

**THE COMMONWEALTH FUND
2015 INTERNATIONAL SYMPOSIUM ON HEALTH CARE POLICY**

PARTICIPANTS' BIOGRAPHIES



REGINE M.A.TH. AALDERS, M.Sc., is the counselor for Health, Welfare and Sport at the Royal Netherlands Embassy in the U.S. and Canada (since October 1, 2014). She has over 30 years of experience working in the civil service and internationally at different posts, focusing on social and health policies, international work, and management. Over the past four years, she was involved in economic diplomacy for the economic Top Sector of Life Sciences and Health, combining the assets of Dutch health care, health care partners, and health care industries with foreign trade and preparing missions and programs for ministers, the private sector, and academia (China, India, the Russian Federation, and Brazil). The health policy programs focused on cross border health threats: infectious diseases and antimicrobial resistance, the safety of medical devices and medicines and innovations in health systems (sustainability in health care, e-health, care for the elderly). As a trainer she took part in public health and infectious diseases courses for EU Matra and twinning Programmes for new EU and neighboring countries from 2006 – 2010 (Lithuania, Estonia, Bulgaria, Moldova, Romania, Turkey, Jordan, Morocco). From 2008 she was a delegate of the Netherlands delegation to the yearly World Health Assembly and the regional Committee for WHO Euro. Starting in 2006, she was the senior global health advisor of the International Affairs Department of the Ministry of Health, Welfare and Sport. In 2005 and 2006 she took part in the preparatory work for the UN Convention on the Human Rights for People with Disabilities on behalf of the Netherlands. Aalders was the head of the Inspectorate for Youth Care of both the Ministry of Justice and the Ministry of Health, Welfare and Sport from 1992-2005 and was head of the International Welfare Policy Department from 1987-1992. Aalders graduated from the faculty of social sciences at the University of Utrecht.

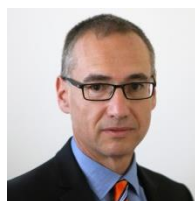


CHANDY ABRAHAM, M.B.B.S., M.S., D.N.B., M.R.C.S., A.D.H.A., is the chief executive officer and head of medical services for Health City Cayman Islands, with the vision to provide ethical, high quality specialist medical service in a caring environment which is easily accessible to the people of Cayman, the Caribbean, and beyond. This is one of the first overseas joint ventures of the Narayana Health group with Ascension Health from the U.S. Abraham has had extensive experience of working in both clinical as well as academic settings in India and the United Kingdom. In addition, he has held many senior administrative positions throughout his career. Abraham's latest appointment, prior to his current position, was as the facility director (CEO) of the Narayana Hrudayalaya, the flagship hospital of the Narayana Health group of hospitals, based in Bangalore. He was also the group head for quality for the Narayana Health group which has expanded rapidly over the last few years to 23 hospitals and 25 primary care centers at 32 locations across India. His previous positions have also included director at the Redfern Memorial Hospital and later chief of staff and deputy director at the Bangalore Baptist Hospital, both of which are located in South India. While in the U.K., he worked at the Sheffield teaching hospitals in England and developed his surgical work in complex colorectal surgery and obtained his membership to the Royal College of Surgeons in the U.K. He has held several academic positions and was appointed professor of surgery in the Malaysian Science University's Medical School based at Bangalore. He has had experience as a teacher at the postgraduate level and has trained many doctors in general surgery. At the national level in India, Abraham is a "lead surveyor" for the Indian accreditation agency called the National Accreditation Board for Hospitals and Healthcare Organizations, which works toward ensuring quality in the health care sector. He was a member of the technical committee of this board, when he was resident in India, which helps with setting standards and implementing quality accreditation in healthcare across the nation. His special area of interest has been in lean management in health care. Abraham holds certification in lean management from the Cardiff University, and he has implemented many projects in health care which have demonstrated the

importance of developing processes that are streamlined and which optimize resource utilization—thereby leading to cost effective services that are of high quality. Chandy completed his undergraduate medical and postgraduate studies in general surgery from the prestigious Christian Medical College, Vellore, India.



MELINDA K. ABRAMS, M.S., vice president at The Commonwealth Fund, leads the foundation's Health Care Delivery System Reform program. Since coming to the Fund in 1997, Abrams has worked on the Fund's Task Force on Academic Health Centers, the Child Development and Preventive Care program, and most recently, she led the Patient-Centered Coordinated Care Program. Abrams has served on many national committees and boards for private organizations and federal agencies, and is a peer-reviewer for several journals. Abrams was the recipient of a Champion Award from the Primary Care Development Corporation and a Primary Care Community/Research Leadership Award from the Patient-Centered Primary Care Collaborative. Abrams holds a B.A in history from Cornell University and an M.S. in health policy and management from the Harvard School of Public Health.



PROF. ARNON AFEK, M.D., M.H.A., is the acting associate director general of the Israeli Ministry of Health, after having served as the director general of the Israeli Ministry of Health. He is a member of the Bureau of Governors of the OECD Health Committee. Afek is the director of the New York State/American M.D. Program at the Sackler School of Medicine, Tel Aviv University. Additionally, he lectures on bioethics and on health administration at the University's Recanati School of Business Administration. Afek has published more than 120 professional papers in medical literature, including in *Circulation*, *New England Journal of Medicine*, and *Journal of the American Medical Association*. Additionally, he has received prestigious awards, including the Kellerman Award and the Goldberg Award, both for research in cardiology, and the Rector of the Tel Aviv University Award for Excellence in Teaching. Afek received his M.D. degree at the Hebrew University and Hadassah School of Medicine, and he completed his M.H.A. *cum laude* at Ben-Gurion University. He is board certified in anatomical pathology and medical administration.



GERARD F. ANDERSON, Ph.D., is professor of health policy and management and director of the Johns Hopkins Center for Hospital Finance and Management. Prior to coming to Johns Hopkins in 1983, Anderson worked in the Office of the Secretary of the U.S. Department of Health and Human Services from 1978 to 1983. Anderson is currently conducting research on chronic conditions, comparative insurance systems, medical education, health care payment reform, and technology diffusion. He has directed reviews of health care systems for the World Bank, World Health Organization, and USAID in multiple countries and has directed over 100 research projects. He has authored two books on health care payment policy, published over 250 peer-reviewed articles, testified in Congress 50 times, and serves on multiple editorial committees.



CLAIRE AUBIN is the counselor for Labor, Health and Social Welfare at the Embassy of France in the United States. She held various positions in the French Ministry of Labor, Ministry of Finance, and Ministry of Social Affairs in Paris. After serving as a French General Rapporteur for the Fourth World Conference on Women, member of the UN Commission on the Status of Women, she was then posted in Brussels during 5 years as head of the social welfare department of France's Permanent Representation to the European Union. An inspector general of social affairs since 2002, she has authored reports covering various health and social issues such as the European dimension of social policy, children welfare, prevention of teenage pregnancies, medical training, and the reform of occupational medicine. Aubin has also held positions in higher education at

Sciences Po, University of Paris 1 Sorbonne, and INSEEC business school in Paris. She graduated from the Institut d'Etudes Politiques de Paris (Sciences Po) and the Ecole Nationale d'Administration (ENA).



BETH AVERBECK, M.D., currently serves as HealthPartners' senior medical director of primary care. She is a respected executive physician leader with extensive experience in organizational culture, measure development, transparency, quality improvement, and clinical operations. Her areas of expertise include total cost of care, physician culture, reliability in ambulatory care, and reducing disparities. She is past chair of the Quality Council of the American Medical Group Association, a board member and past chair for Minnesota Community Measurement, and board vice chair of the Institute for Clinical Systems Improvement. In 2010, she was honored by the *Minneapolis/St. Paul Business Journal*, Women in Business Industry Leader Award.



ANDREA BECK is the head of the division Protocol, Language Services, Visitors' Service, Relations with Embassies at the German Federal Ministry of Health. Previously, she served as the head of the Parliament and Cabinet Division at the Federal Ministry of Health. Other prior positions have included: deputy head and head of the division E-Government and IT Co-ordinating Unit, Central IT Management at the Brandenburg Ministry of the Interior; scientific officer/political consultant for societal policy with the parliamentary group of the Free Democratic Party (FDP) in the German *Bundestag*; and deputy head of division and head of project group at the Ministry for Education, Youth and Sport of the Land of Brandenburg. After graduating from the University of Konstanz with a degree in administrative sciences, she pursued graduate-level administrative training at the Berlin Senate, completing it with the career examination for the higher administrative service. During this time, Beck also worked as an assistant professor at the *Berlin Fachhochschule für Verwaltung und Rechtspflege*, a college for public administration and the administration of justice.



CHRIS BEDFORD was recently appointed as the acting Assistant Secretary of Primary Health Networks Establishment Branch in Australia. Primary Health Networks are a major new Australian government initiative to increase the efficiency and effectiveness of medical services for patients and to improve coordination of care to ensure patients receive the right care in the right place at the right time. Prior to this role, Bedford acted as Assistant Secretary of International Strategies Branch leading the Department of Health's international activities. This work focused on Australia's participation in and contribution to international health organizations, including the World Health Organization, the OECD Health Committee, and the Asia Pacific Economic Cooperation Health Working Group, as well as bilateral health relationships. Bedford was also responsible for health related elements of free trade agreements, including in the Trans Pacific Partnership. Bedford has extensive experience working in the Department of Health Australia over the past 14 years undertaking policy and program roles in a diverse range of areas. During his career in the Department of Health, Bedford has also worked on pharmaceutical policy, diabetes program delivery, Medicare reform, health data and analytics, aged care policy and corporate support.



ONIL BHATTACHARYYA, M.D., Ph.D., is a 2015-16 Canadian Harkness/CFHI Fellow in Health Care Policy and Practice. He is currently the Frigon-Blau Chair in Family Medicine Research and a family physician at Women's College Hospital, as well as an associate professor in the Department of Family and Community Medicine and Health Policy, Management and Evaluation at the University of Toronto. Bhattacharyya is co-lead of BRIDGES: Building Bridges to Integrate Care, an Ontario Ministry funded initiative to incubate and evaluate new models of care for complex chronic disease. He is co-lead of the Toronto Health Organization Performance Evaluation group (T-HOPE), which works with management and medical students to study social enterprises in health in low- and middle-income

countries. He was a Takemi Fellow at the Harvard School of Public Health and has an M.D. from the University of Montreal and a Ph.D. in health services research from the University of Toronto.



YASSER BHATTI, Ph.D., is a research fellow within the Institute of Global Health Innovation, Imperial College London. His research focuses on frugal innovation, entrepreneurship, the localization and globalization of innovation, and the role of emerging market economies and situated actors such as social entrepreneurs in emerging trends in innovation. Yasser completed his Ph.D. in innovation and M.Sc. in entrepreneurship from University of Oxford's Said Business School and Green Templeton College, U.K. He also holds an M.Sc. in computer science and management of technology from Georgia Institute of Technology, Atlanta and B.Sc. in engineering from the University of Oklahoma.



RUDOLF BLANKART, Dr. rer. pol., is a 2015-16 German Harkness/B. Braun Stiftung Fellow in Health Care Policy and Practice. He is currently an assistant professor of technology and quality management in health care at the University of Hamburg. His current research interests include end-of-life care, cost control, health economics, quality, access, and health technology assessment. Blankart also manages the German team for MedtechTA, a cross-national research project funded within the Seventh Framework Research Programme of the European Commission which investigates health technology assessment concerning medical devices. In addition to his Harkness project, Blankart is also currently working on an analysis of costs of end-of-life care with Ezekiel Emmanuel, M.D., Ph.D., of the University of Pennsylvania and Julie P.W. Bynum, M.D., M.P.H., of The Dartmouth Institute for Health Policy and Clinical Practice. Blankart began his career as a management consultant before returning to academia to earn his doctorate in health economics from the University of Hamburg in 2009.



DAVID BLUMENTHAL, M.D., M.P.P., is president of The Commonwealth Fund. Blumenthal was 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, 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. 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 an honorary doctor of science from Claremont Graduate University and the State University of New York Downstate.



MITCHELL J. BLUTT, M.D., M.B.A., is founder and chief executive officer of the New York-based health care investment firm Consonance Capital. He also serves as a clinical assistant professor of medicine at Weill Cornell Medical College and the graduate school of medical sciences at Cornell University. Blutt was executive partner of J.P. Morgan Partners from 1992 until 2004 where he founded and led the Healthcare Group for nearly 18 years. Blutt served on the Board of Trustees of Penn Medicine, the Health System of the University of Pennsylvania from 2002 to 2012, the Board of Trustees of the University of Pennsylvania from 1998 to 2008, the Board of Trustees of the Brearley School, and the Board of the Michael J. Fox Foundation for Parkinson's Research. He holds B.A., M.D., and M.B.A. degrees from the University of Pennsylvania, and held a Robert Wood Johnson Foundation Clinical Scholars Fellowship, also at Penn.



ANDREW SAMSON BOOZARY, M.D., M.P.P., S.M., is currently serving as the special advisor to the Ontario Minister of Health on health care transformation, and is also cross-appointed as a visiting scientist at the Harvard School of Public Health and Department of Global Health and Social Medicine. Boozary is the founding editor-in-chief of the *Harvard Public Health Review*, while his research interests are focused at the impingement of social policy and health care delivery. He completed his medical training in Canada and pursued his graduate health policy training at the Woodrow Wilson School-Princeton University (M.P.P.) and Harvard University (S.M.). Following his clinical interests in global health, Boozary is currently serving as a board member for Partners in Health-Canada.



THE HONORABLE MARTIN BOWLES PSM was appointed as Secretary of the Australian Department of Health as of October 13, 2014. Previously, Bowles was the Secretary of the Department of Immigration and Border Protection, overseeing the management of migration, humanitarian, citizenship and visa policy and programs, managing the lawful entry, stay, and departure of people crossing the Australian border and managing the Immigration Detention network and regional processing centers. Prior to this role, Bowles held the positions of Deputy Secretary in the Department of Climate Change and Energy Efficiency and the Department of Defence respectively. In 2012 Bowles was awarded a Public Service Medal for delivering highly successful energy efficiency policies and remediation programs for the Home Insulation and Green Loans programs. Prior to joining the Commonwealth Bowles held senior executive positions in the education and health portfolios in the Queensland and New South Wales public sector. Bowles has a bachelor of business degree, a graduate certificate of public sector management and is a Fellow of the Australian Society of Certified Practicing Accountants.



ELIZABETH H. BRADLEY, Ph.D., M.B.A., professor at Yale School of Public Health and faculty director of the Yale Global Health Leadership Institute, has contributed important findings about organizational change and quality of care within a variety of health care settings including hospitals, nursing and palliative care facilities. In addition, Bradley has several health system strengthening projects in the United States as well as international settings that include China, Ethiopia, Liberia, Rwanda, South Africa, and the United Kingdom. She is the principle investigator for Yale on the Rwanda Human Resources for Health Program, which was recognized by President Bill Clinton and the Clinton Global Initiative and was the recipient of a Bill and Melinda Gates Foundation grant that developed a novel framework of diffusion, dissemination, and widespread take up of health innovations. Findings from this research have been integrated into strategy development and large-scale implementation efforts undertaken by the Gates Foundation and the wider global health community. She has published more than 275 peer-reviewed papers and is the co-author of the book, *The American Health Care Paradox: Why Spending More Is Getting Us Less*. In January 2016, she will take on a new role as

the director of the Brady-Johnson Program in Grand Strategy. Bradley is also the director of Global Health Studies program and Master at Branford College at Yale. Bradley has a B.A. from Harvard, an M.B.A. from the University of Chicago, and a Ph.D. from Yale University in health economics and health policy.



DALE BRAMLEY, M.B.Ch.B., M.P.H., M.B.A., FNZCPHM, FAFPH, is the chief executive officer of the Waitemata District Health Board, which is the largest DHB in New Zealand, serving a population of 585,000 people. He is also currently the New Zealand chief examiner of the New Zealand College of Public Health Medicine and an adjunct professor at the Auckland University of Technology. He is a Fellow of the Australasian Faculty of Public Health Medicine and a Fellow of the New Zealand College of Public Health Medicine. Currently, Bramley is a board member of the Health Quality and Safety Commission (a ministerial appointment). A recipient of the Harkness Fellowship, Bramley has had over 45 published papers in peer reviewed medical journals internationally. He has previously served on the National Health Committee and the National Ethics Committee. Bramley has medical qualifications from the University of Auckland (B.H.B., M.B.Ch.B.), a master's degree in public health (first class honors), and a master's degree in business administration from Henley, United Kingdom.



SHEILA P. BURKE 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 also serves as chair of the federal public policy group at Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, and is a distinguished visitor at the O'Neill Center for National and Global Health Law, Georgetown University Law Center. 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. 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, 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, Accolade, Ascension Health, and Abt and is a member of the Kaiser Commission on Medicaid and the Uninsured and the Council of the National Academy of Medicine (formerly IOM). Early in her career, she was a staff nurse in Berkeley, California.



REINHARD BUSSE, M.D., FFPH, is department head for health care management in the Faculty of Economics and Management at Technische Universität Berlin, Germany. He is also a faculty member of Charité, Berlin's medical faculty, as well as co-director and head of the Berlin hub of the European Observatory on Health Systems and Policies. Busse is a member of several scientific advisory boards, as well as a regular consultant for WHO, the EU Commission, the World Bank, OECD, and other international organizations within Europe and beyond. His research focuses on methods and contents of comparative health system analysis (with a particular emphasis on the reforms in Germany and other social health insurance countries in central and eastern Europe, the role of the EU, financing and payment mechanisms, and disease management), health services research, and health technology assessment. His department has been designated as a WHO Collaborating Centre for Health System Research and Management. He is the director of the annual Observatory's summer schools in Venice (recent topics have included performance assessment and integrated care), the Berlin Centre for Health Economics Research (funded as one of four by the German Federal Ministry of Research; 2012-2016) as well as the inter-university Berlin School of Public Health. Since 2011, he is editor-in-chief of the journal *Health*

Policy. Busse studied medicine in Marburg, Germany, Boston, and London, as well as public health in Hannover, Germany.



KALIPSO CHALKIDOU, M.D., Ph.D., is the founding director of NICE International, helping governments build technical and institutional capacity for improving the value for money of their health care investment. She is interested in how local information, local expertise, and local institutions can drive scientific and legitimate health care resource allocation decisions while improving patient outcomes. She has been involved in the Chinese rural health reform and also in national health reform projects in the United States, India, Colombia, Turkey, and the Middle East, working with the World Bank, PAHO, DFID and the Inter-American Development Bank as well as national governments. Kalipso led the establishment of the international Decision Support Initiative (iDSI), a multi-million multi-country network working toward better health around the world through evidence-informed spending in healthcare in low to middle income countries. iDSI is funded by the Bill and Melinda Gates Foundation, the U.K.'s Department for International Development, and the Rockefeller Foundation and is currently involved in national reforms in Vietnam, China, Myanmar, the Philippines, Indonesia, and South Africa working together with key organizations such as the Thai Health Intervention and Technology Assessment Program (HITAP), the U.S. Center for Global Development, Imperial College London, and the University of York. She holds a doctorate on the molecular biology of prostate cancer from the University of Newcastle (U.K.), an M.D. (Hons) from the University of Athens, and is a visiting professor at King's College London, a senior advisor on international policy at the Center for Medical Technology Policy (U.S.A.), and visiting faculty at the Johns Hopkins Berman Institute for Bioethics. Between 2007 and 2008, she spent a year at the Johns Hopkins School of Public Health, as a Harkness Fellow in Health Policy and Practice, studying how comparative effectiveness research can inform policy and U.S. government drug pricing policies



TSUNG-MEI CHENG is a health policy research analyst at the Woodrow Wilson School of Public and International Affairs at Princeton University. She is co-founder of the Princeton Conference, an annual national conference on health policy that brings together the U.S. Congress, government, and the research community on issues affecting health care and health policy in the United States. Cheng's current research focuses on cross-national comparisons of health systems in East Asia, single payer health systems, health reforms in China and Taiwan, health technology assessment and comparative effectiveness research, health care quality, financing, payment reform, including evidence-based guidelines and pay for performance (P4P) in East Asian health systems. Cheng is an adviser to the China National Health Development Research Center (CNHDRC), under China's National Health and Family Planning Commission (formerly Ministry of Health); a special advisor to the Center for the Study of Major Policies (CSMP), Tsinghua University, China; and an advisor to the National Institute for Health and Care Excellence International (NICE International) of the United Kingdom. Cheng is a member of the editorial board of *Health Affairs*, the leading U.S. health policy journal. 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.

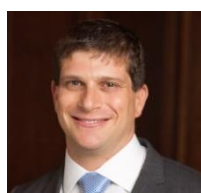


CHAI CHUAH is the director-general of health and chief executive in the New Zealand Ministry of Health. Before joining the Ministry in February 2010 as the national director of the National Health Board, Chuah was chief executive of Hutt Valley District Health Board, a senior position he held since 2002. Prior to that, Chuah held a number of positions at Canterbury District Health Board. During his 25 years in the health sector, Chuah has led a number of national health services and health information projects including chairing the DHBs' Information Group and the National

Steering Committee for Quality Improvement Committee programs. In 2009, he was a member of the Ministerial Review Group that provided recommendations on improving the New Zealand health system. Chuah holds a commerce degree from Canterbury University.



CAROLYN M. CLANCY, M.D., is the chief medical officer of the U.S. Veterans Health Administration (VHA), the United States' largest integrated health care system, with more than 1700 sites, including hospitals, clinics, long-term care facilities, and Readjustment Counseling Centers. In addition, VHA is the nation's largest provider of graduate medical education and a major contributor to medical research. She previously served as Interim Under Secretary for Health for the Department of Veterans Affairs. Prior to assuming the duties of the Interim Under Secretary for Health, Clancy was the Assistant Deputy Under Secretary for Health, for Quality, Safety and Value where she served as the Chief Quality Management Officer for VHA – planning, directing, coordinating, and evaluating VHA's national quality, safety, and value-producing programs and approaches. Clancy also served as director of the Agency for Healthcare Research and Quality (AHRQ), from February, 2003 through August, 24, 2013. Before joining AHRQ in 1990, she was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia. Following clinical training in internal medicine, Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. Clancy holds an academic appointment at George Washington University School of Medicine (clinical associate professor, Department of Medicine) and serves as senior associate editor, *Health Services Research*. She serves on multiple editorial boards including *JAMA*, *Annals of Family Medicine*, *American Journal of Medical Quality*, and *Medical Care Research and Review*. She is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004. In 2009, she was awarded the 2009 William B. Graham Prize for Health Services Research. Her major research interests include improving health care quality and patient safety, and reducing disparities in care associated with patients' race, ethnicity, gender, income, and education. As director, she launched the first annual report to the Congress on health care disparities and health care quality. Clancy, a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School.



EYAL COHEN, M.D., M.Sc., is a 2015-16 Canadian Harkness/CFHI Fellow in Health Care Policy and Practice. He is currently an associate professor of pediatrics, nursing, and health policy at the University of Toronto; an adjunct scientist at the University of Toronto Institute for Clinical Evaluative Sciences; an investigator at the CanChild Centre for Childhood Disability Research at McMaster University; and a staff physician at The Hospital for Sick Children (SickKids). Cohen has also been involved with the Ontario Ministry of Health, which is launching a province wide initiative focused on pediatric complex care informed by his work on structured complex care programs. He has published over 60 peer-reviewed papers, which have primarily focused on applying and evaluating clinical and policy interventions aimed at populations with complex chronic conditions. Cohen completed his medical training at the University of Toronto in 2000, and trained in pediatrics at SickKids where he was also a chief resident.



JOEL W. COHEN, Ph.D., is the director of the Center for Financing, Access, and Cost Trends at the Agency for Healthcare Research and Quality in the United States. He directs a staff of health economists, statisticians, social scientists, clinicians, and support staff conducting intramural and supporting extramural research on issues related to healthcare access and the cost and financing of care. He is also responsible for the design and fielding of the Medical Expenditure Panel Survey, which is a nationally representative survey of health care use, expenditures, and insurance coverage that is widely used by policymakers and researchers in analyses of the U.S. healthcare system. Cohen has conducted research projects on a variety of health care issues, focusing particularly on analyses of financing and

reimbursement methods and their effects on access to care, quality, and costs. His publications include studies of enrollment in Medicaid and the State Children's Health Insurance Program (SCHIP), the impact of reimbursement levels on utilization patterns for physician services under Medicaid, methods of predicting which individuals are likely to be high cost, and the impact of obesity on health care expenditures. Cohen has been at the Agency and its predecessor organizations since 1989 and prior to that was a research associate at the Urban Institute.

GUIDO DANEN is an intern at the Embassy of the Kingdom of the Netherlands in Washington, D.C.



PROFESSOR THE LORD DARZI OF DENHAM, PC, KBE, FRS, IOM, is director of the Institute of Global Health Innovation at Imperial College London. He also holds the Paul Hamlyn Chair of Surgery at Imperial College London, and the Institute of Cancer Research and is executive chair of the World Innovation Summit for Health in Qatar. He is a consultant surgeon at Imperial College Hospital NHS Trust and the Royal Marsden NHS trust. Darzi leads a large multidisciplinary team across a diverse and impactful portfolio of academic and policy research. His work drives the identification, development, and adoption of innovation across international healthcare systems and champions high quality care. He has published over 950 peer-reviewed research papers to date and has developed his status as a leading voice in the field of global health policy and innovation. In recognition of his achievements, Darzi was elected a Fellow of the Academy of Medical Sciences, an Honorary Fellow of the Royal Academy of Engineering, a Fellow of the Royal Society and most recently, a foreign associate of the Institute of Medicine. He was knighted for his services in medicine and surgery in 2002. In 2007, he was introduced to the United Kingdom's House of Lords as Professor the Lord Darzi of Denham and appointed Parliamentary Under-Secretary of State at the Department of Health to lead a major review of the NHS, which culminated in the publication of his report, "High Quality Care for All: NHS Next Stage Review," in 2008. Upon relinquishing this Ministerial role in 2009, Darzi was appointed by the Prime Minister as the United Kingdom's Global Ambassador for Health and Life Sciences until March 2013. He currently sits as a Council Member for the U.K.'s Engineering and Physical Sciences Research Council and a non-executive director of NHS Improvement, and has been a member of Her Majesty's Most Honourable Privy Council since June 2009.



KAREN DAVIS, Ph.D., is currently the Eugene and Mildred Lipitz Professor in the Department of Health Policy and Management and director of the Roger C. Lipitz Center for Integrated Health Care at the Bloomberg School of Public Health at Johns Hopkins University. The center strives to discover and disseminate practical, cost-effective approaches to providing comprehensive, coordinated, and compassionate health care to chronically ill people and their families. Davis has served as president of The Commonwealth Fund, chairman of the Department of Health Policy and Management at The Johns Hopkins Bloomberg School of Public Health, and deputy assistant secretary for health policy in the Department of Health and Human Services. In addition, she was a senior fellow at the Brookings Institution in Washington, D.C., a visiting lecturer at Harvard University, and an assistant professor of economics at Rice University. Davis serves on the board of directors of the Geisinger Health System and Geisinger Health Plan and formerly served on the board of trustees of ProMedica Health System in Ohio (2012-2014). She is a member of the Kaiser Commission on Medicaid and the Uninsured. She was elected to the Institute of Medicine in 1975, has served two terms on the IOM governing Council (1986-90 and 1997-2000), and was a member of the IOM Committee on Geographic Variation in Health Care Spending. She is also a former member of the Agency for Healthcare Quality and Research (AHRQ) National Advisory Council for Health Care Policy, Research and Evaluation, of the Panel of Health Advisers for the Congressional Budget Office, and a past chairman of AcademyHealth from whom she received a Distinguished Investigator Award. She has received numerous awards including the Baxter-Alliance Foundation Prize for Health Services Research, the Healthcare Financial Management Association Board of Directors Award, the Health Research and

Educational Trust TRUST award and most recently the National Academy of Social Insurance's (NASI) Robert M. Ball Award in 2015. She is a fellow of the American Academy of Arts and Sciences, and an honorary fellow of the American College of Healthcare Executives and the Royal College of Physicians. In 2014, she was invited to join Senator Ben Cardin's Health Advisory Group. Davis received her Ph.D. in economics from Rice University



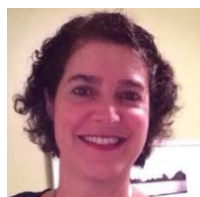
JENNIFER DIXON, CBE, M.B.Ch.B., Ph.D., FFPH, FRCP, joined the Health Foundation as chief executive in October 2013. In addition, Dixon is a visiting professor at The London School of Economics and Political Sciences, Imperial College, and the London School of Hygiene and Tropical Medicine. Dixon was chief executive of the Nuffield Trust from 2008 to 2013. Prior to this, she was director of policy at The King's Fund and was the policy advisor to the chief executive of the National Health Service between 1998 and 2000. Dixon has undertaken research and written widely on health care reform both in the U.K. and internationally. Originally trained in medicine, Dixon practiced mainly pediatric medicine, prior to a career in policy analysis. In 1990, Dixon was a Harkness Fellow in New York. She is currently a trustee of the Care Quality Commission (CQC) having joined in July 2013. In 2009, Dixon was elected a fellow of the Royal College of Physicians. She was awarded a CBE for services to public health in 2013. She has a master's in public health and a Ph.D. in health services research from the London School of Hygiene and Tropical Medicine.



RICHARD DOORBOSCH is a deputy director at the Dutch Ministry of Health, Welfare and Sport, where he is responsible for the financing of the Dutch health care system. He is a macro economist starting his career in international banking before moving to the Ministry of Finance. In the Ministry, he held several positions specializing in the regulation of markets. After three years working for the OECD in Paris on energy and climate policies, he went back to the Ministry of Finance in 2008 in the midst of the banking crisis, becoming a member of the financial markets directorates management team.



ISABELLE DURAND-ZALESKI, M.D., Ph.D., is a medical doctor and professor in public health. She is currently the head of the Paris health economics and health services research units and the head of the public health department of the Henri Mondor teaching hospital in Créteil, France. Previously she was the head of the evaluation department in the National Health Authority. Durand-Zaleski conducted her Ph.D. research in economics and management in Paris IX University. She has published numerous articles on mental health in France and other countries, as well as on cancer care, quality, and cost across health systems. She has also contributed to RAND Europe, WHO, and London School of Economics work on chronic disease management. She holds a master's in public health from Harvard University and a diploma from the Institut d'Etudes Politiques de Paris (Political Study Institute of Paris).



BETINA DUROVNI, M.D., Ph.D., M.B.A., M.P.H., is the undersecretary for surveillance, promotion, and primary care in the Rio de Janeiro City Health Department and a medical doctor specializing in infectious diseases whose career started in the center of the AIDS epidemic in 1986. Durovni has served as a consultant for the Brazilian Ministry of Health and UNAIDS with experience in several countries. She also has experience in operational research and team leadership in international collaborations in projects in tuberculosis, HIV, and primary care. She holds an M.B.A. in health administration and a Ph.D. in medicine from the Rio de Janeiro Federal University and an M.P.H. from the Johns Hopkins University.



ADAM ELSHAUG, Ph.D., M.P.H., is an internationally recognized researcher and policy advisor specializing in reducing waste and optimizing value in health care. He is an associate professor of health care policy, HCF Research Foundation Principal Research Fellow, and director of the Value in Health Care Division in the Menzies Centre for Health Policy at The University of Sydney. He is also senior fellow with the Lown Institute in Boston, a ministerial appointee to the (Australian) Medicare Benefits Schedule Reviews Taskforce, and a member of the Choosing Wisely Australia advisory group, the ACSQHC's Atlas of Healthcare Variation Advisory Group, and sits on the executive committee of the Health Services Research Association of Australia and New Zealand.



ARNOLD EPSTEIN, M.D., is Deputy Assistant Secretary and head of the Office of Health Policy in the Office of the Assistant Secretary for Planning and Evaluation in the Department of Health and Human Services. To fulfill this role, he is on a two-year leave of absence from his position as the John H. Foster Professor and Chair of the Department of Health Policy and Management at Harvard University School of Public Health in Boston. He is a practicing internist in the Department of Medicine at the Brigham and Women's Hospital. His research interests focus on quality of care and access to care for disadvantaged populations. Recently, his efforts have focused on public reporting of quality performance data, racial and ethnic disparities in care, and policy changes that affect the quality and efficiency of hospital care. He was vice chair of the Institute of Medicine Committee on Developing a National Report on Health Care Quality. He also served as chairman of the board of AcademyHealth. He was co-chair of the Performance Measurement Coordinating Council of the Joint Commission on Accreditation of Healthcare Organizations, the National Committee on Quality Assurance, and the American Medical Association. He is associate editor of the *New England Journal of Medicine*, is a member of the Institute of Medicine, the Association of American Physicians, and the American Society for Clinical Investigation, and has served on several editorial boards including Health Services Research and the Annals of Internal Medicine. He received a B.A. from the University of Rochester, a master's in political science from Harvard, a B.M.S. from Dartmouth Medical School, and a M.D. from Duke University.



ERIN N. ESCOBAR, M.P.H., is part of the research and knowledge development team at Innovations in Healthcare (formerly IPIHD) at Duke University. As a research manager, she leads research in innovative models of care, including the development of innovator case studies. Before joining Duke University, Escobar worked at the University of California, San Francisco, most recently within the Global Health Sciences division. She holds a master of public health degree from the University of North Carolina at Chapel Hill.



GIANLUCA FONTANA, M.Sc., is a senior policy fellow and director of operations at the Centre for Health Policy at Imperial College London. His work focuses on patient safety, health care innovation, and health care analytics. At Imperial, he leads the Leading Health System Network, a global network of health systems that compare and collaborate to improve care. He previously worked as a consultant at McKinsey & Company, where he helped start and run the Advanced Healthcare Analytics Group in the U.K. He holds M.Sc. and bachelor degrees from Bocconi University in Milan.



THE HONORABLE RICHARD G. FRANK, Ph.D., is the Assistant Secretary for Planning and Evaluation (ASPE) at the U.S. Department of Health and Human Services (HHS). As the ASPE, Frank advises the Secretary of HHS on development of health, disability, human services, data, and science policy and provides advice and analysis on economic policy. Frank is on leave from his position as the Margaret T. Morris

Professor of Health Economics in the Department of Health Care Policy at Harvard Medical School, a position he has held since 1999. From 2009 to 2011, he served as the Deputy Assistant Secretary for Planning and Evaluation directing the office of Disability, Aging and Long-Term Care Policy. His research is focused on the economics of mental health and substance abuse care, long-term care financing policy, and disability policy. Until his appointment, Frank was also a research associate with the National Bureau of Economic Research and recently served as an editor for the *Journal of Health Economics*. From 1994 to 1999, Frank was professor of health economics in the Department of Health Policy at Harvard Medical School. Frank previously held faculty positions at the Department of Health Policy and Management in the School of Hygiene and Public Health at Johns Hopkins University from 1984 to 1994 and at the University of Pittsburgh from 1980 to 1984. He was a Peace Corps Volunteer in the Republic of Botswana from 1975 to 1976. He is the 2011 recipient of the Distinguished Service Award from the Mental Health Association of Maryland. Frank was awarded the Georgescu-Roegen prize from the Southern Economic Association, the Carl A. Taube Award from the American Public Health Association, and the Emily Mumford Medal from Columbia University's Department of Psychiatry. In 2011 he received the Distinguished Service Award from the Mental Health Association of Maryland. Frank received the John Eisberg Mentorship Award from National Research Service Awards. He was elected to the Institute of Medicine in 1997. He is co-author with Sherry Glied of the book *Better but Not Well* (Johns Hopkins Press). Frank received a B.A. in economics from Bard College and a Ph.D. in economics from Boston University.



TOM FRIEDEN, M.D., M.P.H., became director of the Centers for Disease Control and Prevention (CDC) in June 2009. Frieden has worked to control health threats from infectious diseases, respond to emergencies, and battle the leading causes of suffering and death in the U.S. and around the world. As the director of the U.S.'s health protection agency, he is leading CDC to address these challenging health priorities: improving health security at home and around the world – by preparing for, detecting, rapidly responding to and preventing health threats 24/7 to save lives and safeguard communities (these include global disease threats, antimicrobial resistance, foodborne illness and health care-acquired infections); reducing the leading causes of death and illness – by focusing on reducing disease that sap the quality of life and longevity of Americans, including tobacco, uncontrolled blood pressure, diabetes, obesity, physical inactivity, motor vehicle safety, prescription drug overdoses, and HIV/AIDS; and strengthening public health and health care collaboration - by aligning, coordinating and integrating public health and health care to improve health outcomes.



BARBARA GERLACH is the personal secretary to the Parliamentary State Secretary Annette Widmann-Mauz within the German Federal Ministry of Health in Berlin. She was a consultant for family and women's policy, migration/integration at the headquarters of the Christian Democratic Union (CDU) from 2012-2014, accompanying the national election campaign in 2013 and the following negotiations for the coalition building between CDU and the Social Democrats (SPD). From 2010-2012, she was a team leader at Serviceplan Group (a company for political campaigning, advertising, and public affairs), advising clients such as think tanks and trade associations. From 2005-2009, Gerlach lived in Bolzano, Italy, and worked for the South Tyrolean Government as the representative for family policy of the Provincial Government and as head of campaigning at the South Tyrolean People's Party (SVP) responsible for local, regional, and national elections as well as party conventions. Gerlach studied political science, modern history, and languages (Dutch and Italian) in Münster, Germany, and Innsbruck, Austria.

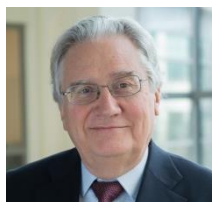


PAUL B. GINSBURG, Ph.D., Ginsburg is Norman Topping Chair in Medicine and Public Policy at the University of Southern California, where he is affiliated with the Schaeffer Center for Health Policy and Economics. Until the end of 2013, he was president of the Center for Studying Health System Change (HSC), which he founded

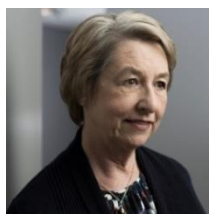
in 1995. HSC was widely known for the objectivity and technical quality of its research and its success in communicating it to policy makers, industry, and the media as well as to the research community. Ginsburg served as the founding executive director of the predecessor to the Medicare Payment Advisory Commission and as deputy assistant director at the Congressional Budget Office. He earned his doctorate in economics from Harvard University. He has been named to *Modern Healthcare's* "100 Most Influential Persons in Health Care" eight times.



BRADFORD H. GRAY, Ph.D., is a senior fellow at the Urban Institute in Washington D.C., and editor emeritus of the *Milbank Quarterly*. He is also the senior fellowships advisor for the Harkness Fellowships in Health Care Policy and Practice at The Commonwealth Fund and author and co-editor in the Fund's international case studies and issue briefs. He was the founding director of the division of health and science policy at the New York Academy of Medicine. From 1989 to 1996, he directed the Program on Nonprofit Organizations at Yale University, where he was also director of the Institution for Social and Policy Studies and a professor in the department of epidemiology and public health. He earlier spent 13 years as a study director at the Institute of Medicine and as a staff member for two national bioethics commissions. He has written extensively about for-profit and nonprofit health care, including *The Profit Motive and Patient Care: The Changing Accountability of Doctors and Hospitals* (Harvard University Press, 1991), and has also done research on Medicaid, managed care, ethical issues in health care, and the politics of health services research. He holds a Ph.D. in sociology from Yale University and is an elected fellow of The Hastings Center and AcademyHealth, and a member of the Institute of Medicine (now the National Academy of Medicine).



LOIC GUILLEVIN is professor of medicine and therapeutics at Cochin Hospital, University of Paris Descartes, Sorbonne Paris Cité; National Referral Centre for Rare Autoimmune and Systemic Diseases, Vasculitis and Scleroderma. Guillevin is also the coordinator and president of the French Vasculitis Study Group. He is member of several national and international scientific society boards and is involved in several groups of interest on systemic and autoimmune diseases. He was president of the French committee for clinical research and president of the French National Society of Internal Medicine. He chairs the Paris Hospital Committee for evaluation of technological innovations in Medicine. He is presently president of the Transparency Commission of the Haute Autorité de Santé and member of the board. Guillevin is Master of the American College of Rheumatology, Fellow of the Royal College of Physicians (U.K.), Honorary Fellow of the American College of Physicians; and Honorary Fellow of the European Federation of Internal Medicine. He is corresponding member of the French Académie Nationale de Médecine. Guillevin has published 900 scientific and teaching papers and published or participated to several scientific books.



JANE HALL, Ph.D., is the director of strategy for the Centre for Health Economics Research and Evaluation (CHERE) and professor of health economics in the University of Technology Sydney (UTS) Business School in Australia. She was the founding director of CHERE and held that position until 2012. She is a Fellow of the Academy of Social Sciences in Australia. In 2012, she was recognized with a UTS Vice-Chancellor's Award for Research Excellence in Research Leadership. In 2011, she was awarded the inaugural Professional Award made by the Health Services Research Association of Australia and New Zealand, for her outstanding contributions to research, developing the field and mentoring others. She is currently leading the Australian Primary Health Care Research Institute funded Centre of Research Excellence in the finance and economics of primary care. She is actively involved in policy analysis and critique, and is a regular commentator on health funding and organizational issues in Australia. Hall has represented Australia in many international health policy forums. She is a member of the board of the Bureau of Health Information and a member of the Independent Hospital Pricing Authority. She is the Australian representative of the Harkness Fellowship

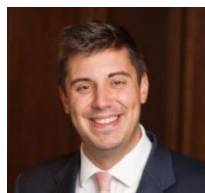
in Health Policy and Practice and director of the Australian-American Health Policy Program. She is an associate editor of *Health Economics* and of *Health Policy*.



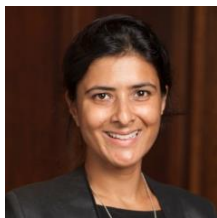
MARGARET A. HAMBURG, M.D., is the foreign secretary of the National Academy of Medicine and an internationally recognized leader in public health and medicine. She is the former Commissioner of the U.S. Food and Drug Administration (F.D.A.), having stepped down from that role in April 2015 after almost six years of service. As FDA Commissioner she was known for advancing regulatory science, streamlining and modernizing FDA's regulatory pathways, and globalization of the agency. Before joining F.D.A., Hamburg was founding vice president and senior scientist at the Nuclear Threat Initiative, a foundation dedicated to reducing nuclear, chemical, and biological threats. Previous government positions include Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services, Health Commissioner for New York City, and Assistant Director of the National Institute of Allergy and Infectious Diseases, National Institutes of Health. Hamburg earned her B.A. from Harvard College, her M.D. from Harvard Medical School, and completed her medical residency at Weill Cornell Medical Center. She is a Fellow of the American Association for the Advancement of Science and the American College of Physicians, as well as a member of the Council on Foreign Relations and the National Academy of Sciences, where she serves as Foreign Secretary. Hamburg currently sits on the board of the Simons Foundation, The Commonwealth Fund, the Urban Institute, and the American Museum of Natural History. She is also a member of the Harvard University Global Advisory Council and the Scientific Advisory Committee for the Gates Foundation.



MARGJE HAVERKAMP, M.D., Ph.D., is a 2015-16 Dutch Harkness/VWS Fellow in Health Care Policy and Practice. She is a practicing internist and infectious disease specialist. Haverkamp works in the department of Infectious Diseases of the Leiden University Medical Center (LUMC), and was a senior advisor to the Council for Health and Society (RVS, formerly known as RVZ). In this advisory role, she contributed to reports for the Dutch Ministry of Health on topics such as shared decision making, the future of healthcare, and governance. Haverkamp also founded the Alumni Committee for The Netherland-America Foundation (NAF) in The Netherlands, which she currently is chairing, and co-founded the Young Professionals group of the American Chamber of Commerce in Amsterdam, both with an aim to expand on trans-Atlantic issues with like-minded professionals and researchers. Haverkamp has been awarded a number of grants to support her research, including a Fulbright Scholarship at the Laboratory of Clinical Infectious Diseases within the National Institutes of Health (NIH) from 2003-2005. Haverkamp received her M.D. from the University of Utrecht and her Ph.D. from the University of Leiden in primary immunodeficiencies.



DANIEL NORTHAM JONES, M.A., is a 2015-16 U.K. Harkness Fellow in Health Care Policy and Practice. He is currently a program manager at NHS England, leading on the design and implementation of the first access and waiting-time standards in mental health services – a key reform initiative commenced in his previous post as adviser to Rt. Hon. Norman Lamb MP, Minister for Care and Support in the U.K. Department of Health. In this role, he was responsible for driving delivery across the Minister's top priorities, and for managing strategic relationships with political advisors to the Prime Minister, Deputy Prime Minister, Secretary of State, and senior stakeholders in national healthcare bodies, NGOs, and NHS organizations. He previously held a senior advisor on health and public services position in the U.K. Cabinet Office, where he led multiple implementation reviews of government programs in health, social care, welfare, and rehabilitation; and founded an award-winning corporate initiative to improve intra-departmental collaboration and knowledge-sharing. Northam Jones received a M.A. in religion and society from the University of Durham, where he was awarded an Arts and Humanities Research Council Scholarship.



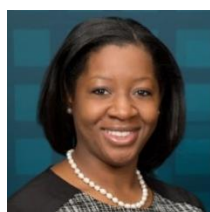
MEETALI KAKAD, M.B.Ch.B., M.P.H., M.F.P.H., is a 2015-16 Norwegian Harkness/Research Council of Norway Fellow in Health Care Policy and Practice. She is a public health physician and director of EHealth in the Department for Technology and EHealth at South-Eastern Norway Regional Health Authority. Kakad has worked at all levels of health policy, from the global down to the regional. She has worked at the United Nations World Health Organization, the National Health Service in the U.K., and in the hospital sector in Norway. She was also the youngest member of the third Norwegian Commission on Priority-Setting, convened by the Minister of Health in order to review criteria and mechanisms for prioritization within the Norwegian health system. Kakad received a bachelor's of medicine from the University of Birmingham and a master's of public health from the University of Cambridge.



JOYCE KINGORI, M.Sc., M.A., has had a development and public health career spanning 30 years, the last 10 of which has been held in a leadership role at BasicNeeds Kenya and South Sudan, working with 18 implementing and resource partners in government and civil society and over 200 user self-help groups of persons with mental disorders and their carers. Her specialties include program cycle management, partnerships development, and policy engagement. Her passion is in engendering public participation in policy making, having led over 50 stakeholders in government, civil society, academia, and user groups in the review of the national mental health bill and the national mental health policy in Kenya. Kingori has played a central role in the development of the national Community Health Strategy and the Health Non-Governmental Organizations Network from its inception through registration to maturity. Kingori has a certificate in social entrepreneurship from the Amani Business School, M.Sc. degree in public health from the Institute of Tropical Medicine and Infectious Diseases, JKUAT Kenya, a M.A. in sociology and a B.A. in social work and community development from the University of Nairobi.



JIMMY KOLKER, M.P.A., is the Assistant Secretary for Global Affairs at the U.S. Department of Health and Human Services. The Office of Global Affairs, in the Office of the Secretary, leads the Department's efforts to better the health and well-being of Americans and of the world's population through global strategies and partnerships and working with other U.S. government agencies in the coordination of global health policy. Now the Department's senior health diplomat, Kolker previously served as the Principal Deputy Assistant Secretary of the office (2011-2014). Prior to joining HHS, Kolker was chief of the HIV and AIDS Section at UNICEF's New York headquarters (2007-2011). He had a 30 year diplomatic career with the U.S. State Department where he served as deputy global AIDS coordinator in the Office of the U.S. Global AIDS Coordinator (2005-2007) and U.S. Ambassador to Uganda (2002-2005) and to Burkina Faso (1999-2002). He was deputy chief of mission at U.S. embassies in Denmark and Botswana and won awards for political reporting at earlier posts in the U.K., Sweden, Zimbabwe, and Mozambique. He holds a B.A. in political science from Carleton College (Minnesota) and a masters in public administration from Harvard University. He speaks French, Swedish, and Portuguese.



ESTHER KROFAH, M.P.P., is the deputy director of the Office of Health Reform at the U.S. Department of Health and Human Services (HHS) where she focuses on Marketplace related issues and implementation of the Affordable Care Act. Prior to HHS, she worked as a program director in the Health Division of the National Governors Association (NGA) on issues related to health insurance coverage, health workforce planning, and maternal and child health. Prior to joining the NGA, Krofah worked as a strategy and operations manager at Deloitte Consulting in the state sector practice. Krofah holds a B.A. in history from Duke University and a master's in public policy from the Harvard University John F. Kennedy School of Government.



FREDRIK LENNARTSSON, M.Sc., M.B.A., is executive director for the Swedish Agency for Health and Care Services Analysis (Vårdanalys). Lennartsson was appointed as the first executive director of Vårdanalys in 2011 when it was established as an autonomous government agency with the mandate to analyze and evaluate health and care services from the perspective of patients and citizens. The agency's mandate includes advising government on health policy. Lennartsson has over 10 years' experience working with national and international health social issues at the Swedish Ministry of Health and Social Affairs; including being undersecretary for EU and international affairs and deputy undersecretary for health services. He has also previously worked with development of health care systems in developing countries. Lennartsson is a graduate from the Stockholm School of Economics.



WENDY LEVINSON, M.D., OC, is professor of medicine and past chair of the Department of Medicine at the University of Toronto. She is a national and international expert in the field of physician-patient communication, studying topics including the disclosure of medical errors to patients and informed decision making. She is presently the chair of Choosing Wisely Canada, a campaign to help physicians and patients engage in conversations about unnecessary tests, treatments, and procedures. She is also coordinating an international collaborative of Choosing Wisely campaigns in 17 countries worldwide. Levinson was recently appointed as an Officer of the Order of Canada for her work.



RUTH LOPERT, M.D. M.Med.Sc., FAFPHM, a public health physician and pharmacoeconomist, is currently deputy director of pharmaceutical policy and strategy in the Pharmaceuticals and Health Technologies Group at Management Sciences for Health in Arlington, Virginia, and an adjunct professor in the Department of Health Policy and Management in the Milken Institute School of Public Health at George Washington University in Washington, D.C. From 2008-11, Lopert was the chief medical officer in the Australian Therapeutic Goods Administration (TGA), and from 2005-06 was director of the Pharmaceutical Policy Taskforce in the Australian Department of Health. Over the past 4 years she has worked as a consultant to the World Bank, mainly in former Soviet bloc countries, as well as with NICE-International, WHO, and PAHO. Her research interests include pharmaceutical regulation, policy, and pricing; CER/HTA; pharmaceutical intellectual property; and the intersections of trade, IP, and access to medicines.



JAMES ALVIN LOW, M.B.B.S., FRCP, FAM, is a senior consultant in geriatric medicine and palliative care at Khoo Teck Puat Hospital in Singapore. He is the project director of Gericare@North, which is a 5-year pilot project on enhancing care in the nursing homes through the use of technology in the northern region of Singapore. He is also the clinical lead of the regional cluster's Advance Care Planning Office, chairman of the Clinical Ethics Committee and a clinical senior lecturer in the Faculty of Medicine, National University of Singapore.



MARY MAHON is vice president of public information for The Commonwealth Fund. In this role, she is responsible for promoting and publicizing the results of Fund work, and developing a public profile for the Fund as an independent research organization. In coordination with executive staff objectives, she develops strategies and implements plans for effective communication of Fund and grantee research to policymakers, journalists, and researchers. Prior to joining the Fund in 1997, Mahon worked in the public affairs office of Planned Parenthood of New York City for 12 years in a variety of communications positions. Mahon holds a B.A. in sociology from Queens College, City University of New York.



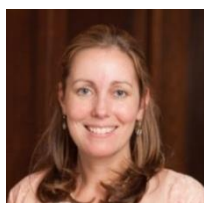
DOUGLAS MCCARTHY, M.B.A., is senior research director for The Commonwealth Fund. He oversees The Commonwealth Fund’s scorecard project, conducts case-study research on delivery system reforms and breakthrough opportunities, and serves as a contributing editor to the bimonthly newsletter *Quality Matters*. His 30-year career has spanned research, policy, operations, and consulting roles for government, corporate, academic, nonprofit, and philanthropic organizations.

He has authored and coauthored reports and peer-reviewed articles on a range of health care-related topics, including more than 50 case studies of high-performing organizations and initiatives. A Chartbook on the Quality of Health Care in the United States, coauthored with Sheila Leatherman, was named by AcademyHealth as one of 20 core books in the field of health outcomes. McCarthy received his bachelor’s degree with honors from Yale College and a master’s degree in health care management from the University of Connecticut. During 1996–1997, he was a public policy fellow at the Hubert H. Humphrey School of Public Affairs at the University of Minnesota.



MARK MCCLELLAN, M.D., Ph.D., is a senior fellow and director of the Health Care Innovation and Value Initiative 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. McClellan is a former administrator of the Centers for Medicare and 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. 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.

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.



JENNIFER MOORE, Ph.D., L.L.B., M.A., is a 2015-16 New Zealand Harkness Fellow in Health Care Policy and Practice. She is currently an affiliate senior research fellow in law and a senior lecturer in preventive and social medicine at the University of Otago. Until recently, Moore was the acting director of the Legal Issues Center at the University of Otago, where she led a Law Foundation-funded investigation on the health policy impact of New Zealand coroners’ recommendations, as well as conducted research on complaints against lawyers with health impairments. Moore is

the recipient of 17 awards, including the Ryoichi Sasakawa Young Leaders’ Fellowship, which is given to graduate students who have “displayed high potential for future leadership.” She has published 32 peer-reviewed publications, and her research has been cited by District Health Boards and in New Zealand health legal judgments such as *Chapman*. She holds a practicing certificate as a barrister and solicitor and also has a Ph.D. in public health from the University of Melbourne. Moore has previously served as a legal advisor to the New Zealand Law Commissioners and currently serves on the New Zealand Law Society Health Law Committee.



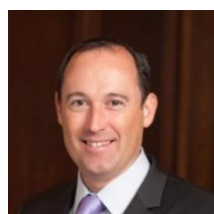
ELIAS A. MOSSIALOS, M.D., Ph.D., FFPH, FRCP, is the Brian Abel-Smith professor of health policy, and director of LSE Health at the London School of Economics and Political Science. He is also professor of health policy and management at Imperial College London. His particular research focus is European and comparative health policy, addressing questions related to financing health care, pharmaceutical policies, private health insurance, and the impact of EU law on health care systems. In 1998, he co-founded the European Observatory on Health Systems and Policies, a major health policy research and knowledge transfer program. He is a visiting professor at the Harris School of

health policy research and knowledge transfer program. He is a visiting professor at the Harris School of

Public Policy, University of Chicago and affiliate professor at the Imperial College Business School. He is also an honorary professor at the University of Copenhagen, the London School of Hygiene and Tropical Medicine, and L'École des Hautes Études en Santé Publique in France. He is co-editor in chief of *Health Economics, Policy and Law*, a journal published by Cambridge University Press, and editor in chief of the *Health Systems in Transition* reports published by the World Health Organization. He is a member of the Health, Demographic Change and Well-being Advisory Group for the Horizon 2020 Research Programme of the European Commission, the Scientific Advisory Board of the research centre UC-CARE at the University of Copenhagen, and the International Advisory Board of the Peking University International Hospital. He was the 2002 and 2007 recipient of the Baxter Award from the European Health Management Association for the best publication in health policy and management in Europe. In 2010, he was awarded the Andrija Stampar Medal by the Association of Schools of Public Health in Europe for contributions to European public health. LSE Health was honored with the prestigious Queen's Anniversary Prize for Higher Education in 2009. Mossialos has been an active participant in policy debates, advising the World Health Organization; the European Parliament; the European Commission; the World Bank; the U.K. Office of Fair Trading; ministries of health and social affairs in Belgium, Brazil, China, Finland, Ireland, Russia, Slovenia, South Africa, Spain, and Sweden; and health insurance funds in Austria, Croatia, France, Hungary, and South Korea. He has been a member of the management board of the European Medicines Agency (2000-03).



DONALD MOULDS, Ph.D., is executive vice president for programs at The Commonwealth Fund. Prior to joining the Fund in 2014, Moulds was Acting Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services, where he served as principal policy advisor to Secretary Kathleen Sebelius. In that capacity, he oversaw an office responsible for policy development and coordination, strategic planning, research, evaluation, and economic analysis. Moulds was the department's liaison to the U.S. Interagency Council on Homelessness and to the White House on several administration-wide strategies, including the President's Strong Cities, Strong Communities initiative. He worked closely with the Department of Housing and Urban Development on numerous initiatives affecting vulnerable populations served by both agencies. Moulds also led the development of the National Strategy to End Alzheimer's Disease. Prior to becoming Principal Deputy Assistant Secretary, Moulds served as vice president for the California Medical Association's Center for Medical and Regulatory Policy. In that capacity, he oversaw the development of the association's health policy initiatives, guided its positions on legislation, and oversaw all of its regulatory work. From 2004 through 2007, Moulds was the director of the Senate Office of Research, the bipartisan research arm of the California State Senate. Prior to that, he served as principal consultant to Senate President Pro Tempore, John Burton, and was the lead staffer in the Senate on numerous issues, including insurance, health system reform, and select labor issues. Moulds has served on numerous boards and commissions, including the Federal Advisory Council on Alzheimer's Research, Care, and Services; the California State Compensation Insurance Fund Board; the Advisory Board of the California Health Policy Research Council; the Advisory Board of the Sacramento Campus of the University of Southern California; the Advisory Committee of the Workers Compensation Research Institute; the Steering Committee of the University of California's Policy Research Center; and the State of California Health Insurance Portability and Accountability Act Implementation Advisory Board. He holds a B.A. degree from Bates College and M.A. and Ph.D. degrees in philosophy from the University of Illinois. He has taught philosophy and ethics courses at the University of Illinois; Harvard University; and California State University, Sacramento.



JULIEN MOUSQUÈS, Ph.D., is a 2015-16 French Harkness Fellow in Health Care Policy and Practice. He is currently research director at the Institut de Recherche et Documentation en Économie de la Santé (IRDES), a position he was promoted to in 2015. Prior to the promotion, he served as both a senior research fellow (2004-2014) and a junior research fellow (1999-2004) at IRDES. During the last five years, his

research has primarily focused on the organizational structure of health care professionals working in primary care practices, which has attracted considerable interest from the French Department of Health and the French National Health Insurance Fund (CNAMTS) and has influenced policy decision-making. He also led a team at IRDES to evaluate a major pilot project launched on primary care medical homes involving 150 multidisciplinary teams to test new methods of payments. He has published 9 peer-reviewed journal articles, including in *Health Policy*, *Social Science and Medicine*, and *Regional and Urban Economics*. Mousquès holds a Ph.D. in health economics from the University of Paris-Dauphine.



AXEL MÜHLBACHER, Ph.D., is full professor of health economics and health care management at the Hochschule Neubrandenburg in Germany, and, since 2012, a senior research fellow at the Center for Health Policy and Inequalities Research at the Duke Global Health Institute at Duke University, Durham, North Carolina. His research focuses on patient preferences, comparative effectiveness/economic evaluation methods, and organized care programs. Between 2009 and 2013, Mühlbacher was head of the pilot study on "conjoint analysis" on behalf of the German Institute for Quality and Efficiency in Health Care (IQWiG). He was a 2010-11 Harkness Fellow in Health Care Policy and Practice placed at the Duke Clinical Research Institute and Fuqua School of Business, Duke University. Prior to founding the Institute of Health Economics and Health Care Management in 2006, Mühlbacher had been an assistant professor at the department of economics and management at Technical University Berlin (2001-2004) and associate professor of economics, health economics, and econometrics at Hochschule Neubrandenburg (2004-2006). In 1996 he was appointed as research fellow at the German Coordinating Agency of Public Health (GCAPH) at Albert-Ludwig University, Freiburg. In 2001, Mühlbacher graduated with a doctorate in economics and business administration (Dr. rer. oec.) with a thesis on "Management and organization of integrated care - an economic analysis of health care delivery networks" (summa cum laude) from Technical University Berlin.



NANCY NAYLOR is the Associate Deputy Minister, Health System Delivery and Implementation at the Ontario Ministry of Health and Long-Term Care (MOHLTC), leading two large divisions: Health System Accountability and Performance (HSAP) and Health System Quality and Funding. Naylor joined the MOHLTC in 2014 as Assistant Deputy Minister of the HSAP Division. Before joining the MOHLTC, Naylor was the ADM of the Postsecondary Education Division in the Ministry of Training, Colleges and Universities. She has also served as an ADM in the Ministry of Education and the Ministry of Finance and has held other senior positions in the Ontario government.



MAGNE NYLENN, M.D., Ph.D., is the director of the Norwegian Knowledge Centre for the Health Services, editor-in-chief of the Norwegian Electronic Health Library, and a professor of community medicine at the University of Oslo. He is a former editor-in-chief of the *Journal of the Norwegian Medical Association* (1987-2001) and secretary general of the Norwegian Medical Association (2002-03). Nylenna is an elected member of The Royal Norwegian Society of Sciences and Letters, Trondheim, Norway. He is a medical doctor by training (University of Oslo 1977), certified specialist in community medicine (1987), and Dr. med. (University of Oslo 1988).

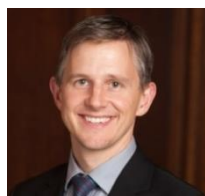


MAUREEN O'NEIL, O.C., is president of the Canadian Foundation for Healthcare Improvement. Previous positions include president of the International Development Research Centre, interim president of the International Centre for Human Rights and Democratic Development, president of the North-South Institute, and Deputy Minister of Citizenship, Government of Ontario. O'Neil is chair of the board of the United Nations Research Institute for Social Development, a member of the board of e-Health Ontario, a member of the board of directors for the Centre for International Governance Innovation, and a member of the board for the Global Development Network. She is also the

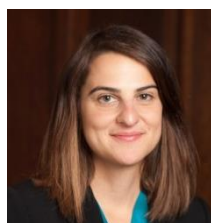
chair of the McGill Institute for Health and Social Policy Advisory Board. She is former chair of the board of trustees of the International Institute for Environment and Development, the International Advisory Group, IDRC's Think Tank Initiative, and the Advisory Council on Corporate Social Responsibility of Canada's Export Development Corporation. She has chaired the Board of Governors of Carleton University and has also represented Canada on the UN Commission on the Status of Women and on OECD committees, and has been a member of the UN Committee for Development Planning and the board of the UN Research Institute for Social Development. O'Neil has chaired or been a member of boards or committees of several not-for-profit organizations. In June 2011, O'Neil was named an Officer of the Order of Canada for public service, recognizing her contributions to international development, gender equality and human rights. O'Neil has a B.A. in sociology from Carleton University and Honorary LL.Ds from Wilfrid Laurier University, Carleton University and the University of Ottawa.



ROBIN OSBORN, M.B.A., vice president and director of The Commonwealth Fund's International Health Policy and Practice Innovations program, has responsibility for the Fund's annual International Symposium on Health Policy, annual international health policy surveys and comparisons of health systems data, program on Frugal Innovations, The Commonwealth Fund-Nuffield Trust international conferences on quality, the Harkness Fellowships in Health Care Policy and Practice, the Australian-American Health Policy Fellowships, and 23 international partnerships with Health Ministries, research organizations, and health foundations. Prior to joining the Fund in 1997, Osborn was director of fellowship programs at the Association for Health Services Research (now AcademyHealth), where she directed the Picker/Commonwealth Scholars Program and served as deputy director of the Robert Wood Johnson Foundation Investigator Awards in Health Policy Research Program. While living in London from 1986-1992, she held management positions at BUPA, the largest private health insurer in the United Kingdom, with responsibility for developing managed care programs. Her previous positions include managing director of the Miller Institute for Performing Artists at St. Luke's-Roosevelt Hospital Center; executive director of Blue Cross and Blue Shield of Greater New York's corporate foundation; special assistant to the vice president of Blue Cross and Blue Shield for the division charged with quality improvement and cost containment; and assistant director of Jacobi Hospital Center, a 1,400-bed, public safety net hospital. She earned a B.S. with honors at Tufts University and an M.B.A. from Columbia University.



LUKE O'SHEA, M.A., is a 2015-16 U.K. Harkness Fellow in Health Care Policy and Practice. He is currently the head of Integrated Personal Commissioning and Person-Centred Care at NHS England, where he oversees a team of people leading national policy, strategy, and programs on person-centered care. O'Shea led the development of an Integrated Personal Commissioning program to test new care models including whole systems person-centered care and self-directed support, as well as integrated capitated payment models across health and social care. O'Shea has held a number of positions within the public sector, including senior policy and strategy roles in government at the Department of Health, the Prime Minister's Strategy Unit, and as private secretary to a Children's Minister. At the Department of Health, he worked on a range of areas including NHS financial strategy, the government response to the Mid Staffordshire Public Inquiry, the Public Health White Paper, and on a national information strategy. O'Shea received an M.A. from the University of Cambridge.

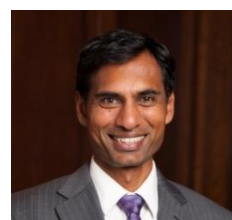


IRENE PAPANICOLAS, Ph.D., is a 2015-16 U.K. Harkness Fellow in Health Care Policy and Practice. She is currently an assistant professor of health economics in the Department of Social Policy/LSE Health at the London School of Economics. She has previously served as a research officer at LSE Health as well as the Health Economics Research Centre at the University of Oxford. Papanicolas has published extensively for governmental agencies such as the European Observatory on Health Systems and Policies, and has been a member of a working group advising WHO European Region

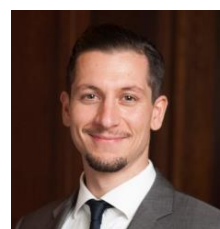
on the development of a regional framework for health system performance assessment. Her research interests include performance assessment of health and public services, international comparisons and benchmarking, financial incentives, and health economics. Papanicolas received her Ph.D. in social policy from the London School of Economics, a M.Sc. in comparative social policy from the University of Oxford, and a M.Sc. in public policy from University College London.



HANNAH PATEL is a junior policy fellow within the Institute of Global Health Innovation at Imperial College London. Her research focuses on innovation in health care; Patel is part of the research team looking into the translation of frugal innovations into the U.S. healthcare system which will be presented at The Commonwealth Fund 2015 International Symposium. Patel is involved in the study of the global diffusion of health care innovations, and the production of health policy reports for the World Innovation Summit for Health. She is a graduate from the University of Oxford and is undertaking a master's degree at Imperial College London.



DAVID PEIRIS, M.B.B.S. (hons), M.I.P.H., Ph.D., is a 2015-16 Australian Harkness Fellow in Health Care Policy and Practice. He is a general practitioner and head of primary health care research at The George Institute for Global Health. He has an associate professor appointment at the University of Sydney and a senior research associate appointment at the University of Oxford. He is also a 2013-16 National Health and Medical Research Council (NHMRC) Australian Primary Health Care Early Career Research Fellow. Peiris is the lead investigator on several primary health care related research grants and government contracts and has conducted large scale trials of mobile health technologies, low cost polypills, and workforce re-engineering. He has a strong interest in primary health care reform in India and China and is the co-chair of the Global Alliance for Chronic Diseases hypertension research network. Prior to work at the George Institute, Peiris was the sole general practitioner in a remote Aboriginal community, implementing local system changes which led to major changes in service design and performance. He is a board member on the Royal Australian College of General Practitioners National Faculty of Aboriginal and Torres Strait Islander Health and sits on several governmental, nonprofit, and research advisory committees. He has published 38 peer-reviewed journal articles, one national clinical practice guideline, and a chapter for the Australian Commission on Safety and Quality in Health Care annual report.



ALEXANDER PIMPERL, Dr. phil., is a 2015-16 German Harkness Fellow in Health Care Policy and Practice. He is currently the head of the Controlling and Health Data Analytics Department at OptiMedis AG. In this role, he has been working on the contractual model for the replication of a German integrated care system, *Gesundes Kinzigtal*, in three regions. Since he has been at OptiMedis AG, he has built up the Analytics Department from zero to seven full-time employees and established standardized processes and reports for accounting to improve cost transparency and controlling. Pimperl also developed and implemented the scientifically based business intelligence (BI) infrastructure, enabling the linkage, preparation, and enrichment of data from various sources in a data warehouse to support management for *Gesundes Kinzigtal*. In 2013, this BI solution, developed and implemented by Pimperl and his team, was awarded the "BARC Best Practice Award for BI & Data Management." Pimperl received a doctorate in health care management and health economics at the Institute for Healthcare Management and Health Economics, within the University for Health Sciences, Medical Informatics and Technology in Austria.



MATTHEW S. PRIME, M.B.B.S., M.R.C.S., is a trauma and orthopedic surgeon and clinical researcher based at the HELIX center within the Institute of Global Health Innovation, Imperial College London. He is a keen advocate for digital technology in healthcare and has helped develop a patient management platform

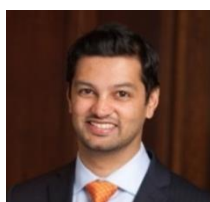
called eTrauma currently deployed at six hospitals in London. His current academic work focuses on frugal innovation in health care and the diffusion of health care innovation. He studied medicine at University College London, before undertaking surgical training in London, during which he spent a year working as a surgeon in Malawi.



DAVID B. PRYOR, M.D., is executive vice president and chief clinical officer at Ascension. In this role, he provides overall senior clinical leadership for the organization. He works with all Ascension subsidiaries to advance the Ascension quadruple aim - improved outcomes for patients and populations of patients, improved experience for patients, improved experience for providers, at lower costs. He also provides leadership for the Ascension Clinical Research Institute. From 2012 to 2015 he was president and chief executive officer of Ascension Clinical Holdings. From 2001 to 2011 he was the chief medical officer of Ascension Health, the largest not-for-profit healthcare delivery system in the U.S. Prior to joining Ascension Health, Pryor was senior vice president and chief information officer for Allina Health System in Minneapolis, Minnesota. Prior to Allina, Pryor was president of the New England Medical Center Hospitals in Boston, Massachusetts. Pryor spent the first 15 years of his career at Duke University Medical Center in Durham, North Carolina, where he served as director of the cardiology consultation service, the section of clinical epidemiology and biostatistics, the Duke Database for Cardiovascular Disease, and clinical program development. Pryor has participated on numerous national and international committees. He has authored over 250 publications. In addition to his position at Ascension, Pryor has an academic appointment as consulting associate professor of medicine at Duke University Medical Center. Pryor graduated from the University of Michigan Medical School and did his medical training at Pennsylvania Hospital, and his cardiology fellowship at Duke University.

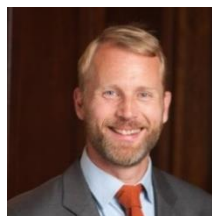


DAVID C. RADLEY, Ph.D., M.P.H., is a senior scientist working on The Commonwealth Fund's Tracking Health System Performance program. Radley provides oversight of the three-person research team with responsibilities for developing and producing national, state, and sub-state regional analyses on health care system performance and related insurance and care system market structure analyses. Radley joined the Fund in July 2010 from Abt Associates where he was an associate in domestic health policy with responsibility over a number of projects related to measuring long term care quality and evaluation of various health information technology initiatives. His methodological expertise is in small-area analysis and in the design, implementation, and interpretation of observational studies that take advantage of large administrative and survey-based datasets. Radley received his Ph.D. in health policy from the Dartmouth Institute for Health Policy and Clinical Practice in 2008. He holds a B.A. from Syracuse University and an M.P.H. from Yale University.



PARASHAR RAMANUJ, M.B.B.S., M.R.C.Psych., is a 2015-16 U.K. Harkness Fellow in Health Care Policy and Practice. He is currently a specialty registrar in general adult psychiatry at the South London and Maudsley NHS Foundation Trust, and was recently appointed senior clinical attaché to the Policy Unit at the Royal College of Psychiatrists (RCPsych), where he evaluated the ability of the current 'Payment by Results' model to adequately fund long-term psychiatric rehabilitation. Ramanuj previously helped draft the RCPsych's response to NHS England's Urgent and Emergency Care Review, detailing how liaison and crisis mental health services could help reduce pressures on emergency departments. An alumnus of the National Medical Director's Fellowship, his research examines how vulnerable people receive care at the interfaces in health. Analysis he conducted on an innovative commissioning program to incentivize physical health monitoring of people with severe mental illness was cited as a gold standard mechanism to integrate physical and mental health care by the NHS Confederation and helped roll out the program nationally. Ramanuj received his medical degrees from

King's College London and completed his psychiatric training at the St Thomas' and Maudsley Hospitals in London.



JOAKIM RAMSBERG, Ph.D., is a 2015-16 Swedish Harkness Fellow in Health Care Policy and Practice. He is currently chief scientific officer of Vårdanalys (The Swedish Agency for Health and Care Services Analysis), where he leads projects that evaluate national clinical guidelines, examine disease registries, and assess government reforms to increase access and strengthen psychiatric care. He is an affiliated researcher at Karolinska Institutet in Solna. Ramsberg has served as elected president of the Swedish Health Economics Association and was for six years a member of the Scientific Advisory Committee for the Swedish Council on Technology Assessment in Health Care (SBU). He has been a member of several governmental, international, and research advisory committees e.g. at the European Commission and The Organisation for Economic Co-operation and Development. He received a Ph.D. in economics from the Stockholm School of Economics.



ROBYN RAPOPORT, M.A., is vice president of health care, public policy, and international research at SSRS, where she designs and oversees health and public policy survey research projects that inform the public and guide policy decisions. For nearly 10 years, Rapoport has directed survey research in the areas of health, public policy, and religion. She manages all aspects of survey research, from sample and questionnaire design to data analysis. Rapoport directs research projects on behalf of policy institutes and foundations, academic institutions, and state departments of public health. She writes and presents conference papers and collaborates with clients to report on data findings in the media and peer-reviewed journals. Over the past five years, Rapoport has managed several large-scale, international studies of health care and health policy; data from these studies have been published in *The Lancet* and *Health Affairs*. She has developed expertise in conducting studies using telephone, web, and hard copy modes of data collection, as well as those involving multimodal formats. Currently, Rapoport is president of PANJAAPOR, the Pennsylvania-New Jersey chapter of The American Association for Public Opinion Research (AAPOR). In 2013, Rapoport partnered with others on the PANJAAPOR Executive Council to expand and revitalize the New Jersey chapter of AAPOR. Before coming to SSRS, Rapoport worked as a project manager at National Analysts Worldwide. She completed her Ph.D. coursework and received an M.A. in Cultural Anthropology from the University of Pennsylvania. She earned her B.A. in religion from Amherst College.



THOMAS RAPP, Ph.D., is a 2015-16 French Harkness Fellow in Health Care Policy and Practice. He is currently an associate professor in economics at Université Paris Descartes – Sorbonne Paris Cité. He is also adjunct director of the health economics research center at Université Paris Descartes – Sorbonne Paris Cité, where he leads the agenda to develop a research program that analyzes policies targeting elderly people who face autonomy loss risks. Rapp is also currently leading the health economics work-package of a 5-year grant sponsored by the Innovative Medicine Initiative program of the European Commission. His roles in this project are to lead economic evaluations and to develop a network of European health policy experts working on long-term care issues. Rapp is also the masters' director in health economics at University Paris Sorbonne Abu Dhabi, in the United Arab Emirates. His past positions have included research project leader at the University Hospital Toulouse, postdoctoral fellow at the University of Maryland and the Toulouse School of Economics, research and teaching assistant at University of Paris-Dauphine, and research assistant at CEPII, a French research institute affiliated with the economic policy planning for the French Prime Minister. Rapp has published his research in a number of journals, including *Value in Health*, *Medical Care*, *Journal of the American Geriatrics Society*, and *Social Science and Medicine*. He holds a Ph.D. and a master's degree in economics from the University of Paris-Dauphine.



BASTIAN RAVESTEIJN, M.Phil., is a 2015-16 Dutch Harkness Fellow in Health Care Policy and Practice. He is currently a Ph.D. candidate in economics in the Erasmus School of Economics at Erasmus University Rotterdam. Prior to this, he was a research assistant at the Hugo Sinzheimer Institute for Labor Law at the University of Amsterdam. He has also previously held positions at the Municipality of Amsterdam, first as a public relations and information officer, and also as a policy advisor. Ravesteijn has been the recipient of two Network for Studies on Pensions,

Aging and Retirement (Netspar) research grants, and his current research interests are in health and labor economics, microeconomics, and mental health. Ravesteijn received a M.Phil. in economics from the Tinbergen Institute.



KATHLEEN REGAN, M.P.H., is the executive vice president and chief operating officer of The Commonwealth Fund. Regan reports to the president and serves as a member of the executive management team. She is responsible for advising the president on all major policy, management, financial, board, and regulatory issues. Regan also serves as the foundation's chief operating officer, chief financial officer, and corporate treasurer and secretary, and has oversight responsibility for the Fund's investments. Regan has been advising and investing in health care companies for the past 25 years. She became a venture partner at Radius Ventures, a venture capital fund focused on the life sciences and health care industry in 2010. She served as a senior advisor to the U.S. Department of State Global Health Initiative, and led the development of a \$200 million public-private partnership, Saving Mothers, Giving Life, to address maternal mortality in Sub-Saharan Africa in 2012. Prior to joining Radius, Regan was the executive vice president of Keystone Dental, Inc., a portfolio company of Warburg Pincus LLC, where she headed up strategy and business development. From 2003 to 2008, she served as a senior consultant to Warburg Pincus LLC, a leading global private equity firm, where she was involved in investing with the health care team and served as a board member to several portfolio companies. Previously, Regan spent 15 years in health care investment banking and was a senior managing director and director of health care investment banking at SunTrust Robinson Humphrey and, previously, a managing director and director of health care banking at Freedom Securities Tucker Anthony. During her investment banking career, Regan raised capital in the public and private markets and advised on merger and acquisition transactions in the life sciences, medical technology, and health care information technology industries. Regan has served on numerous private and public boards of health care companies and currently serves on the board of trustees of Lutheran Healthcare, a nonprofit hospital, family health network, and long-term care system in Brooklyn, New York. She received a B.A., *cum laude*, from Princeton University and a M.P.H. from Columbia University's Mailman School of Public Health.



UWE E. REINHARDT, Ph.D., is the James Madison Professor of Political Economy and professor of economics at Princeton University. 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 commissions and advisory boards, among them the Physician Payment Review Commission, 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 or HHS); the Special Advisory Board of the VA; and the National Advisory Board of the Agency for Health Care Quality and Research, HHS. Reinhardt is a member of the Institute of Medicine of the U.S. National Academy of Sciences, on whose Governing Council he served in the 1980s. He is a past president of the Association of Health Services Research, and serves as chairman of the international advisory group of AcademyHealth. He is the president of the International Health Economics Association. He is a trustee of the National Bureau of Economic Research (NBER), and a trustee of Duke University and the Duke University Health System. He also serves as a commissioner on the Kaiser Commission on Medicaid and the Uninsured. He is also on the board of the National Institute of Health Care Management. He is a senior associate of the Judge Institute

for Management of Cambridge University, U.K. 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 *Journal of Health Economics*, *Milbank Quarterly*, *Health Affairs*, *New England Journal of Medicine*, and *Journal of the American Medical Association*.



THOMAS RENNER is head of the Division of General Aspects of Health Policy, Financing and Statistics in the German Federal Ministry of Health. Prior to his work at the Federal Ministry of Health, Renner worked for the International Labour Organization in Geneva, where he developed health financing projection tools for different countries and worked on the methodology of such tools together with the World Health Organization and the World Bank. From 2000-02, Renner worked in the Ministry of Labour and Social Affairs. Renner holds a degree in economics and studied at the University of Regensburg and the University of Bonn.



ANTONIO RIBAS, M.Sc., works as a consultant for the Primary Care Department at the Brazilian Ministry of Health, where he was the deputy director until March 2015. His responsibilities included managing the federal budget for primary health care, monitoring and evaluating PHC programs and data on a national level, supervising contracts, and coordinating a 200-person team on policy-making activities. His previous positions include working with PHC on both municipal and state levels, as manager and coordinator in the Northeast of Brazil, from 2005 to 2010.

BRIGITTA M. RICHMAN is English/German interpreter for the German Federal Ministry of Health.



BRUCE ROSEN, D.Sc., is the director of the Smokler Center for Health Policy Research – a division of the Myers-JDC-Brookdale Institute, Israel's leading center for applied social research. He is also co-editor of the *Israel Journal of Health Policy Research*, which seeks to promote intensive intellectual interactions between scholars from Israel and their counterparts from around the world. Rosen is the author of the European Observatory's country report for Israel and The Commonwealth Fund's profile of the Israeli health care system. He recently edited a World Scientific book entitled *Accountability and Responsibility in Health Care: Issues in Addressing an Emerging Global Challenge*, which combined conceptual contributions from leading international scholars with local reports on how eight different health systems are addressing the accountability/responsibility challenge. As someone who spent the first half of his life (to date) in the U.S. and the second half in Israel, Rosen has always enjoyed facilitating cross-national learning opportunities between the two countries; in recent years he has come to see that he can also be helpful in creating bridges with health systems in other countries as well. Rosen holds a B.A. in economics from Harvard College and a doctorate in health policy from the Harvard School of Public Health.



STEPHEN SAMIS, M.A., vice-president of programs at the Canadian Foundation for Healthcare Improvement (CFHI), has experience in health research, policy development, knowledge exchange, partnership development, and advocacy. Samis joined CFHI in 2010 to lead the implementation of CFHI's new strategic plan. Since that time, he has re-positioned the organization with new programming, new branding, and new partnerships. Samis has played a leadership role in positioning CFHI as Canada's national healthcare improvement organization. Prior to CFHI, he was national director of health policy at the Heart and Stroke Foundation of Canada. Samis moved to Ottawa in 2000 to take on the role of manager of research and analysis, population health, at the Canadian Institute for Health Information.



MARCEL SAULNIER, M.Sc., is the director general of the Health Care Strategies Directorate, Strategic Policy Branch, at Health Canada. He was also executive secretary to the Minister's Advisory Panel on Healthcare Innovation, which tabled its final report in July 2015. His career has included policy leadership positions at the Canadian Medical Association, the Prime Minister's Office, Finance Canada, the National Forum on Health, and Health and Welfare Canada. He has wide-ranging interests in health policy, including healthcare financing, governance, and system performance. He is a member of the Institute Advisory Board for the Institute of

Health Services and Policy Research, and is a member of the board of directors of the Canadian Patient Safety Institute. Saulnier has a master's degree in economics from the University of Montreal.



ALEXANDER SCHACHTRUPP, M.D., is corporate chief medical officer and senior vice president of medical scientific affairs at B. Braun Melsungen AG and concurrently holds the position of managing director of the B. Braun Foundation in Germany. The B. Braun Foundation supports knowledge transfer to physicians, nurses, pharmacists, managers, and other players of health care systems with grants for congresses, research, and individual development. He also is a lecturer at the Rheinisch-Westfaelische Technische Hochschule Aachen (RWTH Aachen). Prior to these positions, he was a surgeon and faculty surgeon at RWTH Aachen and Marienhospital Düsseldorf.

Schachtrupp is a board certified general surgeon and also specialized in coloproctology (EBSQ). In addition to his general surgical training, he also gained experience in cardio, thoracic, and vascular surgery at the University of Goettingen. His scientific interests are related to inflammation, implants, pressure and flow relations with a focus on the abdominal cavity, intensive care, and more recently also to medical training.



OLIVER SCHENK has been head of the Directorate-General "General Health Policy Planning; Telematics" at the German Federal Ministry of Health since March 2014. From 2010 to 2014, he was head of the Department of Political Programmes and Analysis at the Federal party headquarters of the CDU (Christian Democratic Union) Germany. Until then, he had served as director-general for E-Government in the Saxon State Ministry of the Interior and the Saxon State Ministry of Justice and European Affairs from 2009 to 2010. He was head of departmental coordination as

well as head of policy planning and international relations in the State Chancellery of Saxony from 2005 to 2008. Between 1994 and 2005, he occupied various positions as senior policy advisor, head of office, and director-general in the Land of Saxony, including at the Ministry of Environment, the Ministry of the Interior, and the Ministry of Finance as well as at the State Chancellery.



PETER SCHMEISSNER, Ph.D., is the director of the Office of Europe and Eurasia in the Office of Global Affairs at the U.S. Department of Health and Human Services (HHS). His office covers relations with European and Eurasian countries and with the European Commission. Prior to this position, he served as acting director of the Division of Science and Communications in the Office of the U.S. Surgeon General, where he worked on the development of documents and actions related to public health priorities of the Surgeon General. Schmeissner also served in the Immediate

Office of the Secretary at HHS, where he oversaw the review and coordination of policy documents from multiple HHS agencies, including the U.S. Food and Drug Administration, the U.S. Centers for Disease Control and Prevention, and the U.S. National Institutes of Health. Prior to working at HHS, he served as a senior policy analyst in the White House Office of Science and Technology Policy, covering life science issues, and as a senior science advisor in the U.S. Department of Agriculture, covering international research and regulatory policy issues. Schmeissner holds a Ph.D. in pathobiology from Columbia University's College of Physicians and Surgeons, where he focused on basic medical research related the biology of cancer and immunology. He also has conducted biomedical research at several other

universities and institutes, on topics ranging from the pathology of infectious diseases to the genetics of aging.



ERIC C. SCHNEIDER, M.D., M.Sc., is senior vice president for policy and research at The Commonwealth Fund. A member of The Commonwealth Fund's executive management team, Schneider provides strategic guidance to the organization's research on topics in policy, health services delivery, and public health as well as scientific review of its initiatives, proposals, projects, and publications. Trained in primary care general internal medicine and health services research, Schneider is among the nation's leading health services researchers. His research has spanned health policy, quality measurement, quality improvement, delivery system innovation, primary care, health information technology, program evaluation, clinical sciences, and the effects of health insurance and access to care for vulnerable populations. Prior to joining the Fund, Schneider was principal researcher at the RAND Corporation and he held the RAND Distinguished Chair in Health Care Quality. In 2009, he was the first director of RAND's Boston office, building a highly successful multidisciplinary health services research team. From 1997, he was faculty of Harvard Medical School and Harvard School of Public Health where he taught health policy and quality improvement in health care and practiced primary care internal medicine at the Jen Center for Primary Care at Brigham and Women's Hospital in Boston. Schneider has held several leadership roles including editor-in-chief of the *International Journal for Quality in Health Care*, co-chair of the Committee for Performance Measurement of the National Committee for Quality Assurance, member of the editorial board of the National Quality Measures and Guidelines Clearinghouses sponsored by the Agency for Healthcare Research and Quality, as a member of the scientific advisory board of the Institute for Healthcare Improvement, as chair of the Performance Measurement Committee of the American College of Physicians, and as a methodologist on the executive committee of the Physician Consortium for Performance Improvement of the American Medical Association. Schneider holds a B.S., *cum laude*, in biology from Columbia University, an M.Sc. from the University of California, Berkeley, and an M.D. from the University of California, San Francisco. He is an elected fellow of the American College of Physicians.



BARRY SCHOLL, M.S.J., senior vice president for communications and publishing, joined The Commonwealth Fund in 2006. Reporting to the president and working closely with other members of the Fund's executive management team and program officers, Scholl is responsible for developing the strategy to successfully promote the Fund's programs, products, and policy ideas to a broad range of audiences. He oversees the foundation's publications, online communications, and media units, and manages grants related to these areas. Before joining the Fund, Scholl spent 11 years at the National Committee for Quality Assurance (NCQA), one of the nation's leading health care quality improvement organizations. At NCQA, he served as vice president for communications and marketing, with responsibility for all aspects of communications, marketing, publications, and customer support. Earlier in his career, he worked as a journalist for several newspapers and health care publications. Scholl holds a B.A. in English from SUNY Binghamton and an M.S.J. from the Medill School of Journalism at Northwestern University.



PETER C. SMITH, M.A., is emeritus professor of health policy at Imperial College Business School. He has worked and published in a number of disciplinary settings, including statistics, operational research, and accountancy. However, his main work has been in the economics of health and the broader public services, and was a previous director of the Centre for Health Economics at the University of York. Smith has acted in numerous U.K. governmental advisory capacities, and is currently chair of the NHS Advisory Committee on Resource Allocation. He has also advised many overseas governments and international agencies, including the World Health Organization, the International Monetary Fund, the World Bank, the European Commission, and the Organization for

Economic Cooperation and Development. He continues to research actively on economic aspects of global health. Current interests include: health system performance assessment, with a particular focus on international comparison; measuring and improving health system productivity; and universal health coverage. He has published widely on these and related topics, including over 150 peer-reviewed journal papers and twelve books. He is a mathematics graduate from the University of Oxford, and started his academic career in the public health department at the University of Cambridge.



STEFAN SPYCHER, Dr. rer. pol., is vice director of the Federal Office of Public Health (FOPH) in Switzerland, where he is responsible for the Directorate Health Policy. Spycher studied economics and political science in Berne, Basle, and Bonn, and completed his thesis on risk adjustment in mandatory health care insurance in Switzerland. Before FOPH, Spycher was head of the Swiss Health Observatory and director of a private applied research institute.



SIMON STEVENS is chief executive officer of the National Health Service, England. He began his career as a frontline health care executive, leading hospitals and community health services in Britain and internationally. He also served seven years as the British Prime Minister's Health Adviser at 10 Downing Street and as policy adviser to successive health secretaries at the U.K. Department of Health. Between 2004 and 2014, Stevens served in various senior roles at UnitedHealth Group in the United States, including as its Medicare CEO and as president of its global health division, leading health services in North America, Europe, Brazil, India, China, Africa, and the Middle East. He was educated at Oxford University, University of Strathclyde, Glasgow, and Columbia University, where he was a Harkness Fellow based at the New York City Health Department. Stevens is a board member of The Commonwealth Fund.



THE HONORABLE PASCAL STRUPLER is the Secretary of State for Health in Switzerland. Strupler has been in professional public service since joining the Federal Tax Administration. In 1990 he moved to the Federal Office of Foreign Economic Affairs. Between 1995-98, in his capacity as section head at the Integration Office (Departments of Foreign Affairs and Economic Affairs), he participated in numerous delegations involved in the bilateral negotiations between Switzerland and the European Union and was head of the Swiss delegation at the European Research Coordination Agency. Between 1998 and the beginning of 2003 he was personal advisor to a Cabinet Minister. Between February 2003 and December 2009 he was Secretary-General of the Federal Department of Home Affairs. He concluded his law studies at the University of Berne with a *Licence* (1986) and by part-time study obtained the diploma (1991) of the Swiss Graduate School of Public Administration in Lausanne.



JASON SUTHERLAND, Ph.D., is an associate professor at the University of British Columbia's Centre for Health Services and Policy Research, one of Canada's leading health policy research centers, where he is a Scholar of the Michael Smith Foundation for Health Research. He is currently working as a senior policy researcher at the Agency for Healthcare Research and Quality in Maryland, where he is conducting research on health system performance in the United States. He has previously led studies and reports on the efficiency of Canada's health care spending and is currently leading research collecting patient-reported outcome measures for elective surgical care in Canada. Sutherland was a 2012-13 Harkness/CFHI Fellow in Health Care Policy and Practice.



ANDREA THOUMI, M.Sc., is a research associate at the Duke-Margolis Center for Health Policy at Duke University. Thoumi has over six years of experience in international and U.S. health financing, health system strengthening, and program evaluation. She has management and consulting experience in Peru, Argentina, Brazil,

Belize, Japan, Qatar, and India. In her current role, Thoumi conducts research and manages research activities on payment and delivery reform and international accountable care reform. She leads an expanding international portfolio to identify accountable payment and delivery reforms that can be adapted in different health system contexts to advance health reforms. Previously, Thoumi was a research associate at the Center for Health Policy at the Brookings Institution and consulted for the World Bank and the Pan American Health Organization on health equity, financial protection, and health system financing. Additionally, she worked as a senior analyst at Pricewaterhouse Coopers, monitoring and evaluating the Global Fund to Fight AIDS, Tuberculosis, and Malaria portfolios in Argentina, Belize, and Cuba. She co-managed the HIV/AIDS Global Fund grant in Belize and travelled extensively to conduct program evaluation. Thoumi holds an M.Sc. in health policy, planning, and financing from the London School of Economics and the London School of Hygiene and Tropical Medicine and a B.A. in community health and international relations from Tufts University. She is currently pursuing an M.P.P. at the McCourt School of Public Policy at Georgetown University.



KRISHNA UDAYAKUMAR, M.D., M.B.A., leads multiple initiatives at Duke in the rapidly evolving fields of health innovation and globalization of healthcare. As head of global innovation for Duke Medicine, he is responsible for the development and implementation of global strategy as well as global business development for Duke Medicine, across health care delivery, biomedical sciences research, and health professions education and training. Udayakumar has also led Innovations in Healthcare (formerly IPIHD), a non-profit co-founded by Duke Medicine, McKinsey & Company, and the World Economic Forum, since its inception in 2011. As executive director, he leads all aspects of the organization's work to support the scale and replication of transformative health solutions globally. He also serves as co-principal investigator for the Social Entrepreneurship Accelerator at Duke (SEAD), a Duke-wide partnership with USAID that seeks to create an integrated global health social entrepreneurship hub for diverse stakeholders. At Duke University, Udayakumar holds the rank of associate professor of global health and medicine, and also holds a faculty appointment at Duke-NUS Medical School Singapore. His work has been published in leading academic journals such as the *New England Journal of Medicine*, *Health Affairs*, and *Academic Medicine*. Born in Bangalore, India, Udayakumar spent his childhood in Virginia, and is a *Phi Beta Kappa* graduate of the University of Virginia, with a bachelor's degree in interdisciplinary studies with distinction. He received both an M.D. and an M.B.A. (with a concentration in health sector management) from Duke University, where he was a Fuqua Scholar. Udayakumar completed his residency training in internal medicine at Duke and served as assistant chief resident at the Durham Veterans Affairs Medical Center before joining the faculty of Duke University.



CHRISTOF VEIT, M.D., is head of the Federal Institute for Quality Assurance and Transparency in Healthcare (IQTIG), Germany, the leading institution for the nationwide mandatory projects for quality measurement, improvement, and public disclosure in German healthcare. Before he started to build up this institution in January 2015, Veit was manager of the BQS-Institute and before that manager of the Quality Benchmarking Institute for the Hamburg Hospitals. For many years he was involved in a variety of quality management programs and registries. He is responsible for the German part of The Commonwealth Fund International Health Policy Survey. Veit started his career as a surgeon and has studied medicine in Freiburg, London, and Boston.



HESTER WADGE is a policy fellow within the Institute of Global Health Innovation, Imperial College London. Her work focuses on eHealth, electronic medical records, and frugal innovation. Wadge is the project manager of the research team looking into the translation of frugal innovations into the U.S. healthcare system which will be presented at The Commonwealth Fund's 2015 International Symposium. Previously Wadge worked at the Department of Health, where she led the team responsible for

advancing the principles of the NHS Constitution and project managing the Department of Health's legislative program.



MARY K. WAKEFIELD, Ph.D., R.N., serves as the Acting Deputy Secretary of the U.S. Department of Health and Human Services. Prior to becoming Acting Deputy Secretary, Wakefield was administrator of the Health Resources and Services Administration (HRSA) from 2009 to 2015. HRSA, an agency of the U.S. Department of Health and Human Services, works to strengthen the health care workforce, build healthy communities, increase health equity, and provide health care and support services to people who are geographically isolated, economically or medically vulnerable, or live in a health professional shortage area. Wakefield joined HRSA from the University of North Dakota, where she was associate dean for rural health at the School of Medicine and Health Sciences. In the 1990s, she served as chief of staff to two North Dakota senators: Kent Conrad (D) and Quentin Burdick (D). She also has served as director of the Center for Health Policy, Research and Ethics at George Mason University in Fairfax, Virginia, and worked on site as a consultant to the World Health Organization's Global Programme on AIDS in Geneva, Switzerland. Wakefield is a fellow in the American Academy of Nursing and a member of the Institute of Medicine (IOM). She served on the IOM committee that produced the landmark reports *To Err is Human* and *Crossing the Quality Chasm*. She also co-chaired the IOM committee that produced the report *Health Professions Education* and chaired the committee that produced the report *Quality through Collaboration: Health Care in Rural America*. In addition, she has served on the Medicare Payment Advisory Commission, as chair of the National Advisory Council for the Agency for Healthcare Research and Quality, as a member of President Clinton's Advisory Commission on Consumer Protection and Quality in the Health Care Industry, and as a member of the National Advisory Committee to HRSA's Office of Rural Health Policy. She has a bachelor of science degree in nursing from the University of Mary in Bismarck, North Dakota and master's and doctoral degrees in nursing from the University of Texas at Austin.



ALAN WEIL, J.D., M.P.P., became the editor-in-chief of *Health Affairs* on June 1, 2014. A multidisciplinary peer-reviewed journal dedicated to the serious exploration of domestic and international health policy and system change, *Health Affairs* is the nation's leading journal at the intersection of health, health care, and policy. For the previous decade Weil was the executive director of the National Academy for State Health Policy (NASHP), an independent, non-partisan, non-profit research and policy organization. Previously, he directed the Urban Institute's Assessing the New Federalism project, one of the largest privately funded social policy research projects ever undertaken in the United States; held a cabinet position as executive director of the Colorado Department of Health Care Policy and Financing; and was assistant general counsel in the Massachusetts Department of Medical Security. Weil is a frequent speaker on national and state health policy, Medicaid, federalism, and implementation of the Affordable Care Act. He is the co-editor of two books, publishes regularly in peer-reviewed journals, has testified before Congress more than half-a-dozen times, and is called upon by major media outlets for his knowledge and analysis. He is an elected member of the National Academy of Medicine and spent six years on the NAM (and its predecessor, the Institute of Medicine) Board on Health Care Services. A member of the Kaiser Commission on Medicaid and the Uninsured and of the board of trustees of the Consumer Health Foundation in Washington, D.C., Weil earned his bachelor's degree from the University of California at Berkeley, a master's degree from Harvard's Kennedy School of Government, and a J.D. from Harvard Law School.



MARTIN WENZL, M.Sc., is a research officer at LSE Health in the U.K. His main research interests are in care for high-need / high-cost patients, financing of and equity of access to health care, and policy on non-pharmaceutical medical technology. Wenzl is currently working on a number of projects related to these topics and is a co-editor of the International Profiles of Health Care Systems published by The Commonwealth Fund.

Prior to joining LSE Health in 2014, Wenzl received an M.Sc. in health policy planning and Financing (with distinction) from the London School of Economics and the London School of Hygiene & Tropical Medicine.



LAUREN WESTERVELT, M.P.H., is a research associate with Innovations in Healthcare (formerly IPIHD) at Duke University. In this role, she supports research in innovative models of care, including management of the Innovation Database. Prior to this position, Westervelt was a public health specialist with SciMetrika, a consulting firm, where she managed contracts funded by the Centers for Disease Control and Prevention. Westervelt also co-founded and serves as executive director of a nonprofit that aims to improve opportunities for girls in Mozambique through improved menstrual hygiene management. Westervelt holds a master's in public health from the Gillings School of Global Public Health at the University of North Carolina at Chapel Hill, and a bachelor's degree in international studies with a minor in Spanish from the University of North Carolina at Chapel Hill where she graduated with honors.



THE HONORABLE ANNETTE WIDMANN-MAUZ, MP is the Parliamentary State Secretary to the Federal Minister of Health in Germany, a position she has held since October 2009. She has been a member of the German *Bundestag* since 1998. From 2005 to 2009, she chaired the Working Group on Health of the CDU/CSU parliamentary group in the *Bundestag*, from 2002 to 2009 she acted as health policy spokesperson, from 2001 to 2002 as special representative for consumer protection and food safety and, since 2000, has served as a member of the executive committee of the CDU/CSU parliamentary group. In September 2015, Widmann-Mauz was voted federal chair of the (CDU) Women's Union. In December 2012, Widmann-Mauz was voted into the CDU Federal Executive Committee. Since 2003, she has been deputy chair of the CDU in the Land of Baden-Wuerttemberg, 2011-2015 deputy federal chair of the (CDU) Women's Union and, 1995-2015, chair of the Women's Union of Baden-Wuerttemberg. She studied political and legal science at Eberhard-Karls-Universität in Tübingen.



GAIL R. WILENSKY, Ph.D., joined Project HOPE in 1993. She is an economist and senior fellow at Project HOPE. Prior to joining Project HOPE, Wilensky directed the Medicare and Medicaid programs and served in the White House as a senior adviser on health and welfare issues to President George H.W. Bush. She was also the first chair of the Medicare Payment Advisory Commission. Her expertise is on strategies to reform health care in the United States, with particular emphasis on Medicare, comparative effectiveness research and military health care. Wilensky testifies frequently 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 from the University of Michigan.



ROSS WILSON, M.D., has been the chief medical officer at the New York City public hospital system, (NYC Health and Hospital Corporation) since 2009, having joined in 2008 in clinical and quality leadership roles. Wilson provides strategic and clinical leadership system-wide for HHC, including its accountable care organization (ACO) and its Medicaid Delivery System (DSRIP) transformation efforts. As an HHC corporate officer, he is the senior vice president for quality, in addition to being the chief executive officer of the HHC ACO and the board chair of the Central Services Organization supporting the DSRIP activities. Prior to joining HHC, he was the director of the Northern Center for Healthcare Improvement at NSW Health (Australia) and the chair of the Strategic Advisory Board for the International Forum for Safety and Quality in Health Care. In these roles he worked internationally with national governments as well as the World Health Organization on patient safety

research and healthcare quality improvement. Wilson has more than 30 years of clinical experience in Critical Care Medicine and 20 years of experience in clinical leadership positions, at local, national, and international levels. He is a graduate of the University of Sydney School of Medicine and a Fellow of the Royal Australasian College of Physicians, and the College of Intensive Care Medicine of Australia and New Zealand.



HOLLY WONG, M.P.P., is the Principal Deputy Assistant Secretary for Global Affairs at the U.S. Department of Health and Human Services. In that role, she has primary responsibility for developing policy and strategy for the agency on global health issues. Previously she was vice president for public policy at the International AIDS Vaccine Initiative, a public-private product development partnership encompassing both scientific activities and policy and advocacy in the areas of innovation, R&D policy, access to medicines, and health financing. Wong brought to that role significant global health experience in both public and private sectors: she spent six years in the pharmaceutical industry focused on a broad range of policy issues; three years with the Inter-American Development Bank as a health economist, leading teams to design and implement health policy reform programs, and six years with a private consulting firm, conducting technical assistance and research assignments in health financing and health policy reform in Africa, Asia, and Latin America. She has worked in 40 countries, and holds a masters in public policy from Harvard University and an undergraduate degree from Stanford.



PEDRO YRIGOYEN is the president and co-founder of Salud Interactiva in Mexico. Salud Interactiva is the parent company of MedicalHome, the largest Spanish-speaking tele-care company (which also owns Médica Vrim, Empresa Saludable, Consejo Sano, and Konsulta MD), with operations in Mexico, the United States, Latin America, and the Philippines. Yrigoyen co-founded Consorcio Impulsa Holding Co. (which includes restaurant chain businesses, toy retail, entertainment, mini-hydro energy generation, finance, loyalty programs, and real estate) in 1997 and continues to chair the company. He also was co-founder (in 1994) of TMI, Mexico's first telemarketing customer care company and of Impulse Telecom (in 2001), a regional telemarketing customer care company. Yrigoyen earned a B.A. in communications (marketing) from Universidad Iberoamericana in Mexico.

Commonwealth Fund International Program Staff



MAUREEN ANGELES DEBOO, M.P.A., is the director of administration at The Commonwealth Fund, with responsibility for the daily meeting and administrative operations of the Fund. In this role, she supervises office staff and is responsible for benefits administration, payroll, recruiting, temporary services, and executive/program assistant orientation and training. Deboo provides general oversight, training, and Fund meeting services for both internal and external meeting services. Deboo previously served as executive assistant to the vice president for programs and program assistant for the Long-Term Care Quality Improvement Program. A graduate of Yale University with a degree in Music, Deboo's prior experience in the music field included positions at Young Concert Artists, IMG Artists, and the Bridgehampton Chamber Music Festival, where she was executive director for three seasons. She holds an M.P.A. with a finance specialization from NYU's Robert F. Wagner Graduate School of Public Service.



AISHA GOMEZ is office manager for The Commonwealth Fund. She joined The Commonwealth Fund in December 2013 as the Fund's receptionist and was promoted to her new position in July 2015. An integral member of the administrative team, she provides reception, meeting management, supply management and front-line security for the Fund. The Fund's office manager is the face of the Fund and serves as the front line of security for Harkness House, a landmarked building on the corner of Fifth Avenue and East 75th Street. Gomez schedules meetings for the two main meeting rooms, ensuring the availability of appropriate food and beverage service, as well as audio-visual, computer, and phone equipment. She is also responsible for ordering office and building supplies, for working with the office services coordinator to keep track of supplies in-house, and for maintaining the budget for these expenses. She began her career in the fashion industry working as a market rep for Lambert Associates and later as a consultant for Christine Ellis Associates. Before joining the Fund, Gomez worked for Professionals for Nonprofits as an office manager. She holds a B.A. in political science from Baruch College.



JAMIE HILL is the program assistant for administration and grants management in The Commonwealth Fund's International Program in Health Policy and Practice Innovations. Hill joined the Fund from Democracy Now! Productions, an award-winning daily global news hour and independent media organization, where she was the development and administrative assistant. In her role, she has responsibility for grants management, day-to-day administrative responsibility for the Harkness Fellowship program, and coordinates the Harkness Selection Committees in nine countries. Another key responsibility is managing contractual and reporting requirements for 23 country co-funding partners on the Fund's annual international survey and Harkness Fellowships. In addition, Hill provides administrative support to the director, Robin Osborn. Hill graduated *magna cum laude* with a B.A. in history from Quinnipiac University in 2012. She is currently pursuing an M.B.A. at NYU's Stern School of Business.



EMILY WEISBERGER is senior program associate for fellowships and research for The Commonwealth Fund's International Program on Health Policy and Innovation (IHP), having been promoted from program associate for grants management and administration. Weisberger is responsible for providing day-to-day support for the Harkness Fellowships program, monitoring fellows' projects and progress, and has administrative responsibility for the Australian-American Health Policy Fellowship. She manages the Harkness application process across the nine participating countries, coordinates projects on "frugal innovation" with Imperial College London and Duke University/IPiHD, coordinates the international case studies publication series, and is an integral part of the international health policy survey team. Before joining the Fund, Weisberger held several positions at Memorial Sloan-Kettering

Cancer Center, which she joined in June 2010. As a session assistant reporting to Dr. Leonard Saltz, she managed the daily operations of the outpatient clinic in gastrointestinal oncology. In June 2011, she was promoted within the department and in April 2012 she became a research study assistant working closely with patients, pharmaceutical companies, and health care professionals, to coordinate protocol activities for clinical trials. She graduated from Brandeis University in 2010 with a B.A. in health: science, society and policy. Weisberger is enrolled at the City University of New York's Hunter School of Public Health and expects to attain a master in public health later this year.



GABRIELLE WUOLO, M.Sc., is program and marketing manager in The Commonwealth Fund's International Program in Health Policy and Practice Innovations. Wuolo was hired in 2013 as program associate with the International Program and was promoted in July 2015. She manages all logistics for the Commonwealth Fund's annual International Symposium on Health Care, bilateral country meetings, and all annual Harkness Fellowship meetings. She also designs and implements formal marketing strategies for 9 countries (Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Sweden, and the U.K.) for each round of the Harkness Fellowships in Health Care Policy and Practice, with responsibility for all promotional materials and advertising and ensuring a high quality pool of applicants in each country. Wuolo works with the vice president to manage the day-to-day operations of the International Program. She received a master of science in social work degree, with a concentration in policy and aging, from the Columbia University School of Social Work, and a bachelor of arts degree, *magna cum laude*, from Hamline University, where she was elected *Phi Beta Kappa*.