

## 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. Recently he received the Champion of Health and Wellness award by the Massachusetts Health Council. 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, *Beyond Antitrust: Health Care and Health Insurance Market Trends and the Future of Competition (2017)* and *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.



**Tsung-Mei Cheng** is Health Policy Research Analyst at the Woodrow Wilson School of Public and International Affairs, Princeton University, USA. Cheng's current research focuses on cross-national comparisons of health systems in the U.S., Europe and East Asia; health reforms in the U.S., China and Taiwan; health technology assessment and

comparative effectiveness research; health care quality, financing, payment reform, including evidence based clinical guidelines and clinical pathways, and pay for performance (P4P) in East Asian health systems. She is cofounder of the Princeton Conference, an annual national conference on health policy that brings together government, the private sector, and the research community on issues affecting health care and health policy in the United States.

She is an adviser to the China National Health Development Research Center (CNHDRC), the official Chinese government think tank for health policy under China's National Health and Family Planning Commission (formerly The Ministry of Health). Cheng also serves as a special advisor to the Center for the Study of Major Policies (CSMP) of Tsinghua University, China. The Center focuses on translating research into policy and policy recommendations on major issues for high level Chinese government.

Cheng is a member of the editorial board of Health Affairs. Cheng is also a member of the Emerging Market Symposium (EMS) Steering Committee; an Oxford University based initiative that addresses pressing sectoral issues facing emerging market countries.

Cheng served as an advisor to the National Institute for Health and Care Excellence International (NICE International) of the United Kingdom, which advised governments and agencies overseas on capacity building for evidence base to inform national health policy as well as knowledge transfer among decision-makers across national borders. Cheng also served as an adviser to the

Strategic Review Board of the Science and Technology Advisory Group (STAG), which advises the Office of the Premier of Taiwan on policies relating to the development of science and technology including health care in Taiwan.

Cheng served on the International Advisory Board of the Elsevier On-line Encyclopedia of Health Economics, the on-line publication by the publisher of medical and scientific literature (The Lancet, Cell, Gray's Anatomy, ScienceDirect, etc.) designed to meet the needs of the rapidly changing and growing field of health economics which calls for timely "authoritative articles on key concepts, issues, theory and methods" in health economics. She also served on the Technical Advisory Committee of the Global Task Force on Expanded Access to Cancer Care and Control (GTF.CCC), an initiative convened by the Harvard Global Equity Initiative, the Harvard Medical School, the Harvard School of Public Health and the Dana Farber Cancer Institute to combat cancer in developing countries. Cheng was a member of the International Advisory Group of AcademyHealth, the U.S. based professional association of health services researchers.



**John K. Iglehart** is founding editor of Health Affairs, the nation's leading journal of health policy, which he started in 1981 under the aegis of Project HOPE, a not-for-profit international health education organization. Over this same period, Iglehart also has served as a national correspondent of The New England Journal of Medicine, for which he has written more than 100 essays called Health Policy Reports.

In 2006, Iglehart received the AcademyHealth Chair Award, recognizing national leaders who have significantly contributed to moving health services research into policy and practice. Iglehart was elected to membership in the Institute of Medicine (IOM) of the National Academy of Sciences in 1977 and served on its Governing Council for six years (1985-1991). He also is an elected member of the National Academy of Social Insurance and serves on the Advisory Board of the National Institute For Health Care Management. Previously, Iglehart served on the boards of the American Board of Medical Specialties, the Educational Commission for Foreign Medical Graduates and AcademyHealth.

Before 1981, Iglehart served for two years as a vice president of the Kaiser Foundation Health Plan and director of its Washington, D.C. office. During the decade 1969 to 1979, Iglehart held a variety of editorial positions, including

the editorship of National Journal, a privately published weekly on federal policymaking. He holds a degree in journalism from the University of Wisconsin-Milwaukee and has been a journalist-in-residence at Harvard University.



**Chris Jennings** is an over three decades-long health policy veteran of the White House, the Congress and the private sector. Mr. Jennings is currently President of Jennings Policy Strategies (JPS), a nationally respected health care consulting firm committed to assisting foundations, purchasers, health systems and other aligned stakeholders develop policies to ensure higher quality, more affordable and sustainable health care. He is also a senior fellow at the Bipartisan Policy Center where he works to develop bipartisan policies designed to lower cost growth, enhance coverage and improve quality.

In January 2014, Mr. Jennings departed from his second tour of duty in the White House where he served as Senior Advisor 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 access and delivery reform provisions of the Affordable Care Act 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), the Prescription Drug User Fee Act (PDUFA) of 1997 and major Medicare reforms in the Balanced Budget Act (BBA) of 1997.

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 (including his home state Senator, John Glenn) and led major reform efforts in the areas of long-term care, prescription drug coverage/cost containment, and rural health care. In this capacity, he also served in a major role for the U.S. Bipartisan Commission on Health Care (also known as the "Pepper Commission").



**Leonard D. Schaeffer** is the founding Chairman & CEO of WellPoint (now Anthem), one of the nation's largest health benefits companies. He is currently the Judge Robert Maclay Widney Chair and Professor at the University of Southern California (USC) and is

a Senior Advisor to TPG Capital and Starr Investment Holdings, private equity firms.

Schaeffer was Chairman & CEO of WellPoint from 1992 through 2004 and continued as Chairman through 2005. In 1986, Schaeffer was recruited as CEO of WellPoint's predecessor company, Blue Cross of California, when it was near bankruptcy. He managed the turnaround of Blue Cross and the IPO creating WellPoint. During his tenure as CEO, WellPoint completed 17 acquisitions and endowed four charitable foundations with assets of over \$6 billion. Under Schaeffer's leadership, the value of the company grew from \$11 million to over \$49 billion.

Under Schaeffer's leadership, WellPoint was selected by Fortune as America's Most Admired Health Care Company for six consecutive years; named by BusinessWeek as one of the 50 best performing public companies for three consecutive years; and identified by Forbes magazine as America's best large health insurance company. Schaeffer was selected by BusinessWeek as one of the Top 25 Managers of the Year and by Worth as one of the "50 Best CEOs in America."

Schaeffer's public service included appointments as Administrator of the federal Health Care Financing Administration (now CMS) where he was responsible for the Federal Medicare and Medicaid programs, Assistant Secretary for Management and Budget of the federal Department of Health, Education and Welfare, Director of the Bureau of the Budget for the State of Illinois, Chairman of the Illinois Capital Development Board, and Deputy Director of the Illinois Department of Mental Health.

In 2009, Schaeffer established the Schaeffer Center for Health Policy and Economics at USC which uses an interdisciplinary approach to research and analysis to promote health and value in health care delivery and to support evidence-based health policy. He has endowed chairs in health care financing and policy at the Brookings Institution, Harvard Medical School, the National Academy of Medicine, U.C. Berkeley and USC.

Previously, Schaeffer served as President & CEO of Group Health, Inc., EVP & COO of the Student Loan Marketing Association, (Sallie Mae) and as a Vice President of Citibank.

Schaeffer is a graduate of Princeton University where he now serves on the President's Advisory Council. He was the Regent's Lecturer at the University of California at Berkeley, a Gilbert Fellow at Princeton, and a Williams Fellow at RAND. He is a member of the National Academy of Medicine (NAM) and is the Chair of the Roundtable on

Quality Care for People with Serious Illness. Mr. Schaeffer was awarded a Doctor of Humane Letters (Hon) from USC and received the inaugural Sol Price Award for his lifetime achievements as a business leader, policy expert and philanthropist. Currently, Schaeffer serves on: Brewster Foundation: Chairman, Board of Trustees, The Brookings Institution: Board of Trustees, Harvard Medical School: Board of Fellows, Health Affairs: Editorial Board, National Academy of Medicine (NAM) of the National Academies, Member, NAM Roundtable on Quality Care for People with Serious Illness: Chair, Princeton University President's Advisory Council, RAND Corporation: Board of Trustees, RAND Health: Board of Advisors, scPharmaceuticals Inc.: Board of Directors, University of Southern California: Board of Trustees, University of Southern California: Health System Board, USC Schaeffer Center for Health Policy and Economics: Chair, Advisory Board, Walgreens Boots Alliance, Inc.: Board of Directors.



**Alonzo L. Plough, PhD, MPH**, joined the Robert Wood Johnson Foundation as vice president, Research-Evaluation-Learning and chief science officer in January 2014.

Plough came to the Foundation from the Los Angeles County Department of Public Health, where he served as Deputy Health Officer and director of emergency preparedness and response from 2009–2013. In that role, Plough was responsible for the leadership and management of the public health protecting the 10 million residents of Los Angeles County from natural disasters and threats related to disease outbreaks and other public health emergencies. He coordinated activities in emergency operations, infectious disease control, risk communication, planning, and community engagement.

Prior to this position, Plough served as vice president of strategy, planning and evaluation for The California Endowment from 2005–2009. Plough also served 10 years as director and health officer for the Seattle and King County Department of Public Health, and professor of health services at the University of Washington School of Public Health in Seattle. He previously served as director of public health in Boston for eight years.

Plough earned his PhD and MA at Cornell University, and his MPH at Yale University School of Medicine's Department of Epidemiology and Public Health. He did his undergraduate work at St. Olaf College, where he earned a BA. He has held academic appointments at Harvard University School of Public Health, Tufts University

Department of Community Medicine, and Boston University School of Management. He has been the recipient of numerous awards for public service and leadership and is the author of an extensive body of scholarly articles, books, and book chapters.



**Sheila P. Burke, M.P.A., R.N.**, serves as chair of the federal public policy group at Baker, Donelson, Bearman, Caldwell & Berkowitz, PC. She also is a faculty research fellow at the Malcolm Wiener Center for Social Policy and a member of the faculty at the Harvard Kennedy School. She is a distinguished

visitor at the O'Neill Center for National and Global Health Law, Georgetown University Law Center.

Ms. Burke served as Deputy Secretary and chief operating officer of the Smithsonian Institution from 2004 to 2007 and as Under Secretary for American Museums and National Programs from 2000 to 2004. From 1996 to 2000, she was executive dean at the Harvard Kennedy School. Ms. Burke was chief of staff to Senator Bob Dole from 1986 to 1996, when he was Senate minority and then majority leader. In 1995, she was elected Secretary of the Senate, the chief administrative officer of the U.S. Senate. As deputy staff director for the Senate Finance Committee, Ms. Burke was responsible for legislation relating to Medicare, Medicaid, and other health programs. She served as a member of the Medicare Payment Advisory Commission from 2000 to 2007.

She was a member of the board of trustees of the Kaiser Family Foundation from 1999 to 2008 and was chair of the board from 2005 to 2008. She serves on the boards of The Chubb Corporation, Ascension Health, and Abt and the Council of the National Academy of Medicine (formerly IOM). Early in her career, she was a staff nurse in Berkeley, Calif.



**Wendell Primus** is the Senior Policy Advisor on Budget and Health issues to Democratic Leader Nancy Pelosi. In that capacity, he was the lead staffer in developing the Affordable Care Act. He also played a major role in the SGR legislation in 2015 and various budget agreements. Prior to this appointment in March, 2005, Dr. Primus was the Minority Staff

Director at the Joint Economic Committee. He has also held position at the Center on Budget and Policy Priorities, served in the Clinton Administration at the Department of Health and Human Services and also served as Chief Economist for the House Ways and Means Committee and Staff Director for the Committee's Subcommittee on Human Resources.

Dr. Primus received his Ph.D. in economics from Iowa State University.



**Chip Kahn** is the President and CEO of the Federation of American Hospitals, the national advocacy organization for investor-owned hospitals. A job he has held since 2001.

Chip's extensive health policy expertise, outstanding leadership abilities, and lengthy Capitol Hill experience, combined with his proven campaign and communications skills make him one of Washington, DC's most effective and accomplished trade association executives.

He is one of only five health care leaders who have appeared on Modern Healthcare magazine's annual "100 Most Influential People in Healthcare" list since its inception. He is also regularly recognized by other publications for the impact he has on health policy.

Chip is at the forefront of efforts to improve quality at our nation's hospitals, serving in several roles at the National Quality Forum and writing about the topic in publications such as Health Affairs. He also serves on the boards of several companies and foundations. This work combined with volunteer efforts led to him being honored with the B'nai B'rith National Health Care Award in 2016.

Before coming to the FAH, Chip served as the President of HIAA (Health Insurance Association of America), where he ran the precedent-setting "Harry and Louise" campaign.

He also spent more than a decade on Capitol Hill in a variety of influential roles and cut his political teeth in the 1970s managing House Speaker Newt Gingrich's first two congressional campaigns.

Chip is also an avid amateur photographer, and his photography has been displayed at juried exhibitions.



**Murray Ross** is Vice President, Kaiser Foundation Health Plan, Inc., and leads the Kaiser Permanente Institute for Health Policy in Oakland, California. The Institute seeks to shape public policy and private practice by sharing Kaiser Permanente's experience in meeting the health and care

needs of over 10 million people in 8 states and the District of Columbia. It does so through publications, digital media, convenings, and by supporting and promoting the work of like-minded partner organizations.

An economist by training, Dr. Ross speaks frequently to domestic and international audiences on a wide range of health care and policy topics. He serves on a number of academic and non-profit boards. Before joining Kaiser Permanente in 2002, he was an advisor to the U.S. Congress, first at the Congressional Budget Office and later as executive director of the Medicare Payment Advisory Commission. He enjoys distance running, writing, photography, and traveling (often together).



**Joseph Dieleman, PhD**, is Assistant Professor at the Institute for Health Metrics and Evaluation (IHME) at the University of Washington. In this role, he leads the Resource Tracking research team, which focuses on tracking development assistance for health, healthcare spending by disease, and government health

spending. These projects are split between global research, seeking to understand financial flows for health in a wide variety of contexts, and domestic research, seeking to describe how healthcare is purchased in the US. Dr. Dieleman studied at Calvin College in Grand Rapids, Michigan, earning his undergraduate degree in Economics, and at the University of Washington, where he received his PhD in Economics. He has also spent three years living and working in Tegucigalpa, Honduras.



**Matthew (Matt) Eyles** is Senior Executive Vice President and Chief Operating Officer at America's Health Insurance Plans (AHIP), the national trade association representing

the health insurance industry. At AHIP, he leads the Policy & Regulatory Affairs function, including the Government Programs (Medicare and Medicaid), State Policy, and Product Policy departments. Matt joined AHIP from Avalere Health, a strategic healthcare advisory services firm based in Washington, D.C., where he was Executive VP with responsibility for the health plans and providers business, strategic communications business, and health reform team.

Previously, Matt was Corporate Vice President, Public Affairs & Policy at Coventry Health Care, Inc. (now Aetna). He led Coventry's public policy, government affairs, and corporate communications functions and was a key advisor to the Board of Directors on all matters related to health reform.

Prior to joining Coventry, Matt was Vice President, Corporate Public Policy at Wyeth (now Pfizer) and led its public policy office for the pharmaceutical, consumer health, and animal health divisions in the U.S. and worldwide. In addition, Matt has worked at Eli Lilly & Company in Indianapolis and began his career on Capitol Hill at the Congressional Budget Office (CBO).

Matt has undergraduate degrees from The George Washington University in Political Science and History and a graduate degree in Public Policy from the University of Rochester (NY).



**Leemore Dafny** is the Bruce V. Rauner Professor of Business Administration at the Harvard Business School and the Kennedy School of Government. Dafny's research examines competitive interactions among payers and providers of healthcare services, and the intersection of industry and public policy. Her work has been published in academic journals

such as *The American Economic Review* and *The New England Journal of Medicine*, and featured in popular media such as *The New York Times* and *The Wall Street Journal*.

Dafny served as Deputy Director for Healthcare and Antitrust in the Bureau of Economics at the Federal Trade Commission from 2012-13 and currently serves on the Panel of Health Advisers for the Congressional Budget Office. She heads the "New Marketplace" initiative for the *New England Journal of Medicine's* Catalyst, an interdisciplinary multimedia platform to develop and disseminate ideas to improve the functioning of healthcare

systems (catalyst.nejm.org). Professor Dafny is an associate editor of Management Science, and on the editorial boards of American Economic Journal: Policy and the American Journal of Health Economics. She is a Board Member of the American Society of Health Economists and the Health Care Cost Institute, and a Research Associate of the National Bureau of Economic Research. Dafny advises companies, government agencies, and nonprofits on a variety of issues including antitrust matters, strategic decisions, and public policy.



**Dr. Feinstein** is President and Chief Executive Officer of the Jewish Healthcare Foundation (JHF) and its three supporting organizations, the Pittsburgh Regional Health Initiative (PRHI), Health Careers Futures (HCF), and the Women's Health Activist Movement (WHAMglobal). Together they perform a unique mix of grant making, research, teaching, coaching, 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 HCF 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. Widely regarded as a leader in healthcare quality improvement, Dr. Feinstein frequently presents at national and international conferences. She presented at the 2016 TEDxBeacon Street event to a global audience.

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 boards and executive committees, including the Network for Regional Health Improvement (which she founded), the United Way, and the Allegheny Conference on Community Development. She serves on the national board of the National Board of Medical Examiners, the Commonwealth of Pennsylvania Health Research Advisory Committee, Boards of Visitors of the University of Pittsburgh's Graduate School of Public Health and the University Center for International Studies, UPMC

Presbyterian/Shadyside Board of Directors, and the UPMC system-wide Patient Care Committee.

Dr. Feinstein has served on the faculties of Boston College, Carnegie Mellon University, and the University of Pittsburgh. She is the author of numerous regional and national publications on quality and safety. In 2015, she was named Pittsburgher of the Year by Pittsburgh Magazine. She earned her bachelor's degree in American History at Brown University, her master's in Social Planning at Boston College, and her doctorate at the Heller School for Social Policy and Management at Brandeis University. Dr. Feinstein has Honorary Doctorates from Chatham and Carlow Universities.



**Robert S. Kaplan**, Senior Fellow and Marvin Bower Professor of Leadership Development, Emeritus, at Harvard Business School, is co-developer of both activity-based costing (ABC) and the Balanced Scorecard (BSC). Kaplan joined the HBS faculty in 1984 after spending 16 years on the faculty of the business school at Carnegie-Mellon University,

where he served as dean from 1977 to 1983. Kaplan's research, executive program teaching, and consulting focus on aligning cost and performance management systems to strategy execution. He currently works with Michael Porter on the HBS Value Based Health Care initiative to introduce time-driven activity-based costing (TDABC) and value-based bundled payments to health care. The goal is to motivate the health care sector to restructure around delivering superior patient outcomes at significantly lower total cost. Another project applies his strategy-execution framework to help corporations create new regional ecosystems for inclusive growth. The strategies are designed to generate strong financial returns while transforming the socio-economic conditions of residents in low-income communities around the world. With Anette Mikes, he continues research and writing on new frameworks for implementing enterprise risk management. Kaplan has authored or co-authored 14 books and more than 175 papers including 26 in Harvard Business Review.

Kaplan received his BS and MS in Electrical Engineering from MIT, a PhD in Operations Research from Cornell University, and honorary doctorates from several international universities. Elected to the Accounting Hall of Fame in 2006, he received the Outstanding Accounting Educator Award in 1988 from the AAA, the 1994 CIMA Award from the Chartered Institute of Management

Accountants (UK), and Lifetime Contribution Awards from the Management Accounting Section of the AAA (2006), and the Institute of Management Accountants (2008). He continues to be a leading global speaker on strategy execution, and cost and performance management.



**David Asch** is Executive Director of the Penn Medicine Center for Health Care Innovation. He is the John Morgan Professor of Medicine and Professor of Medical Ethics and Health Policy at the Perelman School of Medicine at the University of Pennsylvania, and Professor of Health Care Management and Operations,

Information and Decisions at the Wharton School. He also directs the Robert Wood Johnson Foundation Clinical Scholars Program and the National Clinician Scholars Program.

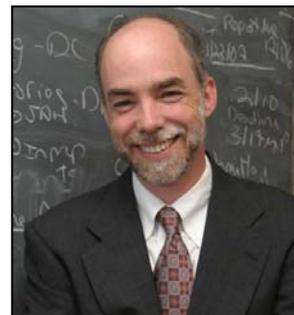
Asch practices internal medicine at the Philadelphia Veterans Affairs Medical Center, where he created and from 2001 to 2012 directed the Center for Health Equity Research and Promotion. From 1998 to 2012 he was Executive Director of the Leonard Davis Institute of Health Economics. His research is in the area of behavioral economics and aims to understand and improve how physicians and patients make medical choices.



From 2011 to 2017, **Vivian S. Lee** served as Senior Vice President for Health Sciences at the University of Utah, Dean of the School of Medicine, and CEO of University of Utah Health Care where she was responsible for an annual budget of more than \$3.3 billion; a healthcare system, a health insurance plan, and over 1,400

board certified physicians; and the School of Medicine, the Colleges of Nursing, Pharmacy, Health, and a new School of Dentistry. Under her tenure as SVP, Dean and CEO, she led the University of Utah to recognition for its health care delivery system innovations that enable higher quality at lower costs and with higher patient satisfaction. In 2016, University of Utah was ranked #1 among university hospitals in quality and safety, making it the 7th year in a row that the system was ranked in the top 10. As Dean, she led the expansion of the School of Medicine class size by 50% with increased state funding.

Also, as SVP, she launched a \$500M campus transformation construction project, for which she secured over \$180M in private and state funds. In May 2017, Lee began a one-year sabbatical as a faculty member at the University of Utah. Funded by the NIH for almost 20 years, Lee was elected to National Academy of Medicine (formerly, the Institute of Medicine) in 2015. She serves on the NIH Council of Councils advisory to the NIH Director and has authored over 175 peer-reviewed research publications. She is also a director on the boards of two publicly traded companies, Merrimack Pharmaceuticals and Zions Bancorporation. Lee is a magna cum laude graduate of Harvard-Radcliffe Colleges, received a doctorate in medical engineering from Oxford University as a Rhodes Scholar, earned her MD with honors from Harvard Medical School, completed her residency in Diagnostic Radiology at Duke, where she also served as Chief Resident, and was valedictorian of her EMBA program at Stern School of Business, at NYU.



**Michael Doonan** is an associate professor and Director for the Masters of Public Policy Program, Schneider Institute for Health Policy at The Heller School for Social Policy and Management, 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** was named Executive Director of the National Association of Medicaid Directors (NAMMD) in February 2011. The association represents all 56 of the nation's state and territorial Medicaid Directors, and provides them with a strong unified voice in national discussions as well as a locus for technical assistance and best

practices.

Matt formerly spent 12 years at the National Governors Association, where he worked on the Governors' health care and human services reform agendas, and spent the 5 years prior to that as a health policy analyst working for the state Medicaid Directors as part of the American Public Human Services Association.

Matt also spent two years as a substitute teacher in the public school system in Alexandria, VA, and holds a BA in Eastern Religious Studies from the University of Virginia.



**Nina Owcharenko Schaefer** returns to the Heritage Foundation as a Senior Research Fellow in Health Policy in the organization's Institute for Family, Community and Opportunity.

Previously, Schaefer served in the Trump Administration as Senior Counselor to the Secretary at the U.S. Department of Health and Human Services.

In that high-level capacity, Schaefer advanced Presidential and Secretary policy priorities at the agency, including managing the development of the HHS response to the opioid abuse crisis.

Schaefer is a studied expert on health care reform on both the federal and state levels. She has researched and advised on health reform, Medicare, Medicaid, the State Children's Health Insurance Program (SCHIP), and prescription drugs.

She is well known in Washington policy circles as a champion of patient choice and robust competition in America's health insurance markets.

Schaefer, who has served as Heritage's director of health policy studies and joined the organization originally in 2001, also was named Preston A. Wells Jr. Fellow in

Health Policy in April 2012. As deputy director in 2009, she coordinated the think tank's related research and was the lead advocate of its stances as debate in Congress over health care reform heated up.

She has made the case for consumer-based health policy solutions as a guest expert on dozens of radio and television programs.

Her research and analysis have been published in newspapers and periodicals around the country, as well as in such noted policy journals as Health Affairs. She has made presentations at national, state and professional conferences.

Schaefer understands the inner workings of Congress, having worked for nearly a decade as a Capitol Hill staffer. She served as legislative director to former Sen. Jim DeMint (R-S.C.) when he was a representative and to Rep. Sue Myrick (R-N.C.). She began her Hill career on the staff of the late Sen. Jesse Helms (R-NC).

The Preston Wells Jr. fellowship, made possible by the Florida-based Lillian S. Wells Foundation, recognized Schaefer's leadership in opposition to what Americans now call "Obamacare" and in efforts to move America to patient-centered, market-based health care. Wells, an entrepreneur, served on Heritage's Board of Trustees from 1994 until his death in 2003.

In 2008, Schaefer won Heritage's prestigious W. Glenn and Rita Ricardo Campbell Award in recognition of specialized but high-profile work on the uninsured and related issues, in particular the SCHIP. Each year, the award goes to a policy expert who has made "an outstanding contribution to the analysis and promotion of a Free Society."

Schaefer received a bachelor's degree in political science from the University of North Carolina-Chapel Hill in 1994. Originally from Charlotte, N.C., she currently resides in Washington, D.C., with her husband and son.



**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 at the Milken Institute School of Public Health, George Washington University. She also holds professorships in GW's Law and Medical Schools and the Trachtenberg School of Public Policy and Public Administration.

Professor Rosenbaum has devoted her career to health justice for populations who are medically underserved as a result of race, poverty, disability, or cultural exclusion. An honored teacher and scholar, a 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 work, providing public service to six Presidential Administrations and twenty-one Congresses. She is best known for her scholarship and advocacy on health care for the poor, civil rights, and national health reform.

Professor Rosenbaum worked for President Clinton, where she directed the drafting of the Health Security Act and designed the Medicaid's Vaccines for Children program. Professor Rosenbaum also advises states, foundations and others on health policy and has served as a testifying expert in landmark litigation to enforce children's rights under Medicaid.

A prolific writer, Professor Rosenbaum also serves as lead author of *Law and the American Health Care System*, 2d ed. (Foundation Press, 2012), which provides an in-depth exploration of the interaction between law and health care.

A recipient of numerous awards, Professor Rosenbaum is a past Chair of AcademyHealth and a member of the National Academies of Sciences, Engineering, and Medicine. She also has served on CDC's Director's Advisory Committee and Advisory Committee on Immunization Practice (ACIP). Professor Rosenbaum was a founding Commissioner of Congress's Medicaid and CHIP Payment and Access Commission (MACPAC) and served as its Chair from January 2016 through April 2017.



**Cybele Bjorklund** is a strategic consultant, Distinguished Visitor at the O'Neill Institute for National and Global Health Law at Georgetown University's Law Center and a Senior Fellow at Georgetown University's McCourt School of Public Health.

Until January 2018, Cybele was vice president and head of policy at Sanofi, a global healthcare company focused on meeting patient needs through the development of innovative vaccine, biologic and pharmaceutical products. In this role, she led the development of global policy positions and principles that advanced Sanofi's strategic objectives, including improving access to care and health outcomes. She and her team also work with internal and external colleagues around the world to support effective

engagement and advocacy with key stakeholders, and she served on the internal and external stakeholder committee for the company's Corporate and Social Responsibility group.

During 2015-2016, she was an expert advisor and council member at GLG, a member of the International Advisory Council for APCO Public Affairs and a strategic advisor to selected clients. From 1995-2015, Cybele served in several senior professional roles in the United States Senate and House of Representatives, including 14 years as the Democratic staff director for the Subcommittee on Health and senior health advisor for the Committee on Ways & Means, four years as Senator Kennedy's deputy staff director for health and two years as an advisor to former Democratic Leader Senator Tom Daschle. During her federal service, Cybele was at the center of virtually every major Medicare debate, had a leading role in the creation and enactment of the Affordable Care Act, health IT and comparative effectiveness research (CER) provisions of the Recovery Act and helped write many other laws affecting private health insurance and key federal health programs. Before moving to Congress, she was a social science research analyst at the Centers for Medicare and Medicaid Services within the U.S. Department of Health & Human Services.

Cybele is a Fellow of the second class of the Aspen Institute's Health Innovators Fellowship and a member of the Aspen Global Leadership Network. She serves on the Policy Advisory Committee for the Medicare Rights Center, a member of the National Academy of Social Insurance, and on the board of directors for the David A. Winston Health Policy Fellowship. Cybele also recently served on the Steering Committee for Value-Based Health Care at the World Economic Forum. She received a master's degree from the Johns Hopkins University's Bloomberg School of Hygiene and Public Health, with an emphasis on health policy and a concentration in law, ethics, and policy, and a bachelor's degree in journalism from the School of Journalism at the University of Oregon.



**Murray Aitken** is a senior vice president at IQVIA and the executive director of the IQVIA Institute for Human Data Science. Aitken is a renowned expert on critical healthcare issues around the world, including the role of medicine, the disruptive impact of technology, and the use of data science in

improving decision-making and accelerating innovation.

Throughout his 15-year tenure at IMS Health and QuintilesIMS, Aitken served in various roles responsible for healthcare insights, corporate strategy, and consulting and services. Previously, he was a partner at McKinsey & Company and during his career was based in Los Angeles, Seoul and New Jersey offices, covering a broad range of industries, including life sciences and consumer goods.

He holds an MBA, with distinction, from Harvard University and Masters of Commerce from the University of Auckland in New Zealand.



**Dr. Rhys Williams** is currently an executive director in Global Health Economics (GHE) at Amgen, where he has worked for twelve years. He was responsible for developing strategic GHE plans and their execution for the Hematology/Oncology

portfolio. Currently, he has oversight for the US, JAPAC and Intercontinental regions, he also leads the Innovation Policy Research and Value-Based Partnership groups within GHE. Previously, Rhys was a senior director/team leader for the cardiovascular therapeutic area in US Outcomes Research at Pfizer. Prior to that he worked at BMS where he was the Head of the European Outcomes Research and Epidemiology department.

Rhys is a native of the UK and received his BS (honors) degree in Statistics from the University of Wales. He has Masters Degrees in Mathematics and Applied Statistics from Tulane University and a Doctoral degree in Epidemiology from Boston University. In addition, Rhys has authored over 30 peer-reviewed publications which have appeared in *New England Journal of Medicine*, *Journal of Clinical Oncology* and *Archives of Internal Medicine*, among others. He also serves as an ad hoc reviewer for the *Journal of the American Medical Association*, *Stroke*, *Value in Health* and *Obesity Research*.



**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 to encourage

collaborative efforts to improve patient care and control

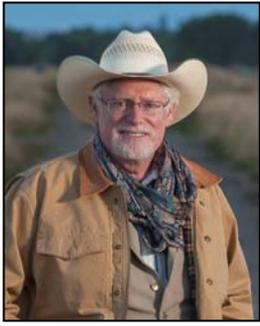
costs. Prominent among its evidence reports are ICER reviews of new drugs that include full assessments of clinical and cost-effectiveness along with suggested “value-based price benchmarks” to inform policymakers and guide price and coverage negotiation. ICER convenes public hearings to discuss its evidence reports under the auspices of the California Technology Assessment Forum (CTAF) and Comparative Effectiveness Public Advisory Councils (CEPAC) in New England and the Midwest. At these meetings independent groups of evidence experts and public representatives engage with all stakeholders to debate the strength of evidence and provide recommendations on how best to apply the best evidence to clinical practice and coverage policies.

Dr. Pearson is a Lecturer in the Department of Population Medicine at Harvard Medical School and also serves as Visiting Scientist in the Department of Bioethics at the National Institutes of Health. He received his medical degree from UCSF and completed an internal medicine residency and research fellowship at Brigham and Women’s Hospital. From 2005-2006 he served during the Bush Administration as Special Advisor on 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 Care Excellence (NICE), a Board Director of HTAi, the international society of health technology assessment agencies, and the Vice Chair of the Medicare Evidence Development and Coverage Advisory Committee (MedCAC).



**Michael Tutty, PhD, MHA** is the Group Vice President of Professional Satisfaction and Practice Sustainability at the American Medical Association (AMA). Michael leads AMA’s efforts to enhance practice efficiency, to improve

professional satisfaction and to advance the delivery of high-quality care. Prior to joining the AMA, Michael had a number of roles at the University of Massachusetts Medical School (UMMS), most recently serving as the Director of the Office of Health Policy and Technology. Previously, Michael worked at the Boston Consulting Group (BCG) in their health care practice. He maintains an assistant professor faculty appointment in the Department of Family Medicine and Community Health at UMMS. Michael earned his BA in Government from Western New England College, his MHA from Clark University, and his PhD in Public Policy from the University of Massachusetts Boston.



**Dr. Peter Buerhaus** is a nurse and a healthcare economist who is well known for his studies on the nursing workforces in the United States. He is a Professor of Nursing and Director of the Center for Interdisciplinary Health Workforce Studies at the College of Nursing, Montana State University. Before coming

to Montana State University, Dr. Buerhaus was the Valere Potter Distinguished Professor of Nursing, Sr. Associate Dean for Research Vanderbilt University School of Nursing, Professor of Health Policy at Vanderbilt University (2000-2015), and assistant professor of health policy and management at Harvard School of Public Health (1992-2000). He has published 130 peer-reviewed articles with five publications designated as "Classics" by the Agency for Healthcare Research and Quality Patient Safety Network. Dr. Buerhaus was inducted into the American Academy of Nursing in 1994 and elected into the National Academy of Sciences Institute of Medicine in 2003. He currently serves on the Board of Directors of AcademyHealth and the Bozeman Deaconess Health Care Systems, and teaches western riding in Montana State University's Equine program. In 2010, Dr. Buerhaus was appointed Chair of the National Health Care Workforce Commission, which was created under the Affordable Care Act to advise Congress and the Administration on health workforce policy.



**Dr. Gail Stuart** is dean and a tenured Distinguished University Professor in the College of Nursing and a professor in the College of Medicine in the Department of Psychiatry and Behavioral Sciences at the Medical University of South Carolina. She has been at MUSC since 1985 and has served as Dean of the College of Nursing

since 2002. Prior to her appointment as Dean, she was the director of Doctoral Studies and coordinator of the Psychiatric-Mental Health Nursing Graduate Program in the College of Nursing. She was also the Associate Director of the Center for Health Care Research at MUSC and the administrator and Chief Executive Officer of the Institute of Psychiatry at the Medical University where she was responsible for all clinical, fiscal, and human operations across the continuum of psychiatric care.

She received her Bachelor of Science degree in nursing from Georgetown University, her Master of Science degree in psychiatric nursing from the University of Maryland, and

her doctorate in behavioral sciences from Johns Hopkins University, School of Hygiene and Public Health. Dr. Stuart has taught in undergraduate, graduate, and doctoral programs in nursing. She serves on numerous academic, corporate, and government boards and represents nursing on a variety of National Institute of Health policy and research panels, currently serving as President of the Board of Directors of the Annapolis Coalition of the Behavioral Health Workforce. Dr. Stuart also was a Visiting Professor at Kings College, Institute of Psychiatry in London England.

She is a prolific writer and has published numerous articles, chapters, textbooks, and media productions. Most notable among these is her textbook, Principles and Practice of Psychiatric Nursing, now in its 10th edition, which has been honored with four Book of the Year Awards from the American Journal of Nursing and has been translated into 5 languages. She has received many awards, including the American Nurses Association Distinguished Contribution to Psychiatric Nursing Award, the Psychiatric Nurse of the Year Award from the American Psychiatric Nurses Association, and the Hildegard Peplau Award from the American Nurses Association.



**Jay Komarneni, MBA, MSc**, is founder and chair of the Human Diagnosis Project. Previously, Jay advised preeminent organizations at McKinsey & Company and Bain &

Company, helped launch and operate a global alternative investment firm, and participated in Y Combinator, the top technology accelerator. Jay has been recognized as a Thouron Scholar, a Luce Scholarship recipient, a Rhodes Scholarship finalist, an MIT Technology Review Innovators under 35 semifinalist, and by the MacArthur Foundation for leading one of eight organizations globally with a bold solution to a critical social problem. Academically, Jay completed five degrees in six years at Oxford and Penn before enrolling in the M.D. program at Johns Hopkins (which he ultimately did not attend).



**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. She is a national expert on the organization, financing and quality of behavioral healthcare. 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. 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 Center for Medicare and Medicaid Services (CMS), the Substance Abuse and Mental Health Administration (SAMHSA); state governments; and foundations, including Robert Wood Johnson. She currently leads the Brandeis/Harvard Center to Improve System Performance of Substance Use Disorder Treatment funded by the National Institute on Drug Abuse. 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 the 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 Massachusetts Health Policy Forum, the Massachusetts Health Council, and the Greater Boston Council on Alcoholism.



**Anne Case** is the Alexander Stewart 1886 Professor of Economics and Public Affairs Emeritus at Princeton University, where she is the Director of the Research Program in Development Studies. Dr. Case has written extensively on health over the life course. She has been awarded the Kenneth J.

Arrow Prize in Health Economics from the International Health Economics Association, for her work on the links between economic status and health status in childhood, and the Cozzarelli Prize from the Proceedings of the National Academy of Sciences for her research on midlife morbidity and mortality. Dr. Case currently serves on the Advisory Council for the NIH-National Institute of Child Health and Human Development, the President's Committee on the National Medal of Science, and the Committee on National Statistics. She is a Research Associate of the NBER, a Fellow of the Econometric Society, and is an affiliate of the Southern Africa Labour and Development Research Unit at the University of Cape Town. She also is a member of the National Academy of

Medicine, the American Academy of Arts and Sciences, and the American Philosophical Society.



**Gail R. Wilensky, Ph.D.** is an economist and senior fellow at Project HOPE, an international health foundation. She also co-chairs the Bipartisan Policy Center's initiative on the future of health care and helped organize the Convergence group's Health

Reform Roundtable. She directed the Medicare and Medicaid programs and served in the White House as a senior adviser on health and welfare issues to President GHW Bush. She was also the first chair of the Medicare Payment Advisory Commission. Her expertise is on strategies to reform health care, with particular emphasis on Medicare, comparative effectiveness research and military health care.

Dr. Wilensky currently serves as a trustee of the Combined Benefits Fund of the United Mine Workers of America and the National Opinion Research Center, is on the Board of Regents of the Uniformed Services University of the Health Sciences (USUHS) and the Board of Directors of the Geisinger Health System Foundation. She is also a director on Quest Diagnostics and United Health Group boards. She is an elected member of the National Academy of Medicine and has served two terms on its governing council. She is a former chair of the board of directors of Academy Health, a former trustee of the American Heart Association and a current or former director of numerous other non-profit organizations.

Dr. Wilensky has testified many times before Congressional committees, serves as an adviser to members of Congress and other elected officials, and speaks nationally and internationally. She received a bachelor's degree in psychology and a Ph.D. in economics at the University of Michigan and has received several honorary degrees.



**Michael Chernen, Ph.D.**, is the Leonard D. Schaeffer Professor of Health Care Policy and the Director of the Healthcare Markets and Regulation (HMR) Lab in the Department 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, payment reform, and Value Based Insurance Design (VBID). Dr. Chernew is a member of the Congressional Budget Office's Panel of Health Advisors and of the Institute of Medicine Committee on National Statistics. Dr. Chernew is the former Vice Chair of the Medicare Payment Advisory Commission, which is an independent agency established to advise the U.S. Congress on issues affecting the Medicare program. In 2000, 2004 and 2011, he served on technical advisory panels for the Center for Medicare and Medicaid Services that reviewed the assumptions used by the Medicare actuaries to assess the financial status of the Medicare trust funds. In April 2015, Massachusetts Governor Charlie Baker appointed Dr. Chernew to the Massachusetts Health Connector Board of Directors.

Dr. Chernew is a Research Associate of the National Bureau of Economic Research. He currently serves as Co-Editor of the American Journal of Managed Care and Editor for the Journal of Health Economics. In 2010, Dr. Chernew was elected to the Institute of Medicine of the National Academy of Sciences and served on the Committee on the Determination of Essential Health Benefits. Dr. Chernew earned his undergraduate degree from the University of Pennsylvania and a doctorate in economics from Stanford University.



**Mark E. Miller, Ph.D.** leads the Foundation's work to lower the cost and improve the value of health care. He joins the team with more than 30 years of experience developing and implementing health

policy, including prior positions as the executive director of Medicare Payment Advisory Commission; assistant director of Health and Human Resources at the Congressional Budget Office; deputy director of health plans at the Centers for Medicare and Medicaid Services; health financing branch chief at the Office of Management and Budget; and senior research associate at the Urban Institute.

Mark has extensive experience identifying emerging health care issues, developing policy solutions, working with policymakers, and engaging diverse stakeholders. Over the course of his career, he has been directly involved in the development of major health legislation such as the Balanced Budget Act; the Medicare Prescription Drug, Improvement, and Modernization Act; and the Affordable Care Act.



**Paul N. Van de Water** is a Senior Fellow at the Center on Budget and Policy Priorities, where he specializes in Social Security, Medicare, and health coverage issues. His previous positions include Vice President for Health Policy at the National Academy of Social Insurance, Assistant Deputy Commissioner for Policy at the Social Security Administration, Associate Commissioner for Research, Evaluation, and Statistics at Social Security, and Assistant Director for Budget Analysis at the Congressional Budget Office. Van de Water holds an A.B. with highest honors in economics from Princeton University and a Ph.D. in economics from the Massachusetts Institute of Technology.



**Audrey Shelto**, 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, 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' 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), the MA House of Representatives Legislative

Working Group on Managed Care Organizations and the Attorney General's Advisory Task Force on Community Benefits. 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 boards of the Justice Resource Institute, the MA Health Policy Forum and Associated Grantmakers of Massachusetts. She received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center in 2014.



**Romana Hasnain-Wynia** is the Chief Research Officer at Denver Health where she oversees Denver Health's research and sponsored programs

through the Office of Research and represents research interests as a member of the Executive Leadership Team. Prior to joining Denver Health, Dr. Hasnain-Wynia served as the director of the Addressing Disparities program at the Patient Centered Outcomes Research Institute where she was responsible for providing strategic oversight and leadership for the program's funding priorities. She has also served as the director of the Center for Health Care Equity and Associate Professor at Northwestern University Feinberg School of Medicine and Vice President of Research for the American Hospital Association's Health Research and Educational Trust. She has been the principal investigator for a number of national studies focusing on advancing equity in health care with an emphasis on developing and integrating equity measurement in health systems, assessment of payment incentive programs, and interventions that target disparities in health care. She uses mixed methods approaches in her research and has expertise in designing pragmatic trials in "real world settings." Dr. Hasnain-Wynia serves on a number of committees for organizations including the Joint Commission, Brookings Institution, National Quality Forum, Agency for Healthcare Research and Quality, and Institute of Medicine/National Academy of Medicine. She is on the editorial boards of the journals Health Affairs and Health Services Research.

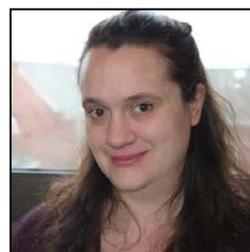


**Allison Bovell-Ammon** is Deputy Director of Policy Strategy for Children's HealthWatch, a network of pediatricians, public health researchers, and child health and policy experts

committed to improving the health of young children by informing policies that address and alleviate economic hardships. In her role, Allison leads the federal policy work of Children's HealthWatch and works with members of the Advisory Board to advance the mission of the organization. She also co-leads with Dr. Sandel Housing Prescriptions as Health Care, an innovative project connecting high-health care utilizing families experiencing housing instability with services tailored to improve housing stability and health.

Previously, Allison was the Boston-Site Coordinator for Children's HealthWatch where she supervised data collection in the Boston Medical Center Emergency Department before transitioning to the Headquarters team as the Research, Policy and Communications Coordinator. In that role, she was the primary liaison for Witnesses to Hunger and coordinated the Healthy Families Earned Income Tax Credit Coalition, which successfully advocated for an increase in the Massachusetts EITC and expanded the credit's eligibility to include survivors of domestic violence.

Allison received her BA magna cum laude from Birmingham-Southern College and Master of Divinity summa cum laude from Boston University School of Theology.



**Dr. Sandra McGinnis** joined the Center for Human Services Research (CHSR) in 2013 as the lead analyst on the Albany School Improvement Grant Program Evaluation, and the Evaluation of People Advancing through Treatment and Housing (PATH). Since then she has been extensively involved in the evaluation of the Healthy Families New York program, including the 15-year follow-up of a randomized control trial. Currently she is leading the outcomes study for New York State's Medicaid Redesign Team (MRT) supportive housing evaluation.

Before coming to CHSR, Sandra spent ten years as a research associate at the Center for Health Workforce Studies in the School of Public Health at the University at Albany. Her research experience includes projects relating to child outcomes, family formation, public health, mental health and substance abuse services, education, aging, workforce diversity, emergency medical services, and supply-demand modeling. Sandra has worked extensively with the analysis of existing large-scale datasets and with survey design and administration for primary data collection. She has authored or co-authored numerous

peer-reviewed publications in journals as diverse as Journal of Marriage and Family, Journal of Evaluation in Clinical Practice, and Anesthesiology. She holds a PhD in Sociology from the University at Albany.



**Dr. Sandra R. Hernández** became president and CEO of the California Health Care 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, Dr. 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.

Dr. Hernández is an assistant clinical professor at the University of California, San Francisco, School of Medicine. She practiced at San Francisco General Hospital in the AIDS clinic from 1984 to 2016. She is a graduate of Yale University, the Tufts School of Medicine, and the certificate program for senior executives in state and local government at Harvard University's John F. Kennedy School of Government.

Dr. Hernández serves as a board member of Covered California, a trustee of the Reno-based Western Asbestos Settlement Trust, and as an independent director of First Republic Bank. She is a member of the Public Policy Institute of California's Statewide Leadership Council, the United States of Care Founder's Council, the Well Being Trust Advisory Council, and the National Academy of Medicine's planning committee for convening around the future of health services research.



**David Blumenthal, MD, MPP** became President and CEO of the Commonwealth Fund, a national health care philanthropy based in New York City, in January, 2013. Previously, he served as Chief Health Information and Innovation Officer at Partners Health System in Boston, MA, and was Samuel O. Thier Professor of Medicine and

Professor of Health Care Policy at Massachusetts General Hospital/ Harvard Medical School. From 2009 to 2011, Dr. Blumenthal was the National Coordinator for Health Information Technology under President Barack Obama. In this role he was charged with building an interoperable,

private and secure nationwide health information system and supporting the widespread, meaningful use of health IT. Prior to that, 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.

As a renowned health services researcher and national authority on health IT adoption, Dr. Blumenthal has authored over 250 scholarly publications, including the seminal studies on the adoption and use of health information technology in the United States.

Dr. Blumenthal received his undergraduate, medical, and public policy degrees from Harvard University and completed his residency in internal medicine at Massachusetts General Hospital.



**Chris Hoene** has been the executive director of the California Budget & Policy Center since 2012. He has 20 years of leadership in in state and local policy research and analysis, particularly on fiscal policy issues. Prior to joining the Budget Center, Chris was director of the Center for Research and Innovation at the National League of Cities in Washington, D.C., leading efforts to

analyze trends in local and state government and promote constructive policy action on issues including public finance, economic development, housing, poverty reduction, infrastructure, and governance. Chris also previously worked for the Center on Budget and Policy Priorities in Washington, D.C. and the Public Policy Institute of California in San Francisco. He holds a Ph.D. in Political Science from Claremont Graduate University and a B.A. in Political Science of the College of Idaho. In 2011, in recognition of his service to the state and local community, Chris was elected as a Fellow to the National Academy of Public Administration (NAPA).



**Lanhee J. Chen, Ph.D.** is the David and Diane Steffy Research Fellow at the Hoover Institution; Director of Domestic Policy Studies and Lecturer in the Public Policy Program at Stanford University; Lecturer in Law at Stanford Law School. Chen is also a Counsel at the law firm of Arent Fox LLP. A veteran of several high-profile political campaigns, Chen has worked in government, the private sector, and academia. He has advised four

presidential campaigns, including Senator Marco Rubio's 2016 bid. Chen was the policy director of the Romney-Ryan campaign in 2012, where he served as Governor Mitt Romney's chief policy adviser; a senior strategist on the campaign; and the person responsible for developing the campaign's domestic and foreign policy.

Chen serves as a presidentially-appointed and Senate-confirmed member of the Social Security Advisory Board—an independent, bipartisan panel that advises the president, Congress, and the Commissioner of Social Security on matters related to the Social Security and Supplemental Security Income programs. He is a Senior Adviser to the Aspen Economic Strategy Group, an Aspen Institute program that draws together a diverse range of distinguished leaders and thinkers to address significant structural challenges in the U.S. economy.

Chen is currently a Senior Adviser on Policy to the National Republican Senatorial Committee (NRSC), a role he also played during the 2014 campaign cycle. Chen was the deputy campaign manager and policy director of Steve Poizner's 2010 California gubernatorial campaign, the domestic policy director of Governor Romney's first presidential bid in 2008, and a health policy adviser to the Bush-Cheney reelection campaign in 2004.

Chen was honored in 2015 as one of the POLITICO 50, a list of the "thinkers, doers, and visionaries transforming American politics." He earned a similar honor in 2012 when he was named one of POLITICO's "50 Politicos to Watch."

Chen's writings have appeared in a variety of outlets, including The Wall Street Journal, The New York Times, The Washington Post, the Los Angeles Times, and Bloomberg View. He has been a CNN Political Commentator and provided political analysis and commentary on nearly every other major television network. Chen is also a member of the Editorial Board of the Salem Media Group.

In the Bush administration, Chen was a senior official at the US Department of Health and Human Services. His private-sector experience includes having been an associate attorney with the international law firm of Gibson, Dunn & Crutcher LLP, where he practiced business litigation. Chen was also the Winnie Neubauer Visiting Fellow in Health Policy Studies at the Heritage Foundation and worked as a health policy advocate for a major business group in Washington, DC.

In 2017, Chen was the William E. Simon Visiting Professor in the School of Public Policy at Pepperdine University. At

Stanford, he also serves on the Faculty Steering Committee of the Haas Center for Public Service and is an affiliate of the Freeman-Spogli Institute for International Studies. An eight-time winner of Harvard University's Certificate of Distinction in Teaching, Chen's scholarship has appeared or been cited in several of the nation's top political science journals.

Chen serves in a variety of leadership roles in nonprofits and community-based organizations. He is Chair of the Board of Directors of El Camino Hospital in the Silicon Valley, a Director of the Foundation for Research on Equal Opportunity (FREOPP), serves on the Board of Trustees of the Junior Statesmen Foundation and is on the Advisory Board of the Partnership for the Future of Medicare. He is also a member of the Committee of 100, an organization of prominent Chinese Americans. Chen frequently provides advice to companies and governmental entities on a wide range of contemporary public policy issues and is the founder and president of Launch Policy Strategies, a strategic consulting company. In addition, he is a member of both the International Advisory Council and the Health Advisory Board at APCO Worldwide, an international public affairs and communications firm.

Chen earned his Ph.D. and A.M. in political science from Harvard University, his J.D. cum laude from Harvard Law School, and his A.B. magna cum laude in government from Harvard College. He is a member of the State Bar of California. A native of Rowland Heights, California, he currently lives in the San Francisco Bay Area with his wife and children



**Amy Downs**, the Vice President of the Colorado Health Institute manages CHI's portfolio of evidenced-based health policy analyses. She is interested in new models of care and health and social programs that can improve the well-being of low-income

populations. Previously, Amy served as a senior health care analyst and the assistant director of the Colorado Governor's Office of State Planning and Budgeting (OSPB), where she focused on social service programs including Medicaid. Prior to her tenure at OSPB, she was an economist for the International Finance Corporation of the World Bank Group. In 2017, she was an Ian Axford fellow, a fellowship administered by Fulbright New Zealand. Hosted by the New Zealand Treasury, she made recommendations to the government on how to increase access to primary care for underserved populations.