetna, Mr. Zubretsky had 25 years of experience as a senior executive in strategy, operating, and finance roles in some of the world's top companies including Unum Group and MassMutual Financial Group. Mr. Zubretsky started his career at Coopers and Lybrand, where he was a senior partner in their national insurance industry group.



**James Capretta, MA**  
*Senior Fellow, Ethics and  
Public Policy Center &  
Visiting Fellow, American  
Enterprise Institute*

James C. Capretta is a Senior Fellow at the Ethics and Public Policy Center and a Visiting Fellow at the American Enterprise Institute. He studies and provides commentary on a wide range of public policy and economic

issues, with a focus on health-care and entitlement reform, and U.S. fiscal policy. Mr. Capretta has more than two decades of experience as an analyst of U.S. health care policy, including senior positions in the executive and legislative branches of the federal government. From 2001 to 2004, he served as an Associate Director at the White House Office of Management and Budget (OMB), where he had responsibility for Medicare, Medicaid, Social Security, education, and welfare programs. Earlier, he spent a decade at the Senate Budget Committee as a senior analyst for health and Social Security policy.



**Tim Jost, JD**  
**Robert L. Willett Family Professor of Law, Washington and Lee University School of Law**

Timothy Stoltzfus Jost, J.D., holds the Robert L. Willett Family Professorship of Law at the Washington and Lee University School of Law. He is a coauthor of a casebook, *Health Law*, used widely throughout the United States in teaching health law and now in its seventh edition. He has written numerous monographs on legal issues in health care reform for national organizations and blogs regularly for *Health Affairs*, where he is a contributing editor, on regulatory issues. He is a consumer representative to the National Association of Insurance Commissioners and a member of the Institute of Medicine.



**Claire McAndrew, MPH**  
**Private Insurance Program Director, Families USA**

Claire McAndrew is Private Insurance Program Director at Families USA, a national nonprofit, nonpartisan organization dedicated to the achievement of high-quality, affordable health coverage and care for all.

Ms. McAndrew specializes in private insurance issues, including those related to the implementation of the Affordable Care Act's health insurance marketplaces. She oversees Families USA's advocacy work on marketplaces and has written numerous reports and briefs on the topic, along with on other issues such as private insurance regulation, wellness incentive plans, COBRA continuation coverage, and limited-benefit health plans. In addition, Ms. McAndrew frequently serves as a source of information for policymakers and members of the media on private insurance and health reform issues.

Ms. McAndrew provides extensive policy assistance to state-based advocacy organizations and participates frequently in speaking engagements around the country. In addition, she serves as Vice-Chair of the Standing Advisory Board to the District of Columbia Health Benefit Exchange.

Prior to joining Families USA in 2007, Ms. McAndrew held positions in mental health and children's health advocacy organizations. She holds an MPH in Health Policy from the University of Michigan and a BA in Public Health from the Johns Hopkins University.



**Sara Rosenbaum, JD**  
**Harold and Jane Hirsh Professor of Health Law and Policy, Milken Institute School of Public Health, The George Washington University**

Sara Rosenbaum J.D. is the Harold and Jane Hirsh Professor of Health Law and Policy and Founding Chair of the Department of Health Policy, George Washington University School of Public Health and Health Services. She also holds professorships in the Schools of Law and Medicine and Health Sciences.

A graduate of Wesleyan University and Boston University Law School, Professor Rosenbaum has devoted her career to issues of health justice for populations who are medically underserved as a result of race, poverty, disability, or cultural exclusion. An honored teacher and scholar, a highly popular speaker, and a widely-read writer on many aspects of health law and policy, Professor Rosenbaum has emphasized public engagement as a core element of her professional life, providing public service to six Presidential Administrations and seventeen Congresses. She is best known for her work on the expansion of Medicaid, expanding health care access to medically underserved communities through community health centers, civil rights in health care, and national health reform.

Between 1993 and 1994, Professor Rosenbaum worked for President Clinton, where she directed the drafting of the Health Security Act and designed the Vaccines for Children program, which today provides near-universal immunization coverage to low income and medically underserved children. Professor Rosenbaum also regularly advises state governments on health policy and has served as a testifying expert in legal actions involving the rights of children under Medicaid.

Professor Rosenbaum is the leading author of *Law and the American Health Care System*, 2d ed., published by Foundation Press, May, 2012, a landmark textbook that provides an in-depth exploration of the interaction between

law and the U.S. health care system. She has received many national awards for her work in public health policy and is a past Chair of AcademyHealth. A member of the Institute of Medicine, Professor Rosenbaum also serves on the CDC Director's Advisory Committee and has served on CDC's Advisory Committee on Immunization Practice (ACIP). She is a founding Commissioner on the Medicaid and CHIP Payment and Access Commission (MACPAC), which advises Congress on federal Medicaid policy.



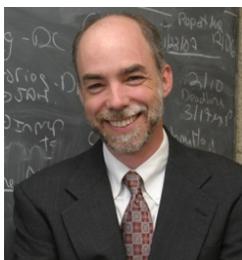
**Andy Allison, PhD**  
*Director, Division of Medical Services, State of Arkansas Department of Human Services*

Andy Allison, Ph.D, joined the Arkansas Department of Human Services as the state Medicaid Director in December 2011.

He served as Deputy Director, then Executive Director, of the Kansas Health Policy Authority from 2005 until 2011, with responsibility for Kansas' Medicaid and State Employee Health Plans. He spent six years at the Kansas Health Institute as a researcher, focusing on health care and health insurance policy in Kansas. He worked as a Medicaid budget analyst at the Office of Management and Budget in Washington, D.C., from 1992-95, providing staff analysis of health reform legislation and reviewing statewide Medicaid waiver applications.

He is a founding Board member of the National Association of Medicaid Directors, and served as its first President from 2010 through 2012.

Andy's education includes a bachelor's degree in history from Ouachita Baptist University, a master's degree in Public Policy from Duke University, and a doctorate in economics from Vanderbilt University.



**Michael Doonan, PhD**  
*Assistant Professor, The Heller School for Social Policy and Management, Brandeis University & Executive Director, The Massachusetts Health Policy Forum*

Michael Doonan is an assistant professor at the Heller Graduate School at Brandeis University. He is the Executive Director of the Massachusetts Health Policy Forum. His Ph.D. from Brandeis is both in Political Science and Health Services Research. His research and publications focus on issues related to access to health care reform, federalism, Medicaid, federal/state relations, public health and the politics and economics of health

system change. He speaks widely on state and national health care reform. He is author of *American Federalism in Practice: The Formulation and Implementation of Contemporary Health Policy*, published by the Brookings Institute Press in 2013.

Michael worked as program specialist for the Centers for Medicare and Medicaid Services (CMS), in the area of Medicaid managed care and state health care reform. He served as a member of President Clinton's Health Care Taskforce working primarily on the Low-Income and Working Families work group, and as a member of the Taskforce Speakers Bureau. Michael also worked as a fellow for the U.S. Senate Finance Committee as they considered national reform in 1994. He began his career as a legislative aide for Senator John Kerry where he worked on health and environmental issues.



**Matt Salo**  
*Executive Director, National Association of Medicaid Directors*

Matt Salo was named the first Executive Director, and at the time, only staff member of the National Association of Medicaid Directors (NAMD) in February 2011. This was a bit of a homecoming, as his first real job out of college was working for the Medicaid Directors from 1994 to 1999.

Matt formerly spent 12 years at the National Governors Association, where he worked on the Governors' health care and human services reform agendas, and where he firmly believes he was responsible for securing the entire tobacco settlement for the states, getting more than \$100 billion in state fiscal relief, and in modernizing the Medicaid program.

Matt taught high school for two years at T.C. Williams High in Alexandria, VA, which actually bears no resemblance to the school they profiled in the Disney movie, *Remember the Titans*. He holds a BA in Eastern Religious Studies from the University of Virginia, and is still trying to find ways to explain how that got him to where he is today.



**Julie Rovner**  
*Robin Toner Distinguished Fellow, Kaiser Health News*

Julie Rovner is the Robin Toner Distinguished Fellow in health reporting at Kaiser Health News. She is spending her fellowship serving as a Senior Correspondent for the news service and its news partners, covering health policy

and politics and doing enterprise reporting for a variety of platforms.

From 1998 until 2014, Rovner was Health Policy Correspondent at NPR, where she was the lead correspondent covering the passage and implementation of the Affordable Care Act, as well as other major policy debates surrounding Medicare, Medicaid, and the economics of health care. Rovner is the author of *Health Care Policy and Politics A-Z*, published by CQ Press, and the winner of numerous awards for her work, including the 2005 Everett McKinley Dirksen Award for distinguished reporting of Congress.



**Susan Dentzer**  
*Senior Health Policy Adviser,  
Robert Wood Johnson Foundation*

Susan Dentzer is Senior Policy Adviser at the Robert Wood Johnson Foundation, the nation's largest philanthropy focused on US health and health care, and is also one of the nation's most respected health care journalists and thought leaders. She is an on-air analyst on health issues with the PBS NewsHour and a regular commentator on health policy for National Public Radio, Al Jazeera America and other television and radio networks.

Dentzer served from 2008-2013 as the editor-in-chief of *Health Affairs*, the nation's leading journal of health policy. She also previously led the NewsHour's health unit, reporting extensively on-air about health care reform debates. Dentzer is an elected member of the Institute of Medicine of the National Academy of Sciences and the IOM's Board on Population Health. She is also an elected member of the Council on Foreign Relations; a fellow of the National Academy of Social Insurance; and a fellow of the Hastings Center, a nonpartisan bioethics research institute. She graduated from Dartmouth, is a trustee emerita of the college, and chaired the Dartmouth Board of Trustees from 2001 to 2004. She currently serves as a member of the Board of Overseers of Dartmouth Medical School and is a member of the Board of Directors of the International Rescue Committee, a leading humanitarian organization.

Dentzer is also on the board of directors of Research!America, an alliance working to make research to improve health a higher priority; is a public member of the Board of Directors of the American Board of Medical Specialties, which assists 24 medical specialty boards in the ongoing evaluation and certification of physicians; and is a member of the Board of Directors of the Public Health Institute, the nonprofit organization addressing public

health issues and solutions nationwide. She is also a member of the Kaiser Commission on Medicaid and the Uninsured, the RAND Health Board of Advisors, the March of Dimes national advisory board and the national advisory committee of the Robert Wood Johnson Foundation Health Policy Fellows.

Dentzer holds an honorary master's degree from Dartmouth and an honorary doctorate in human letters from Muskingum University. She, her husband and their three children live in the Washington, DC area.



**Steven Pearson, MD, MSc, FRCP**  
*President & Founder,  
Institute for Clinical and Economic Review (ICER)*

Steven D. Pearson, MD, MSc is the Founder and President of the Institute for Clinical and Economic Review (ICER), an independent non-profit organization that evaluates the evidence on the value of medical tests, treatments, and delivery system innovations and moves that evidence into action to improve patient care and control costs. ICER's programs include the California Technology Assessment Forum and the New England Comparative Effectiveness Public Advisory Council, both of which seek to support all health care decision makers in the interpretation and application of evidence on clinical effectiveness and value. Dr. Pearson is a Lecturer in the Department of Population Medicine at Harvard Medical School and from 2005-2006 served as Special Advisor, Technology and Coverage Policy, within the Coverage and Analysis Group at the Centers for Medicare and Medicaid Services. Dr. Pearson has also been a Senior Visiting Fellow at England's National Institute for Health and Clinical Excellence (NICE), the Vice Chair of the Medicare Evidence Development and Coverage Advisory Committee (MedCAC), and a Senior Fellow at America's Health Insurance Plans.



**Elizabeth Fowler, PhD, JD**  
*Vice President, Global Health Policy, Government Affairs & Policy Group,  
Johnson & Johnson*

Elizabeth Fowler is Vice President, Global Health Policy, in the Government Affairs & Policy group at Johnson & Johnson. Liz joins Johnson & Johnson from the White House, where she served as Special Assistant to the President for Healthcare and Economic Policy at the National Economic Council. She joined NEC after serving as Deputy Director for Policy of the Center for Consumer Information and Insurance Oversight (OCIO) at the U.S.

Department of Health and Human Services, the new agency tasked with implementing the insurance market reforms included in the Affordable Care Act (ACA). During the health reform debate, Liz served as Chief Health Counsel and Senior Counsel to the Chair to Senate Finance Committee Chairman, Senator Max Baucus (D-MT), where she played a critical role in developing the Senate version of health reform. In a previous stint with the Finance Committee, she also played a key role in the 2003 Medicare Prescription Drug, Improvement and Modernization Act (MMA). Liz has more than 20 years' experience in health services research and health policy. She served as vice president of public policy and external affairs for WellPoint, Inc. and as an attorney with the Washington law firm Hogan & Hartson. She also spent nearly five years as a health services researcher with HealthSystem Minnesota. Liz has a B.A. from the University of Pennsylvania, a Ph.D. from the Johns Hopkins School of Public Health, where her research focused on risk adjustment, and a law degree (J.D.) from the University of Minnesota. She is admitted to the bar in Maryland and the District of Columbia.



**Troy Brennan, MD, MPH**  
**Executive Vice President**  
**& Chief Medical Officer,**  
**CVS Caremark**  
**Corporation**

Troyen A. Brennan, M.D., M.P.H., is Executive Vice President and Chief Medical Officer of CVS Caremark. Prior to joining CVS Caremark, Dr. Brennan was Chief Medical Officer of Aetna Inc. From 2000 to 2005, Dr. Brennan served as President and CEO of Brigham and Women's Physician's Organization. In his academic work, he was Professor of Medicine at Harvard Medical School, and Professor of Law and Public Health at Harvard School of Public Health. Dr. Brennan received his M.D. and M.P.H. degrees from Yale Medical School and his J.D. degree from Yale Law School. He completed his internship and residency in internal medicine at Massachusetts General Hospital. He is a member of the Institute of Medicine of the National Academy of Sciences.



**Jo Carol Hiatt, MD, MBA, FACS**  
**Chair, National Product Council &**  
**Chair, Inter-Regional New**  
**Technologies Committee,**  
**Kaiser Permanente**

Dr. Hiatt is Chair of the National Product Council for Kaiser Permanente and also chairs KP's Inter-Regional New Technologies Committee. She is a partner in Southern California

Permanente Medical Group (SCPMG) and is currently Assistant Medical Director, SCPMG Business Management. Dr. Hiatt chairs Southern California's Technology Deployment Strategy Team as well as the Oversight Committee for Integrated Medical Imaging. Dr. Hiatt joined Kaiser Permanente as a general surgeon at Panorama City, later serving as Chief of Surgery at that location and member of the SCPMG Board of Directors. Dr. Hiatt received her undergraduate degree from Stanford University and her medical degree from Duke University. She trained in general surgery at UCLA. In addition to her clinical degree, Dr. Hiatt received an M.B.A from UCLA's Anderson School of Management. She was designated an American College of Surgeons Health Policy Scholar in 2013.



**Karen Wolk Feinstein, PhD**  
**President & CEO,**  
**Jewish Healthcare Foundation**

Dr. Feinstein is President and Chief Executive Officer of the Jewish Healthcare Foundation (JHF) and its two supporting organizations, the Pittsburgh Regional Health Initiative (PRHI) and Health Careers Futures (HCF). Together they perform a unique mix of grant making, research, teaching, coaching, resource development, and project management.

Under her leadership, JHF and PRHI have become a leading voice in patient safety, healthcare quality and related workforce issues. When Dr. Feinstein founded PRHI, it was among the nation's first regional multi-stakeholder quality coalitions devoted simultaneously to advancing efficiency, best practices, and safety by applying industrial engineering principles. Dr. Feinstein also founded Health Careers Futures to assist the region's healthcare industry in attracting, preparing, and retaining employees, and was a leader in the formation of the Network for Regional Healthcare Improvement (NRHI), a national coalition of Regional Health Improvement Collaboratives. Dr. Feinstein frequently presents at national and international conferences. She is the author of numerous regional and national publications on quality and safety. In a previous life, she was the editor of the Urban & Social Change Review, and she is the editor of the book Moving Beyond Repair: Perfecting Health Care. Additionally, she has served on the faculties of Boston College, Carnegie Mellon University, and the University of Pittsburgh.

Dr. Feinstein is a past President of Grantmakers In Health and Grantmakers of Western Pa., and co-chair of the Pennsylvania Health Funders Collaborative. She serves on many nonprofit, governmental and for-profit boards, including Network for Regional Healthcare Improvement,

the United Way, the Allegheny Conference on Community Development, and on the Allegheny Parks Foundation. She is on the Board of Visitors of the University of Pittsburgh's Graduate School of Public Health, Graduate School of Public and International Affairs, and Global Studies Program.

Dr. Feinstein earned her bachelor's degree at Brown University, her master's at Boston College, and her doctorate at Brandeis University.



**Mark McClellan, MD, PhD**  
**Senior Fellow & Director,**  
**Initiative on Innovation & Value of**  
**Healthcare,**  
**Brookings Institution**

Mark McClellan, MD, PhD, is a senior fellow and director of the Initiative on Value and Innovation in Health Care at the Brookings Institution. Within Brookings, his work focuses on promoting quality and value in patient centered health care. A doctor and economist by training, he also has a highly distinguished record in public service and in academic research. Dr. McClellan is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the U.S. Food and Drug Administration (FDA), where he developed and implemented major reforms in health policy. These include the Medicare prescription drug benefit, the FDA's Critical Path Initiative, and public-private initiatives to develop better information on the quality and cost of care. Dr. McClellan chairs the FDA's Reagan-Udall Foundation, is co-chair of the Quality Alliance Steering Committee, sits on the National Quality Forum's Board of Directors, is a member of the Institute of Medicine, and is a research associate at the National Bureau of Economic Research. He previously served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House, and was an associate professor of economics and medicine at Stanford University.



**Dana Gelb Safran, ScD**  
**Senior Vice President,**  
**Performance Measurement and**  
**Improvement,**  
**Blue Cross Blue Shield of**  
**Massachusetts**

Dana Gelb Safran is Senior Vice President for Performance Measurement and Improvement at Blue Cross Blue

Shield of Massachusetts (BCBSMA). In this role, she leads the company's initiatives to measure and improve healthcare quality, safety and outcomes. Dr. Safran was among the lead developers of the BCBSMA Alternative Quality Contract (AQC), a provider contract model launched in 2009 with the twin goals of improving quality and outcomes while significantly slowing spending growth. Dr. Safran also retains an active academic practice, as a faculty member in the Department of Medicine at Tufts University School of Medicine, and has authored more than 75 peer reviewed articles. She is widely recognized as having contributed to the empirical basis for our nation's push toward a more patient-centered health care system – and for developing measures of patient care experiences that are now used nationwide, accepted as a national standard for this area of measurement, and used by the Medical Boards as part of their recertification process for physicians. Dr. Safran's advisory roles on national and local quality measurement include work with the Office of the National Coordinator (ONC), the Centers for Medicare and Medicaid Services (CMS), the American Board of Internal Medicine (ABIM), the National Quality Forum (NQF), the National Committee for Quality Assurance (NCQA), the Editorial Board of *Healthcare: The Journal of Delivery Science and Innovation*, and the Patient Centered Primary Care Collaborative (PCPCC). At the state level, Dr. Safran serves on the Board of Directors for the Blue Cross Blue Shield Foundation, Associated Early Care and Education, and Massachusetts Health Quality Partners, and is a member of the Massachusetts Statewide Quality Advisory Council (SQAC). Dr. Safran earned her Master and Doctor of Science degrees in Health Policy from the Harvard School of Public Health.



**Neel Shah, MD, MPP**  
**Executive Director, Costs of Care &**  
**Faculty Investigator, Ariadne Labs**  
**for Health Systems Innovation,**  
**Harvard School of Public Health**

Dr. Neel Shah, MD, MPP is a member of the Harvard Medical Faculty Physicians (HMFP) practice and the Division of Quality, Safety, and Performance Improvement in the Department of Obstetrics and Gynecology at Beth Israel Deaconess Medical Center (BIDMC). He is also a faculty investigator at the Ariadne Labs for Health Systems Innovation at the Harvard School of Public Health. His research aims to improve childbirth practices and demonstrate how system complexity imposes upon clinical decisions.

In addition, he serves as an editor at JAMA Internal Medicine for the "Less is More: Teachable Moments" series and is a co-author of the forthcoming textbook from McGraw-Hill, *Understanding Value-Based Care*. In 2009 he founded *Costs of Care*, a nationally recognized nonprofit that helps caregivers deflate medical bills.

Dr. Shah completed residency at Brigham & Women's Hospital and Massachusetts General Hospital, and received joint degrees in medicine and public policy from Brown University and the Harvard Kennedy School of Government. He has been listed among the "40 smartest people in health care" by Becker's Hospital Review, and profiled in the *New York Times*, the *New England Journal of Medicine*, and other outlets.



**Sandra Hernández, MD**  
**President & CEO,**  
**California Health Care**  
**Foundation**

Dr. Sandra R. Hernández became president and CEO of the California HealthCare Foundation in January 2014. CHCF is an independent foundation with assets of more than \$700 million, headquartered in Oakland, California, and dedicated to improving the health of the people of California.

Prior to joining CHCF, Hernández was CEO of The San Francisco Foundation, which she led for 16 years. She previously served as director of public health for the City and County of San Francisco.

Hernández is an assistant clinical professor at the University of California, San Francisco, School of Medicine and maintains a clinical practice at San Francisco General Hospital in the AIDS clinic. She is a graduate of Yale University, the Tufts School of Medicine, and the program for senior executives in state and local government at Harvard University's John F. Kennedy School of Government.

Originally from Tucson, Arizona, she spent much of her childhood in rural New Mexico with her grandparents. There she came to honor and appreciate her Mexican culture and the intrinsic values of community and public service. Her love of science and math was nourished by her father, a self-educated engineer.

Hernández serves as a trustee of the Reno-based Asbestos Settlement Trusts and an independent director of First Republic Bank. She is a member of the Public Policy Institute of California's Statewide Leadership Council, the Yale University President's Council, the UCSF Chancellor's

Advisory Board, and the UCSF Clinical and Translational Science Institute Advisory Board.

Her earlier affiliations include President Clinton's Commission on Consumer Protection and Quality in the Healthcare Industry, and two Institute of Medicine committees — on the Consequences of Uninsurance and on the Implementation of Antiviral Medication Strategies for an Influenza Pandemic.

She is a former board member of Grantmakers In Health, the Council on Foundations, and the California Managed Risk Medical Insurance Board (MRMIB). She co-chaired San Francisco's Universal Healthcare Council, which designed Healthy San Francisco, an innovative health access program for the uninsured.



**Michael Chernen, PhD**  
**Leonard D. Schaeffer Professor**  
**of Health Care Policy,**  
**Harvard Medical School**

Michael Chernen, Ph.D., is the Leonard D. Schaeffer Professor of Health Care Policy at Harvard Medical School. Dr. Chernen's research activities focus on several areas, most notably the causes and consequences of growth in health care expenditures, geographic variation in medical spending and use and Value Based Insurance Design (VBID). Professor Chernen is Vice Chair of the Medicare Payment Advisory Commission (MedPAC), which is an independent agency established to advise the U.S. Congress on issues affecting the Medicare program. He is also a member of the Congressional Budget Office's Panel of Health Advisors. In 2000, 2004 and 2011, he served on technical advisory panels for the Center for Medicare and Medicaid Services (CMS) that reviewed the assumptions used by the Medicare actuaries to assess the financial status of the Medicare trust funds. Dr. Chernen is a Research Associate of the National Bureau of Economic Research. He co-edits the *American Journal of Managed Care* and is a Senior Associate Editor of *Health Services Research*. In 2010, Dr. Chernen was elected to the Institute of Medicine (IOM) of the National Academy of Sciences and served on the Committee on the Determination of Essential Health Benefits. Dr. Chernen earned his undergraduate degree from the University of Pennsylvania and a doctorate in economics from Stanford University.



**Martin Gaynor, PhD**  
**Director, Bureau of**  
**Economics, Federal Trade**  
**Commission & E.J. Barone**  
**Professor of Economics and**  
**Health Policy, Carnegie Mellon**  
**University**

Martin Gaynor is the Director of the Bureau of Economics at the Federal Trade Commission. He is on leave from Carnegie Mellon University, where he is the E.J. Barone Professor of Economics and Public Policy. His research focuses on competition and antitrust policy in health care markets. He has written extensively on this topic, testified before Congress, and advised the governments of the Netherlands and the United Kingdom on competition issues in health care. Dr. Gaynor received his B.A. from the University of California, San Diego in 1977 and his Ph.D. from Northwestern University in 1983.



**Suzanne Delbanco, PhD, MPH**  
**Executive Director,**  
**Catalyst for Payment Reform**

Suzanne F. Delbanco is the executive director of Catalyst for Payment Reform ([www.catalyzepaymentreform.org](http://www.catalyzepaymentreform.org)). Catalyst for Payment Reform is an

independent, non-profit corporation working on behalf of large health care purchasers to catalyze improvements to how we pay for health services and to promote better and higher value care in the U.S. In addition to her duties at CPR, Suzanne serves on the Coordinating Committee of the Measures Application Partnership for the U.S. Department of Health and Human Services, the Price Transparency Task Force of the Healthcare Financial Management Association, the Health Care Incentives Improvement Institute board, and participates in the Healthcare Executives Leadership Network. Previously, Suzanne was the founding CEO of The Leapfrog Group. Suzanne holds a Ph.D. in Public Policy from the Goldman School of Public Policy and a M.P.H. from the School of Public Health at the University of California, Berkeley.



**Josh Sharfstein, MD**  
**Secretary, Maryland**  
**Department of**  
**Health and Mental**  
**Hygiene**

Joshua M. Sharfstein, M.D., is the Secretary of the Maryland Department of Health and Mental Hygiene. Previously he served as principal deputy commissioner of the U.S Food and Drug Administration 2009-2011 and as the Commissioner of

Health in Baltimore, Maryland from December 2005 to March 2009. From July 2001 to December 2005, Dr. Sharfstein served on the Minority Staff of the Committee on Government Reform of the U.S. House of Representatives, working for Congressman Henry A. Waxman. He serves on Health Information Technology Policy Committee for the U.S. Department of Health and Human Services, the Board on Population Health and Public Health Practice of the Institute of Medicine, and the editorial board of the Journal of the American Medical Association. He is a 1991 graduate of Harvard College, a 1996 graduate of Harvard Medical School, a 1999 graduate of the combined residency program in pediatrics at Boston Medical Center and Boston Children's Hospital, and a 2001 graduate of the fellowship program in general pediatrics at the Boston University School of Medicine. Dr. Sharfstein lives with his family in Baltimore, Maryland.