

**THE COMMONWEALTH FUND
2017 INTERNATIONAL SYMPOSIUM ON HEALTH CARE POLICY**

PARTICIPANTS' BIOGRAPHIES (DRAFT 11/10/2017)



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 more than 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). 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 to 2005 and was head of the International Welfare Policy Department from 1987 to 1992. Aalders graduated from the faculty of social sciences at the University of Utrecht.



HUGH ALDERWICK is a 2017-18 U.K. Harkness Fellow in Health Care Policy and Practice. He is currently a senior policy advisor to the chief executive at The King's Fund in London, an independent think tank working to shape health policy and practice in England through research and analysis. Alderwick has published research on a range of topics including NHS reform, integration of health care and social services, and opportunities for the NHS to improve value for money. He leads The King's Fund's research program on current regional planning processes in the NHS, provides policy advice to the NHS and government, and recently carried out a review for the Department of Health on measuring the performance of local health systems. Previously, Alderwick worked as a consultant on care improvement in the NHS and managed Sir John Oldham's Independent Commission on Whole Person Care (2013-14). The Commission was established by the Shadow Secretary of State for Health in 2013, and made proposals for how the NHS and social services in England could be better integrated to meet people's physical, social, and mental health needs.



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 the U.S. Agency for International Development in multiple countries and has directed more than 100 research projects. He has authored two books on health care payment policy, published more than 250 peer-reviewed articles, testified in Congress 50 times, and serves on multiple editorial committees.



HERBERT BARNARD is director of international affairs at the Ministry of Health, Welfare and Sport in the Netherlands, a position he has held since October 1, 2008. He has represented the Ministry of Health, Welfare and Sport in numerous international meetings within the European Union, the Council of Europe, World Health Organization and other United Nations-organizations. On behalf of the European Region, he was Vice-President of Committee A of the Sixty-Fifth World Health Assembly in May 2012. Barnard is a member of the Executive Board of the World Health Organization, serving since 2016. From 2014 to 2016 he served as an (alternate) member of the board of the European Center for Disease Prevention and Control. Since 2010 he has been a member of the Working Party on Public Health at Senior Level of the Council of the European Union. From March 2005 to September 2008 he served the Ministry of Health, Welfare and Sport as director of the General Administrative Support Directorate and chief of staff for the minister and the secretary general. Between 1999 and 2005 he worked at the Directorate for the Disabled in different functions, the last two years as deputy-director and director. In the nineties Barnard was stationed at the Royal Netherlands Embassy in Washington DC as the Counsellor for Health. He has a M.A. degree in history from Leiden University and a post-graduate diploma for international relations from Johns Hopkins University School for Advanced International Studies.



ANDREA BECK is the head of the division Protocol, Language Services, Visitors' Service, and Relations with Embassies at the German Federal Ministry of Health. Previously, she held management positions in several federal and state ministries, including the positions as head of Parliament and Cabinet Division and head of E-Government and IT Co-ordinating Unit, Central IT Management. In between government positions, she worked as scientific officer/political consultant for societal policy with the parliamentary group of the Free Democratic Party - FDP - in the German Bundestag. Beck received a degree in administrative sciences from the University of Konstanz.



DAVID BLUMENTHAL, M.D., M.P.P., is president of The Commonwealth Fund. Blumenthal is formerly the Samuel O. Thier Professor of Medicine at Harvard Medical School and chief health information and innovation officer at Partners Healthcare System in Boston. From 2009 to 2011, he served as the National Coordinator for Health Information Technology, with the charge to build an interoperable, private, and secure nationwide health information system and to support the widespread, meaningful use of health IT. He succeeded in putting in place one of the largest publicly funded infrastructure investments the nation has ever made in such a short time period, in health care or any other field. Previously, 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 former trustee of the University of Pennsylvania Health System. 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. Blumenthal received his undergraduate, medical, and public policy degrees from Harvard University and completed his residency in internal medicine at Massachusetts General Hospital.



ANDREW SAMSON BOOZARY, M.D., M.P.P., S.M., serves as Special Advisor to the Ontario Ministry of Health and Long-Term Care, and is currently a resident physician at St. Michael's Hospital and visiting scientist at the Harvard T.H. Chan School of Public Health. His research and policy work has centered on the integration of health services with social policy. He is the founding editor of the Harvard Public Health Review and has also been a contributor at the Globe and Mail and Huffington Post. Boozary completed his medical training in Canada and earned his graduate health policy training at the Woodrow Wilson School-Princeton University (M.P.P.) and Harvard T.H. Chan School of Public Health (S.M). His work has appeared in the Journal of the American Medical Association (JAMA), Public Library of Science, Journal of Epidemiology and Community Health (BMJ), Toronto Star, Maclean's, and other academic and lay publications. He was recently recognized by STAT (Boston Globe) as a 2017 Wunderkind for his early influence in health policy and efforts to improve health care access for disadvantaged populations in Canada.



MARTIN BOWLES PSM, is the national CEO of Calvary Health Care. Prior to joining Calvary, Bowles was secretary of Health from 2014-2017. Bowles worked in both the Queensland and New South Wales Governments before moving to the Commonwealth. For the last 11 years he was the deputy secretary in the Departments of Defence and then Climate Change, and then the secretary of the Department of Immigration and Border Protection. Bowles was awarded the Public Service Medal (PSM) in 2012 and has played an integral role in changes across the health sector including the significant recent reforms to government funding for public hospitals in Australia to generate greater efficiency, safety and quality in the hospital system. Bowles has a bachelor of business degree, a graduate certificate of public sector management and is a Fellow of the Australian Society of Certified Practising Accountants.



CHAROTTA BRASK is the director of sustainability for the Stockholm County Council. The county council is responsible for all publicly-financed healthcare and public transportation in the Stockholm region. In her role, Brask is responsible for overall and strategic environmental and social sustainability issues as well as for the process of monitoring economic sustainability. She is also part of the Treasury department's work with green bond emissions and impact reporting, as well as a key person in the contact with banks and financiers to tie up new business contacts with the county council. Brask has a master's degree in analytical chemistry from Lund University that she has combined with studies in leadership and international environmental issues.



ADAM BRIGGS, D.Phil. M.A., M.Sc., B.M.B.Ch., MRCP, MFPH, is a 2017-18 U.K. Harkness Fellow in Health Care Policy and Practice. He is a public health specialty registrar in Oxford, England. Briggs recently completed a clinical Wellcome Trust Research Training Fellowship and earned a doctorate of philosophy for his investigation of the cost-effectiveness of public health policies. He concurrently served as a junior research fellow at Lady Margaret Hall and a Senior Hulme Scholar at Brasenose College. Prior to his doctoral studies, Briggs was an NIHR Academic Clinical Fellow in Public Health and established a public health strategy for Oxford University Hospitals NHS Foundation Trust. His previous research includes estimating the health impact of soft drink taxes and serving as an expert

collaborator on the Global Burden of Disease Study. In addition to multiple peer-reviewed publications, he authored the Physical Health chapter of the Chief Medical Officer's 2015 Annual Report, and published a book on practicing public health. He holds an M.A. in natural sciences from Cambridge University and a M.Sc. in global health science from Oxford University, where he also completed his medical degree.



HENRY BRODATY is a researcher, clinician, policy advisor and strong advocate for people with dementia and their careers. At the University of New South Wales in Sydney, Australia, he is scientia professor of ageing and mental health, is co-director of the Centre for Healthy Brain Ageing, and director, Dementia Centre for Research Collaboration. As well as being a prolific researcher, he is a senior psychogeriatrician and head of the Memory Disorders Clinic at Prince of Wales Hospital in Sydney. Brodaty is immediate past-president of the International Psychogeriatric Association and a former chairman of Alzheimer's Disease International as well as president of Alzheimer's Australia NSW and Alzheimer's Australia. In June 2016 he was the recipient of the Ryman

Prize for the world's best development, advance or achievement that enhances quality of life for older people.



BENJAMIN K. CHU, M.D., M.P.H., MACP, has more than four decades of healthcare experience as a clinician, administrator, and policy advocate. Chu passionately believes that the quality of patient care, patient safety, and the patient experience are of the highest importance. Throughout his career, Chu has placed strong emphasis on physician integration, population health, and health systems innovation to drive for better outcomes and performance. In January, 2018 Chu will be joining Manatt Health as a managing director of the Health Practice at Manatt, Phelps and Phillips. Prior to this, Chu served in many senior level leadership positions including: president and chief executive officer of the Memorial Hermann Health System; executive vice president and group president for Kaiser Permanente's Southern California and Georgia regions; president of the

New York City Health and Hospitals Corporation; senior associate dean at the Columbia College of Physicians and Surgeons; vice president and associate dean at the New York University School of Medicine; and acting commissioner of health for the New York City Department of Health. He was a Robert Wood Johnson Health Policy Fellow in 1990 serving as the legislative assistant for health for Senator Bill Bradley. Chu has been perennially recognized for his innovative thought leadership in the healthcare industry and has held a number of executive roles throughout his prestigious career. He has served on the boards of the American Hospital Association (chair in 2013); The Joint Commission; the Commonwealth Fund; the National Committee for Quality Assurance; and the American Legacy Foundation. In 2015 he was elected to the National Academy of Medicine and was recognized as one of Modern Healthcare's 100 Most Influential People in Healthcare in 2016. Chu earned his medical degree at New York University. He earned his master's degree in public health from Columbia University, and a bachelor's degree in psychology from Yale University.



CAROLYN M. CLANCY, M.D., MACP, serves as the executive in charge of the Veterans Health Administration, with the authority to perform the functions and duties of the Under Secretary for Health. She was previously the Interim Under Secretary for Health from 2014-2015. She is a highly experienced and nationally recognized physician executive. As the executive in charge, Clancy directs a health care system with an annual budget of approximately \$68 billion, overseeing the delivery of care to more than 9 million enrolled veterans. Prior to her current position, she served as the Deputy Under Secretary for Health for Organizational Excellence as well as ten years as the director of the Agency for

Healthcare Research and Quality. In 2015, Clancy was selected as the Outstanding Federal Executive of

the Year by Disabled American Veterans. She holds an academic appointment at George Washington University School of Medicine and serves as senior associate editor, *Health Services Research*. She served as member of the National Quality Forum, Board of Directors, as the Chair of the AQA Alliance and served on the Board of Governors, Patient-Centered Outcomes Research Institute. An elected member of the National Academy of Medicine, Clancy was most recently presented with the 2014 Quality Champion Award, National Committee for Quality Assurance and was also named as Honorary Fellow, American Academy of Nursing. Clancy is a graduate of Boston College and the University of Massachusetts Medical School.



GARY COHEN is the president and co-founder of Health Care Without Harm and Practice Greenhealth. Both organizations were created to help transform the health care sector to be environmentally sustainable and anchor institutions to support environmental health in the communities they serve. Cohen is a member of the International Advisory Board of the Sambhavna Clinic in Bhopal, India, which has been working for over 25 years to heal people affected by the Bhopal gas tragedy and to fight for environmental cleanup in Bhopal. He is also on the Board of the American Sustainable Business Council, Coming Clean, and Health Leads. In 2013, he was awarded the Champion of Change Award for Climate Change and Public Health by the White House. In 2015, Cohen was named a MacArthur Fellow and was a recipient of a “genius” grant from the MacArthur Foundation.



CHARLES COOMBES, M.D., Ph.D., FRCP, FMEDSCI, is the lead for the Cancer Research Center of Excellence at Imperial College. The Centre consists of Imperial College and the Institute of Cancer Research London. He heads the International Collaborative Cancer Trials Group and is an NIHR Senior Investigator (2010-2014;2015-2017) and runs the Cancer Research UK Breast Cancer Group at Imperial College and ICHT. Coombes currently holds a personal CRUK program grant (2015-2020), which has been renewed 5 times over 25 years, and is co principal investigator on another, (Shaw, Coombes) and runs a lab of 25 research staff. Coombes has published 540 peer reviewed papers and has written 3 books. He established the CRUK Centre at Imperial College in 2008, and led the Department of Oncology at Imperial from 2000, from which time the Division enlarged from 40 to 320 staff. He has more than 10 patents, including on novel CDK7 inhibitors and Inhibitors of gamma secretase. His research published in the *New England Journal of Medicine* and *Lancet* has now led to FDA and NICE approval of aromatase inhibitors for the treatment of breast cancer. His studies on circulating cell-free DNA have led to this test being developed internationally. His research has led to the identification of several molecular targets in breast cancer, with treatments being developed subsequently. Examples are Steroid Sulfatase, HDACs, FGFR, CDK7, CDK9 and HSV oncolytic viruses. Coombes has formed an extensive network of collaborations within the College, exemplified by the Centre of Excellence in Cancer Bio-engineering and the Cancer Drug Discovery platform.



JOSEPH F. COUGHLIN, Ph.D., is founder and director of the Massachusetts Institute of Technology AgeLab. He teaches in MIT's Department of Urban Studies & Planning and the Sloan School's Advanced Management Program. His research focuses on how demographic change, technology, social trends and consumer behavior drive innovations in business and government. He has authored more than 100 research publications and a book on aging and transportation. Coughlin is a regular contributor to *The Wall Street Journal*, MarketWatch, Slate.com, and his own blog Disruptive Demographics on BigThink.com. He was named by *The Wall Street Journal* as one of “12 pioneers inventing the future of retirement...,” and by *Fast Company* magazine as one of the “100 Most Creative People in Business.” Coughlin was appointed by President George W. Bush to the White House Conference on Aging Advisory

Committee and has advised non-profits, governments, and corporations worldwide. He has been featured on ABC, BBC, CBS, CNN, NBC, The Today Show, *Economist*, *Financial Times*, *The Straights Times*, *New York Times*, *Wall Street Journal*, and other media outlets throughout the world. Prior to MIT he was with EG&G a Fortune 1000 science & technology firm consulting to business and government worldwide. His new book is *The Longevity Economy: Inside the World's Fastest Growing, Most Misunderstood Market*, from Public Affairs Press.



KIM DALZIEL, Ph.D., M.Sc., is a 2017-18 Australian Harkness Fellow in Health Care Policy and Practice. She is a health economist and deputy director of the Health Economics Unit at the University of Melbourne where she specializes in economic evaluation and health services research in the area of child health. Dalziel regularly collaborates with the Royal Children's and Royal Women's Hospitals in Melbourne on projects related to concussion and head injury, neonatology, mental health and congenital heart disease. She has a particular interest in health equity and supportive health policy to improve the health of vulnerable populations. She was awarded a McKenzie post-doctoral Fellowship and an Australian Health Services Research and Policy Fellowship, and has held previous academic positions at Monash University and Exeter University in the United Kingdom. Dalziel has more than 60 peer-reviewed publications including in the *New England Journal of Medicine*, *Health Economics*, *PharmacoEconomics*, and *Medical Decision Making*. She completed her Ph.D. at the University of South Australia and earned a master's in health economics at Curtin University.



PROFESSOR THE LORD DARZI OF DENHAM, OM, KBE, PC, 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 more than 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. In 2016 he was awarded the Order of Merit by Her Majesty the Queen.



PENELOPE DASH, M.D., M.B.A., is a senior partner with McKinsey & Company. She leads McKinsey’s healthcare work across Europe and co-leads McKinsey’s work on international development with a focus on health. Most recently, Dash has: supported health system leaders across Dorset to support a major redesign of services; worked with health system leaders across South Australia to improve health outcomes through the redesign of the hospital system across the state; Worked with Local Authorities, NHS England and the CCGs to redesign services across the Greater Manchester area; Led programs across a number of NHS Trusts – including Cambridge, Kings, Central Manchester – to identify opportunities to improve quality of care, financial performance and staff and patient engagement. Dash was vice chairman of the King’s Fund, the leading health related think tank in the UK. Between July 2004 and April 2006, Dash was a non-executive director of Monitor, the Independent Regulator for Foundation Trusts. Dash was head of Strategy and Planning at the UK Department of Health in 2000 and 2001. Dash originally trained as a Doctor in Cambridge and London and is a Fellow of the Royal College of Physicians of London. She has an M.Sc. in Public Health Medicine and a M.B.A. from Stanford Business School where she was a Fulbright Scholar. In 2011, Dash was voted the “Advisor of the Year” from Health Investor Magazine.



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. 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 also serves on the board of directors of the Geisinger Health System and Geisinger Health Plan and on the board of trustees of the Henry Ford Hospital and Health Network. 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 Kaiser Commission on Medicaid and the Uninsured, the Agency for Healthcare Quality and Research (AHRQ) National Advisory Council for Health Care Policy, Research and Evaluation, 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. She received her Ph.D. in economics from Rice University.



KAREN DESALVO, M.D., M.P.H., M.Sc., is a physician who has dedicated her career to improving the health of all people, with a particular focus on vulnerable populations, through patient care, education, policy and administrative roles, research, and public service. Her commitment to improving the public’s health includes ensuring access to quality, affordable health care, strengthening the public health infrastructure, and creating public-private partnerships to address the social determinants of health by leveraging environmental, policy, and systems-level solutions. DeSalvo most recently served as Acting Assistant Secretary for Health at the U.S. Department of Health and Human Services (HHS). During her tenure at HHS, she also served as the National Coordinator for Health Information Technology

(January 2014-August 2016), a role in which she set high-level policy and the strategic direction for federal health information technology policy. Before joining HHS, she was health commissioner for the city of New Orleans. DeSalvo was previously a professor of medicine and vice dean for community affairs and health policy at Tulane University School of Medicine. She earned her M.D. and M.P.H. from Tulane University, and master's in clinical epidemiology from the Harvard School of Public Health. She has an honorary doctorate from her alumnus institution, Suffolk University.



JENNIFER DIXON, CBE, M.B.Ch.B., Ph.D., F.F.P.H., F.R.C.P., is the chief executive of the Health Foundation, serving since October 2013. 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 practised mainly pediatric medicine, prior to a career in policy analysis. 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. In 1990, Dixon was a Harkness Fellow in New York. 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. In October 2016, Dixon became a member of the Parliamentary Review of Health and Social Care in Wales.



MICHELLE M. DOTY, Ph.D., M.P.H., is vice president of Survey Research and Evaluation for the Commonwealth Fund. Doty is responsible for designing research studies that benchmark the performance of the U.S. health care system and address disparities in access to health care and health insurance coverage and the quality of health care of vulnerable populations. She has published over 40 publications on a range of topics related to high-need high-cost patients, international health system comparisons, culture change in nursing homes, health care access and quality among vulnerable populations, primary care doctors' capacity to deliver care, and the quality of health insurance coverage in the

United States. Doty also leads the Fund's performance tracking activities to assess organizational effectiveness and program accomplishments. Doty holds a B.A. in anthropology from Barnard College and an M.P.H. and a Ph.D. in public health from the University of California, Los Angeles.



VICTOR J. DZAU, M.D. is the president of the National Academy of Medicine (NAM), formerly the Institute of Medicine. In addition, he serves as vice chair of the National Research Council. He is an internationally acclaimed leader and scientist whose work has improved health care in the United States and globally. Since arriving at the National Academies, Dzau has led important initiatives such as the Commission on a Global Health Risk Framework; the Human Gene Editing Initiative; Vital Directions for Health and Health Care; and the NAM Grand Challenges in Healthy Longevity. His own research laid the foundation for development of a lifesaving class of drugs, ACE inhibitors, used globally to treat high blood pressure and congestive heart failure. He pioneered gene therapy

for vascular disease. He is a member of the board of directors of the Singapore Health Services, a former member of the Advisory Committees to the Director of U.S. National Institutes of Health, chaired NIH's Cardiovascular Disease Advisory Committee and is past chair of the Association of Academic Health Centers. Dzau has previously served as chancellor for Health Affairs and president and chief executive officer of Duke University Health system. He has received numerous awards including the Max Delbruck Medal from Germany, the Gustav Nylin Medal from the Swedish Royal College of Medicine, the Polzer Prize from the European Academy of Sciences and Arts, the Ellis Island Medal of Honor, and the Distinguished Scientist Award of the American Heart Association.



PAUL EPPING, M.Sc., is principal consultant of Healthcare and Transformation Services at Philips Middle East, serving in this role since 2014. He mentors a number of start-ups, professional presenter worldwide about the impact of exponential technologies. He is alumnus of the Singularity University, worked in several continents in a variety of roles such as lecturer and program manager of building new innovative hospitals. As ExO.Works coach, he is involved in programs to change companies to become more exponentially. Innovation, design thinking and break through thinking are red threads throughout his career. His MTP (Massively Transformation Purpose) is “create awareness about the impact of exponential technologies on our planet”. Previously Paul worked as an independent consultant, program manager, entrepreneur, associated professor (innovation) and interim CIO in a multiple organisations and countries. Consultancy and management roles were mainly in the area of innovation and IT. He was responsible for the implementation of electronic patient record systems in several hospitals. He is alumnus of the Singularity University, worked in several continents in a variety of roles such as lecturer and program manager of building new innovative hospitals.



THE HONORABLE ANNE GRETHE ERLANDSEN, representing the Conservative Party in Norway, has served as State Secretary in the Norwegian Ministry of Health and Care Services since 2013. As State Secretary, her main responsibilities concern the organization and management of specialized health services in Norway. A nurse by profession, Erlandsen has worked in managerial positions both at municipal and hospital level prior to her current post.



GABRIEL J. ESCOBAR, M.D., is a Research Scientist III at the Kaiser Permanente Northern California (KPNC) Division of Research in Oakland, California. Between 1991 and 2009, he developed a very successful research program in neonatology, the DOR Perinatal Research Unit. Beginning in 2001, he developed a research program, known as the Systems Research Initiative, that focuses on adult hospital outcomes, predictive analytics, and informatics. He joined The Permanente Medical Group in 1990 and was appointed to the Division of Research in 1991. He has played a major role in KPNC’s deployment of predictive models that provide probability estimates in real time. The models he developed for neonatal sepsis risk, detection of impending in-hospital deterioration, and prediction of risk of rehospitalization are now standard of care in KPNC. Escobar has published over 160 peer reviewed papers and is also KPNC’s Regional Director for Hospital Operations Research. In this latter capacity, his primary roles are to improve KPNC’s internal measurement capability and to serve as a methodological consultant to KPNC leadership. He received his M.D. at Yale University, did a pediatrics residency at the University of California, San Francisco, and then was a Robert Wood Johnson Clinical Scholar at Stanford University.



NATHALIE FOURCADE, M.Sc., M.Soc.Sc., M.Econ, M.Stat., is a 2017-18 French Harkness Fellow in Health Care Policy and Practice. She is currently the deputy director and head of the Health Department of the Directorate of Research, Studies, Assessment and Statistics (DREES) in the French Ministry of Health and Social Affairs. Fourcade was instrumental in the creation of the National Suicide Observatory at DREES, and oversees a staff of 50 people responsible for producing statistics, simulations, and assessments on the French healthcare system. She previously served as head of the Department of Statistics, Forecasts and Studies at the National Family Allowances Office (CNAF) and head of the

Redistribution and Old Age Pensions Division at the French Treasury (Ministry of the Economy), where she specialized in macroeconomics. Fourcade holds three master's degrees: in social sciences from Ecole Normale Supérieure Fontenay-Saint Cloud, in economics from the Paris School of Economics, and in statistics from ENSAE Paris Tech. She passed the Agregation, a competitive examination of the French education system, in human and social sciences.



KATHY GERWIG is the vice president of employee safety, health and wellness, and environmental stewardship officer at Kaiser Permanente. Gerwig is responsible for developing, organizing, and managing a nationwide environmental initiative for Kaiser Permanente, a leading health care provider and not-for-profit health plan/hospital system serving more than 11.7 million members in the United States. Under her leadership, Kaiser Permanente has become widely recognized as an environmental leader. Gerwig has testified to the U.S. Congress on the need for federal chemical policy reform. Her book *Greening Health Care, How Hospitals Can Heal the Planet*, examines the intersection between health care and

environmental stewardship. Gerwig is also responsible for eliminating workplace injuries, promoting healthy lifestyle choices, and reducing health risks for the organization's 220,000 employees and physicians. She is on the boards of several non-governmental organizations focused on safety and environmental sustainability in health care.



EMILY GILL, M.B.Ch.B., B.Med.Sci., is a 2017-18 New Zealand Harkness Fellow in Health Care Policy and Practice. She is a full-time family physician in two rural practices in the Bay of Plenty in New Zealand, where she focuses on the management of complex chronic conditions in high-needs populations and is an advocate for improved coordination of care through clinical governance activities. After completing her medical qualifications, Gill spent time as a rural hospital medicine trainee in New Zealand and volunteered with Doctors Without Borders (Medicins Sans Frontiers) working on two projects in West Africa. Gill's research experience includes internships at the Australian National University's National Centre for Population Health and the National Institutes of Health in

Bethesda, Maryland, and she was the first recipient of a year-long research degree in general practice in New Zealand. She has published peer-reviewed articles on the management of diabetes in aged-care facilities and cardiovascular disease risk assessments in the community setting, and was an active member of the New Zealand Doctors-in-Training-Council (2009-2012, deputy chair 2010). Gill received her medical and research degrees from the University of Otago, and is a Fellow of the Royal New Zealand College of General Practice.



JONATHAN GONZALEZ-SMITH, M.P.a.F.F. is a senior research assistant at Duke University's Robert J. Margolis, MD, Center for Health Policy. He is responsible for helping lead the Center's work on international models of accountable care, health financing, global health innovation, and payment and delivery reform. Previously, Gonzalez-Smith worked as the Legislative Director for Texas State Representative Terry Canales and as Program Assistant for the national think-tank Demos. Gonzalez-Smith holds a Master of Public Affairs from the University of Texas LBJ School and a B.A. in Philosophy and International Relations from Northwestern University.



JOHN R. GRAHAM, M.B.A., is the Acting Assistant Secretary for Planning and Evaluation in the U.S. Department of Health and Human Services. He has almost two decades experience as a financial, economic, and policy analyst in the health sector. Working at a number of well-known non-profit research institutes, Graham has led research on topics including payment reform, regulation of drugs and medical devices, health information technology, and comparing international health systems. His research was influential in both Congress and state capitols, where he was frequently invited to testify on health policy. His short articles on health policy have appeared in media including the *Wall Street Journal*, *Washington Post*, and *Forbes*, where he contributed a regular column until joining the Administration in March 2017. Graham also served as vice-president for policy of AdvaMed, the Advanced Medical Technology Association. Previous careers included serving on the institutional sales and trading teams of investment banks, including Goldman Sachs, in Frankfurt, Germany and London, England; as well as army infantry platoon leader and military parachutist. Graham received his M.B.A. from the London Business School and his B.A. (with Honours) in economics and commerce from the Royal Military College of Canada. He is a Chartered Alternative Investment Analyst (CAIA Charterholder) and is an affiliate member of the CFA Society of Washington, D.C., having completed all three levels of the CFA (Chartered Financial Analyst) program.



BRADFORD H. GRAY, Ph.D., was previously 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. He was previously at Yale University where he directed the Institution for Social and Policy Studies (and its program on nonprofit organizations), as well as a health services research training program 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, the politics of health services research, and innovative health care organizations. He holds a Ph.D. in sociology from Yale University and is an elected fellow of The Hastings Center and AcademyHealth. He is member of the Institute of Medicine (now the National Academy of Medicine) and serves on the Report Review Committee at the National Academies.



ROBIN GUENTHER FAIA LEED Fellow is Principal of Perkins+Will and senior advisor to Health Care Without Harm. Robin works at the intersection of health care architecture, health and sustainable policy and participates in a wide range of leading edge advocacy initiatives while continuing to practice. Healthcare Design magazine named her the “#1 Most Influential Designer in Healthcare” in 2010 and 2011. In 2012, Fast Company included her as one of the “100 most creative people in business.” She is a Robert Wood Johnson Foundation Culture of Health Leader, and the author of “Sustainable Healthcare Architecture” published by Wiley. She coauthored the 2014 US Dept of Health and Human Services Sustainable and

Resilient Healthcare Infrastructure Toolkit. She was a TEDMED 2014 speaker, and keynoted Clean Med, European Healthcare Design and AIA Utah in 2015.



LOVISA GUSTAFSSON, M.B.A., joined The Commonwealth Fund in September 2016 as the program officer for Breakthrough Health Care Opportunities. In this role, Ms. Gustafsson is responsible for developing and managing all aspects of the program, identifying new breakthrough opportunities, and developing a strategy to build on the current initiatives already underway. Prior to joining the Fund, Ms. Gustafsson served as senior vice president for the Marwood Group, a health care advisory organization, where she managed various outsourced private equity due diligence and strategy consulting engagements. In this role her work focused on federal and state reimbursement and regulatory

trends and outlook, market research, and corporate strategy advisory services for investor, corporate, and non-profit clients. Before her role at the Marwood Group, she worked as a manager in corporate strategy and business development at McKesson, a senior consulting associate in quality and operations support for Kaiser Permanente, a senior policy analyst at the Commonwealth of Massachusetts Office of Medicaid, and a manager at Avalere Health LLC. Ms. Gustafsson earned an M.B.A. in healthcare management from the Wharton School at the University of Pennsylvania and a B.A. in Sociology from Harvard.



CECILIA HALLE is senior advisor and head of group of the Public Health and Health Care Division at the Swedish Ministry of Health and Social Affairs. Halle has wide experience of national and international health care policy development from the Government Offices of Sweden. Halle was principal secretary of the Governmental Commission that presented the current National Cancer Strategy for Sweden. She is also a board member of the Swedish alcohol retailing monopoly. Previously, Halle held several managerial and other senior positions at the Government Offices of Sweden at both the Ministry of Health and the Ministry

for Foreign Affairs.



MARGARET A. HAMBURG, M.D., Dr. Hamburg is an internationally recognized leader in public health and medicine. As Foreign Secretary of the National Academy of Medicine, she serves as senior advisor on international matters and liaison with other Academies of Medicine around the world. She is also President-elect of the American Association for the Advancement of Science (AAAS). Dr. Hamburg is a former Commissioner of the U.S. Food and Drug Administration (FDA), where she was known for advancing regulatory science, modernizing regulatory pathways, and globalization of the agency. Before this, she was founding vice president and senior scientist at the Nuclear Threat Initiative, a foundation dedicated to reducing nuclear, chemical and biological threats. Other positions have included Assistant

Secretary for Planning and Evaluation (HHS), Health Commissioner for New York City, and Assistant Director of the National Institute of Allergy and Infectious Disease. Dr. Hamburg currently sits on the Boards of the Commonwealth Fund, the Simons Foundation, the Global Alliance for Vaccines and Immunization, the Urban Institute, and the American Museum of Natural History. She serves in various

advisory roles, including the Harvard University Global Advisory Council and the Scientific Advisory Committee for the Gates Foundation. Dr. Hamburg is an elected member of the Council on Foreign Relations and the National Academy of Medicine, and a Fellow of the AAAS and the American College of Physicians. She has received numerous awards and honorary degrees. Dr. Hamburg is a graduate of Harvard College and Harvard Medical School.



MARGJE HAVERKAMP, M.D., Ph.D., is a 2017-18 International Women's Forum (IWF) Leadership Foundation Fellows Program. Previously, Haverkamp was a 2015-16 Dutch Harkness/VWS Fellow in Health Care Policy and Practice. She was a practicing internist and infectious disease specialist in the Netherlands. Haverkamp worked 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.

JENIFER HEALY is chief of staff in the Office of Global Affairs in the United States Department of Health and Human Services.



MATTHEW HERDER, J.S.M., LL.M., LL.B., is a 2017-18 Canadian Harkness/CFHI Associate in Health Care Policy and Practice. He is currently the director of the Health Law Institute at Dalhousie University in Halifax, Nova Scotia and is also an associate professor in the Dalhousie University Faculties of Medicine and Law. Herder's research focuses on biomedical innovation policy, with a particular emphasis on intellectual property rights and the regulation of biopharmaceutical interventions. His work is often interdisciplinary and policy-oriented, and he has received grants from the Canadian Institutes of Health Research and the Royal Society of Canada, in addition to appearing as an expert witness before several Parliamentary committees on pharmaceutical regulation and policy. Prior to arriving at Dalhousie, Herder was the Ewing Marion Kauffman Foundation Legal Research Fellow at New York University's School of Law. He was a Law Clerk at the Federal Court of Canada and was admitted to the Law Society of Upper Canada. Herder holds a master of the science of law degree from Stanford Law School as well as two law degrees from Dalhousie University.



SARAH HUF, M.B.B.S., M.R.C.S., is a 2017-18 U.K. Harkness Fellow in Health Care Policy and Practice. She is currently a clinical research fellow in the Department of Surgery and Cancer at Imperial College London, where she is completing a Ph.D. under the supervision of Professor Lord Ara Darzi. Her doctoral research involves applying behavioral economic theory to the field of breast and cervical cancer screening to improve public participation rates. Huf has collaborated with the Department of Health and Public Health England to evaluate the effect of health message content on screening rates, and her work has informed national screening policy. Huf also serves as a clinical advisor to the HELIX Centre for Health Design based at St. Mary's Hospital London. There, she partners

with designers and clinicians to trial and implement innovative healthcare designs within the system. She has trained clinically in the NHS for six years and is a registrar in general surgery with a specialist interest in breast cancer surgery. Huf completed her medical degree at Imperial College London and is a member of the Royal College of Surgeons.

ELINE HUISMAN is a junior policy advisor at the Embassy of the Kingdom of the Netherlands in Washington, D.C.



CÉLINE JAEGGY, is the counselor for labor, health and social welfare at the Embassy of France in the United States. Previously she worked for local government administrations and held various positions at the French Ministry of Labor, and Ministry of Health and social affairs in Paris. Between 2014 and 2016 she was in charge of Labor Policies at the French Minister of Labor's office. She graduated from the Institut d'Etudes Politiques of Strasbourg, and the Ecole Nationale d'Administration.



PATRICK JEURISSEN, Ph.D., M.P.A., is a full professor in fiscal sustainable health care systems at Radboud University Medical School, and the chief scientific advisor at the Ministry of Health, Welfare and Sport in the Netherlands. Jeurissen is an expert on the design and implementation of policies that specifically address issues of sustainability and affordability in health care. He has (co)-authored some 75 publications and is a sought for speaker on (inter)national forums. Patrick represents the Dutch government at OECD and EU on the sustainability of healthcare; and has been a consultant for WHO on these issues. His major interests are: strategic policymaking, health care finance and cost-containment policies, for-profit providers and payers, mental healthcare, solidarity in health care systems, and comparative health care system research. He holds a Ph.D. in health economics, his dissertation covers for-profit hospital ownership in the U.S., the U.K., Germany, and the Netherlands, and has an M.P.A., both degrees from Erasmus University in Rotterdam.



SIMON KENNEDY, M.Sc., was named Deputy Minister of Health, Canada, effective January 21, 2015. Previously, he served as the Deputy Minister of International Trade and Canada's G-20 Sherpa. He oversaw the trade portfolio through one of the most productive periods in the history of Canadian trade negotiations. During his tenure, negotiations were successfully concluded on the Canada-European Union Comprehensive Economic and Trade Agreement. Negotiations were also concluded on the Canada-South Korea Free Trade Agreement, Canada's first free trade agreement in Asia, and the treaty brought into force. Prior to his assignment at International Trade, Kennedy served as the Senior Associate Deputy Minister at Industry Canada from September 2010 to November 2012. One of his key responsibilities was to administer Canada's foreign investment review regime. For almost a year during this period, Kennedy was also the Prime Minister's representative on the Canada-U.S. Beyond the Border Working Group. In this role, he led the negotiation with the White House of the Canada-U.S. Action Plan for Perimeter Security and Economic Competitiveness, announced by the Prime Minister and President Obama in December 2011. Kennedy began his career with the public service in 1990, serving in a variety of progressively senior roles at Transport Canada, the Canadian Coast Guard, and Agriculture and Agri-Food Canada. He also held several senior positions at the Privy Council Office, the department supporting the Prime Minister, in the 1990s and 2000s. These most recently included two deputy-level appointments: Deputy Secretary to the Cabinet for Operations (2008-2010) and Deputy Secretary to the Cabinet for Plans and Consultation (2007-2008). Kennedy holds a bachelor of public relations from Mount Saint Vincent University and a master of science in communications management from Syracuse

University. He is a graduate of INSEAD's Advanced Management Programme. Kennedy also holds an ICD.D designation from the Institute of Corporate Directors.



KRISTINA KUHL, Dr., iur., is the personal assistant to State Secretary Lutz Stroppe at the German Federal Ministry of Health (since 2017). After working as a university research associate and a lawyer in health care law, she joined the Federal Ministry of Health in 2013. She obtained her doctorate in public law. She studied law in Freiburg and Berlin (2002-2007) and completed the legal clerkship in Berlin and Ottawa (2010-2012).



NATALIA KUREK is clinical advisor and private secretary to Professor the Lord Ara Darzi, director of the Institute of Global Health Innovation. She works across his portfolio supporting strategic work, academic research and policy development. Prior to joining Imperial College, Kurek completed her core surgical training in London and received her undergraduate degree in medicine from the University of Nottingham.



MICHAEL LAXY, Ph.D., M.Sc., M.P.H., is a 2017-18 German Harkness/B. Braun Stiftung Fellow in Health Care Policy and Practice. He is currently the head of a working group on 'Economics and Management of Diabetes' at the Institute of Health Economics and Health Care Management at the Helmholtz Zentrum München (German Center for Environmental Health). Laxy's research focuses on economic evaluation of prevention and treatment strategies for metabolic diseases, and the analysis of health policies targeting patient health behavior and quality of care. He is a co-investigator on the population-based KORA research platform and has held visiting research positions at the University of Cambridge and the University of Wisconsin-Madison. Laxy received his doctorate in medical research (public health and epidemiology) from the Ludwig Maximilians University München, and his thesis was awarded the 2016 Helmholtz Graduate Award. He also holds master's degrees in both public health and clinical and genetic epidemiology from the Ludwig Maximilians University München.



VIVIAN S. LEE, M.D., Ph.D., M.B.A., is the former senior vice president (SVP) for health sciences at the University of Utah, dean of the School of Medicine, and chief executive officer (CEO) of University of Utah Health Care. Serving from 2011 until 2017, Lee was responsible for an annual budget of more than \$3.3 billion; a health care system, health insurance plan, and over 1,400 board certified physicians; and the School of Medicine, the Colleges of Nursing, Pharmacy, Health, and a new School of Dentistry. Under her tenure as SVP, dean and CEO, she led the University of Utah to recognition for its health care delivery system innovations that enable higher quality at lower costs and with higher patient satisfaction. In 2016, University of Utah was ranked #1 among university hospitals in quality and safety, making it the 7th year in a row that the system was ranked in the top 10. As dean, she led the expansion of the School of Medicine class size by 50% with increased state funding. Also as SVP, she launched a \$500 million campus transformation construction project, for which she secured over \$180 million in private and state funds. In May 2017, Lee began a one-year sabbatical as a faculty member at the University of Utah. Funded by the National Institutes of Health

(NIH) for almost 20 years, Lee was elected to National Academy of Medicine (formerly, the Institute of Medicine) in 2015. She serves on the NIH Council of Councils advisory to the NIH director and has authored over 175 peer-reviewed research publications. She is also a director on the boards of two publicly traded companies, Merrimack Pharmaceuticals and Zions Bancorporation. Lee is a *magna cum laude* graduate of Harvard-Radcliffe Colleges, received a doctorate in medical engineering from Oxford University as a Rhodes Scholar, earned her M.D. with honors from Harvard Medical School, completed her residency in diagnostic radiology at Duke, where she also served as chief resident, and was valedictorian of her executive M.B.A. program at Stern School of Business, at New York University.



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 and management. Before establishing Vårdanalys, Lennartsson held the position of Undersecretary for EU and International Affairs the Ministry of Health and Social Affairs and has also served as 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.



JORAN LOKKERBOL, Ph.D., M.Sc., is a 2017-18 Dutch Harkness/VWS Fellow in Health Care Policy and Practice. He currently serves as the director of the Center of Economic Evaluation at the Netherlands Institute of Mental Health and Addiction and is a post-doctoral research fellow at the University Medical Center Groningen. Lokkerbol's research focuses on health system optimization and health economic evaluations of interventions targeting the treatment and prevention of mental disorders. He was recently awarded a prestigious Mental Healthcare Fellowship by the Netherlands Organization for Health Research and Development. Lokkerbol previously worked as a consultant at the Institute of Business and Industrial Statistics at the University of Amsterdam, where he supported professionals in healthcare and other service organizations in improving their processes using Lean Six Sigma methodology. He completed his master's degree in econometrics at the University of Amsterdam and his Ph.D. in mental health economics in the Department of Clinical Psychology at VU University Amsterdam.



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 and government relations positions. Mahon holds a B.A. in sociology from Queens College, City University of New York.



Institution and a faculty member at Stanford University.

MARK McCLELLAN, M.D., Ph.D., is the Robert J. Margolis Professor of Business, Medicine, and Policy, and director of the Margolis Center for Health Policy at Duke University. He is a physician-economist who focuses on quality and value in health care including payment reform, real-world evidence and more effective drug and device innovation. He is former administrator of the Centers for Medicare & Medicaid Services and former commissioner of the U.S. Food and Drug Administration, where he developed and implemented major reforms in health policy. He was previously senior fellow at the Brookings



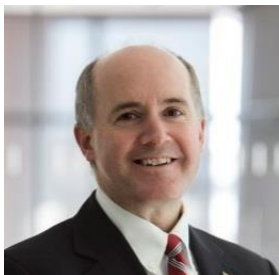
He publishes his analyses regularly on medicalfuturist.com.

BERTALAN MESKO, Ph.D., is a medical futurist, analyzing how science fiction technologies can become reality in medicine and healthcare. As a physician with a Ph.D. in genomics, he is also an Amazon Top 100 author. With more than 500 presentations, including courses at Harvard, Stanford, and Yale University, Singularity University's Futuremed course at NASA Ames campus and organizations including the ten biggest pharmaceutical companies, he is one of the top voices globally on healthcare technology. Mesko was featured by dozens of top publications, including CNN, the World Health Organization, *National Geographic*, *Forbes*, *TIME Magazine*, BBC, and *The New York Times*.



Pulmonary and Critical Care, and medical director for respiratory care. Mette also served as an associate professor in the Department of Medicine at Tufts University School of Medicine in Boston and, prior to that, as a clinical associate professor in the Department of Medicine at the University of Vermont School of Medicine. Mette received his medical degree from Cornell University Medical College in New York and then completed his internal medicine residency at the Hospital of the University of Pennsylvania in Philadelphia, where he served as chief resident. He also completed clinical and research fellowships in the Cardiovascular-Pulmonary Division of the Hospital of the University of Pennsylvania, where he went on to serve as a clinical assistant professor from 1989 to 1995.

STEPHEN METTE, M.D., is chief clinical officer for University of Arkansas for Medical Sciences (UAMS) Medical Center and executive associate dean for clinical affairs in the UAMS College of Medicine. He is a professor in the Division of Pulmonary and Critical Care in the Department of Internal Medicine. Mette came to UAMS from the Maine Medical Center in Portland, Maine, where he was chief of the Department of Critical Care for six years and chair of Critical Care Services for nine years. Earlier posts at Maine Medical Center included president of the medical staff, director of the Division of



colonel in the United States Air Force. He is a *Phi Beta Kappa* and *summa cum laude* graduate of Union College and *magna cum laude* graduate of Albany Medical College. He earned a master's degree at Oxford University where he was a Rhodes Scholar. In addition, he holds a master's degree from the Department of Health Policy and Management from the Harvard School of Public Health and served as a fellow in the U. S. Senate Labor and Human Resources Committee's health office.

GREGG S. MEYER, M.D., M.Sc., is the chief clinical officer of the Partners Healthcare System in Boston, Massachusetts, responsible for overall direction, operations, and management of system aspects of healthcare delivery throughout the Partners Healthcare delivery system. Meyer previously served as the chief clinical officer and executive vice president for population health at Dartmouth-Hitchcock Medical Center, and held leadership positions at the Massachusetts General Hospital and Massachusetts General Physicians Organization (MGPO), the Agency for Healthcare Research and Quality (AHRQ), and Uniformed Services University of the Health Sciences (USUHS) where he served as a



DONALD MOULDS, Ph.D., is executive vice president for programs at The Commonwealth Fund. Prior to joining the Fund, 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.



NANCY NAYLOR is the Associate Deputy Minister, Health System Delivery and Implementation, for the Ontario Ministry of Health and Long-Term Care (MOHLTC), leading two large divisions. Her responsibilities include oversight of primary care, home and community care, local health integration networks, health system funding reform, and the advancement of quality initiatives. Naylor is chair of HSSOntario's board of directors and a member of CIHI's board of directors. Before joining the MOHLTC in 2014, Naylor served as an assistant deputy minister in the ministries of Finance as well as Education, Training Colleges and Universities and has held other senior positions in the Ontario government.



LaQUANDRA S. NESBITT, M.D., M.P.H., is the Director of the Washington, D.C. Department of Health. She was appointed to this position in January 2015 by Mayor Muriel Bowser. In this role, Nesbitt has addressed critical public health issues including the impact of medical marijuana and decriminalization of marijuana possession on public health, the role of health in enhancing a city's resilience, and innovation in healthcare delivery and its impact on high cost, high need and other special populations. Prior to her role in DC, Nesbitt served as the Director of the Louisville Metro Department of Public Health and Wellness where she led initiatives focused on Affordable Care Act implementation, health equity, and violence prevention. She is a board-certified family physician, and received her bachelor of science degree from the University of Michigan, her medical degree from Wayne State University School of Medicine, and a master of public health in health care management and policy from the Harvard School of Public Health.



MAGNE NYLENNA, M.D., Ph.D., is the specialist director for education at the Norwegian Institute of Public Health and professor of community medicine at the University of Oslo, Norway. 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).



SALLY OKUN, R.N., M.M.H.S., is vice president for policy and ethics and human protections administrator at PatientsLikeMe. Since joining the company in 2008 she has overseen numerous aspects of the site's early development related to health data integrity, medical ontology, and drug safety monitoring platform. Sally ensures that patient voice and insight are integrated into diverse health policy initiatives at the national and global level, and is the company's liaison with external organizations, government and regulatory agencies. She oversees the company's Research Collaboration Agreement with the U.S. Food and Drug Administration Center for Surveillance and Epidemiology. Sally is frequently sought to represent the patient perspective at numerous external activities, advisory boards and expert panels. She is a member of the National Academy of Medicine's (NAM) Leadership Consortium on Science and Value Driven Healthcare and was a member of Consensus Committee for the NAM report *Vital Signs: Core Metrics for Health and Healthcare Progress*. Sally is a member of The Commonwealth Fund's National Advisory Group on Health Care Delivery System Reform; is a member of the Board of Directors for Public Responsibility in Medicine and Research (PRIM&R) and the Advisory Group for the Duke Margolis Center for Health Policy Collaborative on Real World Evidence. A Registered Nurse, she practiced as a community based palliative care specialist and completed her graduate studies in health policy at The Heller School for Social Policy & Management at Brandeis University. She was a 2010 Fellow in Biomedical Informatics for the National Library of Medicine and a 2014 Salzburg Global Fellow in New Paradigms for Behavioral and Mental Health.



ROBIN OSBORN, M.B.A., is vice president and director of The Commonwealth Fund's International Health Policy and Practice Innovations program. In these roles she has responsibility for the Fund's annual International Symposium on Health Policy, annual international health policy surveys of 11 countries; the Harkness Fellowships in Health Care Policy and Practice; IHI/Commonwealth Fund International Program on Frontline Delivery System Innovations; program on Frugal Innovations; the Fund's International Working Group on High Need/High Cost Patients; and 22 international partnerships with Ministries of Health, research organizations, and health foundations. The core countries participating in the Fund's international program are: Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Sweden, Switzerland, the United Kingdom, and the United States. Currently she serves on Price Waterhouse Coopers Health and Care System Architecture Advisory Group and WHO Global Health and Ageing Working Group. 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 founding 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; 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.



HOANGMAI PHAM, M.D., M.P.H., is the vice president for provider alignment solutions at Anthem, where she is responsible for developing and refining its provider payment models that reduce the cost of care while rewarding improvements in quality and access. Additionally, she is focused on developing new products and networks built on a foundation of value-based care, and overseeing Anthem's Enhanced Personal Health Care initiative, a program that focuses on patient-centered care and reimburses doctors for value-based, rather than volume-based, performance. Prior to joining Anthem in 2017, Pham was a founding official at the Center for Medicare & Medicaid Innovation (CMMI), where she served as chief innovation officer and was responsible for implementation of the alternative payment model provisions of the Medicare Access and CHIP Reauthorization Act (MACRA) and other multi-organizational initiatives for the Center. Pham's earlier work at CMMI included responsibility as the director of the Seamless Care Models Groups, overseeing the design and testing of models on accountable care organizations and advanced primary care, including the Pioneer and Next Generation ACO Models and Comprehensive Primary Care Initiative. Previously, she was senior health researcher and co-director of research at the Center for Studying Health System Change and Mathematica, an independent health policy organization. A general internist, Pham has published extensively on payment policy issues including care fragmentation and coordination, and also practiced for several years at safety net clinics in the Washington D.C. area. Pham received her undergraduate degree from Harvard University, her M.D. from Temple University, and her M.P.H. degree from Johns Hopkins, where she was also a Robert Wood Johnson Clinical Scholar.



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 more than 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 nine 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. Rapoport is an active member of The American Association for Public Opinion Research and is a member of the AAPOR Education Committee and Online Education Subcommittee. In 2013, Rapoport partnered with others on the Pennsylvania-New Jersey chapter of The American Association for Public Opinion Research Executive Council to expand and revitalize the Pennsylvania-New Jersey chapter of The American Association for Public Opinion Research (PANJAAPOR). 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.



NILS OLAV REFSDAL, M.A., is a senior advisor at the Norwegian Royal Ministry of Health and Care Services. He works with research and innovation in the hospital sector, particularly public/private sector cooperation, personalized medicine and health data and biobanks. Refsdal has previously worked at the Norwegian National Research Ethics Committees and the Norwegian Directorate of Health. He holds a university degree in political science.



KATHLEEN REGAN, M.P.H., is the executive vice president and chief operating officer of The Commonwealth Fund. 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 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, 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. Regan has served on numerous private and public boards of health care companies and currently serves on the board of the International Women's Health Coalition, Boston Children's Hospital, and Power of Two. She received a B.A., *cum laude*, from Princeton University and an M.P.H. from Columbia University's Mailman School of Public Health.



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.



JESSICA L. ROACH, M.P.H. is a Global Health Officer within the U.S. Department of Health and Human Services' Office of Global Affairs, covering Western Europe and the Organization for Economic Cooperation and Development. Prior to this role, she was a Project Officer with the State Innovation Group at the Centers for Medicare and Medicaid Services' Innovation Center (CMMI). There, she worked with state governments to test their ability to use regulatory and policy levers to accelerate health care transformation. Before joining the CMMI, Roach worked at MedStar Health, serving first as the Community Health Analyst, and then as the Community Health System Manager. In this capacity, she managed the annual community benefit reporting process, ensuring the integrity of data collection and validation. She also provided training and oversight concerning community health

programming and evaluation, making certain that programs and services were tailored to the needs of vulnerable and underserved populations. In 2010, Roach was a Global Health Service Fellow at The AIDS Support Organization in Mbale, Uganda, where she conducted research on the prevalence of malnutrition among HIV-positive pediatric clients. She received an M.P.H. with a focus in global health from The George Washington University and a B.S. in biology from the University of Michigan.



DANIELLE RODIN, M.D., M.P.H., FRCPC, is a 2017-2018 Canadian Harkness/CFHI Fellow in Health Care Policy and Practice. She recently completed her training in radiation oncology at the Princess Margaret Cancer Centre and Sunnybrook Health Sciences Centre in Toronto. Rodin has published more than 30 peer-reviewed papers in the areas of health technology assessment and global health systems as they related to the field of oncology. She was a commissioner for the Lancet Oncology Commission in 2015 and an economics consultant for the International Atomic Energy Agency in 2017. Within the agency's Division of Human Health, Rodin's work focused on the implementation and sustainability of radiotherapy programs in low-resource settings. While completing her M.P.H. in qualitative methods at Harvard University, Rodin helped launch the Global Task Force on Radiotherapy for Cancer Control (GTFRCC) and developed a scientific framework to establish the impact of enhanced access to radiotherapy on human welfare, labor productivity, and national income. She received her medical degree from the University of Toronto.



SONIA ROSCHNIK, is the chair of the Sustainable Healthcare Coalition, an international cross private and public sector group looking to improve the sustainability of pharmaceuticals and medical devices. Roschnik recently worked as Head of the Sustainable Development Unit for the NHS and health sector in England which pioneered system wide approaches. She has supported WHO Europe to publish a strategic approach to Environmental Sustainable Health Systems, the Chinese health sector to establish a green sustainable health and care strategy and is a key author of the World Bank report on Climate Smart Healthcare (2017). She has regularly worked as an advisor to WHO and UNDP on sustainability and health programs. Roschnik is studying for a masters in Systems thinking with the Open University and is currently based in Abu Dhabi and Europe.



LEWIS G. SANDY, M.D., FACP is executive vice president of Clinical Advancement, UnitedHealth Group. At UnitedHealth Group (UHG) he focuses on clinical innovation, payment/delivery reforms to modernize our health care system, and physician-health professional collaboration. He also is a principal in the UnitedHealth Center for Health Reform and Modernization, with a focus on payment/delivery innovation and policy. From 2003 to 2007, he was EVP and Chief Medical Officer of UnitedHealthcare, UHG's employer/individual health benefits business. From 1997 to 2003, he was EVP of The Robert Wood Johnson Foundation (RWJF). At RWJF, he was responsible for the Foundation's program development and management, strategic planning, and administrative operations. Prior to this, Sandy was a program vice president of the Foundation, focusing on the Foundation's workforce, health policy, and chronic care initiatives. A former RWJF Clinical Scholar and Clinical Fellow in Medicine at the University of California, San Francisco, Sandy served his internship and residency at the Beth Israel Hospital in Boston. He serves on a number of Boards and Advisory Groups, including the Board of the National Quality Forum (NQF) and Panel of Health Advisors for the Congressional Budget Office (CBO). An internist and former health center medical director at the Harvard Community Health Plan in Boston, Massachusetts, Sandy received his B.S. and M.D. degrees from the University of Michigan and an M.B.A. degree from Stanford University. He is a senior fellow of the University of Minnesota School of Public Health, Department of Health Policy and Management.



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MARCEL SAULNIER, M.Sc., is associate assistant deputy minister of the Strategic Policy Branch at Health Canada, where he oversees work focused on the development of a new health accord. He has held other senior positions at Health Canada, including director general of health care strategies, and director general of policy coordination and planning. He played a key role in supporting the work of the federal Advisory Panel on Healthcare Innovation which released its report in June 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. Saulnier has a master's degree in economics from l'Université de Montreal, and a bachelor's in economics from



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. Schmeissner 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.

PETER SCHMEISSNER, Ph.D. is the Director for Europe and Eurasia and Acting Director for Multilateral Affairs in the Office of Global Affairs at the U.S. Department of Health and Human Services (HHS). 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 was responsible for 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. Centers for Disease Control and Prevention, the U.S. Food and Drug Administration, and the U.S. National Institutes of Health. Before joining HHS, Schmeissner served as a



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

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

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.



MARTINA SCHWAB, M.A., is deputy head of the Global Health Section in the International Affairs Division at the Swiss Federal Office of Public Health. Previously, she worked at the Swiss State Secretariat for Economic Affairs in the field of international development cooperation, at the Swiss Delegation to the OECD in Paris, and as a consultant in the area of public management. She holds a M.A. in International Affairs and Governance from the University of St. Gallen.



SHANOOR SEERVAI, M.P.P., joined The Commonwealth Fund in September 2017 as the senior research associate to the president and as a communications associate. In these roles, she provides data analysis and background research support, and assists the president with writing and revising publications and creating presentation materials for his speaking engagements. She also works closely with the communications department to prepare materials for the Fund website, and drafts blogs, op-eds and other pieces for publication. Seervai holds a master in public policy from the Harvard Kennedy School, where she helped prepare an expert brief on child migration, and served as editor-in-chief of the *Kennedy School Review*. She also wrote news and feature stories about health care for Stat News. Prior to graduate school, Seervai worked as a journalist in India, as a reporter for *The Wall Street Journal*, and as a freelance writer. She earned her B.A. in international relations, *magna cum laude*, from Brown University.



ARNAV SHAH is the research associate for the Commonwealth Fund's research and policy department under Eric Schneider, M.D. In this role, Shah provides support to a department charged with adding value to the Fund's work in all of its core areas, working with staff to develop the research design of grant proposals and future publications, as well as reviewing those proposals or publications. Shah came to the Fund from the University of Michigan's Gerald R. Ford School of Public Policy where he completed a master's in public

policy. Prior to graduate school, Shah was a research assistant in the Health Policy Center of the Urban Institute, supporting projects on Medicaid, Medicare, the Children's Health Insurance Program (CHIP), provider payment reform, health information technology, access to care, and quality improvement. From 2011 to 2012, he was a health policy intern for the Center on Budget and Policy Priorities, where he researched and wrote on the Affordable Care Act, Medicare, Medicaid, and CHIP. During graduate school, he worked for the Center for Healthcare Research and Transformation and the University of Michigan's Center for Value-Based Insurance Design. A native of New York City, Shah obtained his B.A. in political science at George Washington University.



VANILA M. SINGH, M.D., MACM is the Chief Medical Officer for the Office of the Assistant Secretary for Health at the U.S. Department of Health and Human Services (HHS) on June 12, 2017. For the past 13 years, Singh has been a clinical associate professor of anesthesiology, perioperative and pain medicine at Stanford University School of Medicine. Board-certified in both anesthesiology and pain medicine, she specializes in treating patients with complex chronic pain issues. Her practice focuses on regional anesthesia with a specialty in advanced ultrasound-guided procedures for pain management and anesthesia medicine. She graduated from the University of California at Berkeley with a bachelor of science degree in both molecular and cell biology and economics. She received her medical degree from the George Washington University School of Medicine & Health Sciences. Singh completed her internal medicine internship at Yale University School of Medicine and her anesthesiology residency and pain medicine fellowship at Cornell-Weill New York Hospital, which included training at Memorial Sloan Kettering and the Hospital for Special Surgery. She received a master's degree in academic medicine through the University of Southern California's Keck School of Medicine in 2016.



ALBERT L. SIU, M.D., M.S.P.H., is Professor of the Brookdale Department of Geriatrics and Palliative Medicine at the Icahn School of Medicine at Mount Sinai, and the director of the Geriatric Research, Education, and Clinical Center (GRECC) at the James J. Peters Veterans Affairs (VA) Medical Center. He is the Chair Emeritus (Chair from 2003-17) of the Department of Geriatrics and Palliative Medicine—one of the largest geriatrics programs in the nation. As chair, he grew the clinical, educational, and research programs of the department, which houses a number of signature programs, including the Hertzberg Palliative Care Institute, Center to Advance Palliative Care, National Palliative Care Research Center, Martha Stewart Center for Living, Bronx VA GRECC, and several collaborative programs in geriatrics education, including the Portal of Geriatric Online Education, Donald W. Reynolds Consortium for Faculty Development to Advance Geriatric Education, and New York Consortium of Geriatrics Education Center. The department's clinical programs together account for more than 25,000 outpatient visits, more than 6,000 inpatient visits, and more than 1,500 home visits to primary care patients annually. He is the PI of the NIA Claude Pepper Center at Mount Sinai. Siu earned his M.D. from Yale Medical School and an M.S.P.H. at the University of California, Los Angeles (UCLA) School of Public Health. He completed a residency in internal medicine and a Robert Wood Johnson Clinical Scholar fellowship at UCLA. He joined the UCLA medical faculty in 1985, with a joint appointment at the RAND Corporation. Siu served as chief of the Division of Geriatric Medicine at UCLA from 1989 until his departure in 1993 to become a deputy commissioner in the New York State Department of Health. In 1995, he joined Mount Sinai as a professor in the Department of Health Policy. From 1998 to 2002, he was the Clifford Spingarn professor of medicine and chief of general internal medicine at Mount Sinai, before becoming chair of the Department of Geriatrics and Palliative Medicine. Siu served for 12 years on the US Preventive Services Task Force as a member, Vice Chair and Chair. He is a senior associate editor at *Health Services Research*. He has served on foundation and nonprofit boards. Siu's research aims to improve the quality and delivery of care provided to geriatric populations. His studies have focused on the measurement and improvement of

functional outcomes in the elderly, as well as evaluations of system interventions to improve the care for chronic illness.



MAREN SKASET, M.D., Ph.D., M.H.A., M.Sc., is deputy director general at the Norwegian Royal Ministry of Health and Care Services, where she heads the division for primary health care. She spent more than 7 years doing research and teaching at the Medical Faculty at the University of Oslo. Before she started in her current position in the Ministry, she worked with specialist health care, both in the South-East Regional Authority and in the Ministry. Skaset is a medical doctor by profession, and holds a university degree in political science as well as an M.D.



STEFAN SPYCHER, Dr. rer. pol., is vice director-general of the Federal Office of Public Health 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 the Federal Office of Public Health, Spycher was head of the Swiss Health Observatory and director of a private applied research institute.



ANNA BABETTE STIER, Ph.D., is the head of the Directorate for European and International Health Policy at the German Federal Ministry of Health in Berlin, a position she has held since the beginning of 2017. After her second state examination in law, followed by a Ph.D. at Ludwig-Maximilians University in Munich which she defended with a thesis on “Proper Rights,” she worked at the Federal Chancellery in the area of ‘Coordination with the *Bundesrat*’ and was head of the Division for Parliament and Cabinet Affairs at the Federal Ministry of Labour and Social Affairs and the Federal Ministry of Health.



MARIANNE STORM, Ph.D., M.Sc., is a 2017-18 Norwegian Harkness/Research Council of Norway Fellow in Health Care Policy and Practice. She is currently a professor and lecturer at the Institute of Health Sciences at the University of Stavanger. Storm has been the principal or co-investigator on three research projects supported by the Norwegian Research Council, and is a member of the steering board of the Norwegian Health Services Research Network. She has developed and conducted complex interventions involving health professionals and patients in mental health and elder care, aimed at improving quality through organizational learning, education and training, and inter-professional collaboration. Storm’s Ph.D. work included the development of the “Service user involvement in practice” intervention, which is included in Norway’s revised guidelines for the “Diagnosis, treatment and follow-up of people with psychosis disorder.” She received a Fulbright Scholarship to serve as a postgraduate fellow at the Yale School of Medicine where she worked with Professor Larry Davidson. Storm’s publications include 29 peer-reviewed articles in journals such as *BMJOpen*, *BMC Health Services Research*, and the *International Journal of Integrated Care*. She received her Ph.D. in management from the University of Stavanger and a master’s of health science degree from the University of Bergen.



THE HONORABLE LUTZ STROPPE was appointed State Secretary of Germany's Federal Ministry of Health on January 7, 2014. From July 2012 to December 2013 he served as State Secretary at the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth where he was Head of Directorate-General 5 "Children and Youth" from 2010 to 2012. From 2006 to 2010, he acted as head of department at the federal headquarters of the Christian Democratic Union. From 2001 until 2006 he was head of office to the former Federal Chancellor Dr. Helmut Kohl. He started his professional career at the Konrad-Adenauer-Foundation. Stroppe studied history and political sciences.



THE HONORABLE PASCAL STRUPLER, Secretary of State for Health. After graduating from the University of Bern with a degree in law and from the IDHEAP Swiss Graduate School of Public Administration, Pascal Strupler pursued his career in the Federal Administration. He held various positions in four Federal Departments (Ministries). He began in the Federal Department of Finance before joining the State Secretariat for Economic Affairs. After working at the Swiss embassy in Moscow and at the Office for European Affairs, he was appointed personal advisor to Federal Councillor Pascal Couchepin. He then served as Secretary General of the Federal Department of Home Affairs for seven years. Since January 2010, Pascal Strupler is Director-General of the Federal Office of Public Health.



ANDREA THOUMI, M.P.P., M.Sc. is a managing associate at the Duke-Margolis Center for Health Policy and senior research manager at the Duke Global Health Innovation Center. She has over 8 years' experience in research, policy analysis and project management in health policy, health financing, and global health. In her current role, Thoumi manages the Margolis Center's activities related to policy to support care delivery innovation in different country settings, global accountable care, and universal health coverage in low- and middle-income countries. She is the Duke project lead for the African Collaborative for Health Financing Solutions, Duke/Duke-NUS Joint Program on Health Policy and Innovation, and Global Experiences with Accountable Care. She also collaborates with Duke global health leadership to develop strategic partnerships and country-level engagements, including in England, Singapore, and India. Prior to Duke, Andrea was a research associate at the Brookings Institution, managing research on global accountable care and alternative payment models for oncology and diabetes. She was a senior analyst at Pricewaterhouse Coopers (PWC), conducting monitoring and evaluation for the Global Fund to Fight AIDS, Tuberculosis, and Malaria HIV/AIDS programs in Argentina and Belize. Andrea has also consulted for the World Bank and Pan American Health Organization. She holds a Master in Public Policy with a concentration in economics and international development from Georgetown University, an MSc in Health Policy, Planning and Financing from the London School of Economics and the London School of Hygiene and Tropical Medicine, and BA in Community Health and International Relations from Tufts University.



ALISON THOM is a member of the executive leadership team in the New Zealand Ministry of Health and works across the Ministry and sector to make significant shifts to improve Māori health. Thom's values and interests are grounded in her positive experiences of whānau and community, being a member of the unique iwi of Ngāpuhi and her professional identity as a social worker. Her leadership roles have been across the public, not-for-profit and iwi sectors, commonly with an interest in improving the wellbeing and welfare of New Zealanders, particularly Māori. She began her social work career in the Ministry of Māori Affairs before

working for a number of years in various roles at child, youth and family. She led SAFE, a sex offender treatment program, her own Iwi's organization, Te Rūnanga-Ā-Iwi O Ngāpuhi and worked in senior roles at Te Puni Kōkiri, Corrections and the Ministry of Education.



MAIKE TIETSCHERT, Ph.D., M.Sc., is a 2017-18 Dutch Harkness Fellow in Health Care Policy and Practice. She recently completed her doctoral studies in Maastricht University's Department of Health Services Research under a grant from The Netherlands Organization for Scientific Research Graduate Program. Tietschert's research focuses on evaluating and improving integrated care from the patient's perspective, and she has special interest in facilitating cross-country and cross-cultural learning. She has contributed to guidelines for translating, adapting, and validating surveys that measure patient experiences of integrated care for cross-cultural use. Working with researchers at the Harvard T.H. Chan School for Public Health and Maastricht University, she successfully adapted and validated the Patient Perception of Integrated Care (PPIC) Survey for use in the Netherlands. Tietschert is also part of a Harvard-based research team that is looking at how to distinguish high- and low-performing physician organizations based on patient perceptions of care. She has taught on topics related to strategic management, research methods, and patient logistics, and served as the Ph.D. representative for Maastricht University's Care and Public Health Research Institute. Tietschert obtained her master's of science degree in health policy, innovation, and management *cum laude* from the Care and Public Health Research Institute at Maastricht University.



CLAUDIA FONTANA TOBIASSEN is the commercial attaché at the Embassy of Switzerland in Washington, D.C. Previously she was deputy chief of mission at the Embassy of Switzerland in Accra, Ghana, and at the Consulate General of Switzerland in Rio de Janeiro, Brazil. Prior to that, she served as a consular officer in various positions in Atlanta, Vienna, Rabat, Stockholm and Amsterdam over a period of 15 years. Before joining the Swiss Federal Department of Foreign Affairs, she worked in the international client division of the Swiss Bank Corporation and in the accounting department of an insurance company.



KARA OSBORNE TOWNSEND, M.P.H., is the Deputy Assistant Secretary for Planning and Evaluation in the Office of Disability, Aging, and Long-Term Care Policy in the U.S. Department of Health and Human Services. She leads a team of policy experts focused on evaluating and strengthening intra- and inter-departmental work on patient-centered care, innovative program and payment models, and regulatory design. The Office of Disability, Aging, and Long-Term Care Policy also serves as a key advisor to the Secretary on budgetary, legislative, and regulatory issues relating to mental health and substance use disorders, the aging population, and individuals with disabilities. Prior to joining ASPE, Townsend served as a health care policy advisor to the U.S. Senate Committee on Health, Education, Labor, and Pensions under the leadership of Chairman Lamar Alexander. During her time on the Committee, she was a key contributor to several consequential bills ultimately signed into law including the 21st Century Cures Act and the Older Americans Act Reauthorization of 2016. Townsend has also served in the U.S. Senate Office of the Republican Leader, Senator Mitch McConnell and worked in other health care advocacy roles. She also conducted biochemistry research on ligand-receptor binding structure and function as a lab assistant at the University of Kentucky. Townsend holds a master's degree in public health from the George Washington University Milken Institute School of Public Health and a biology degree from the University of Kentucky.



ANJA WEHLER-SCHÖCK currently serves as counselor at the German Embassy in Washington, D.C. In this capacity, she manages the portfolios on labor, social and health policy as well as migration/immigration and gender. From 2012 to 2017, she headed the Amman Office of the German Friedrich-Ebert-Stiftung (FES) and was responsible for the foundation's work in Jordan and Iraq. In this, her focus was on promoting democracy and social justice with activities covering a broad spectrum, ranging from parliamentary consultations to youth projects and a special line of work dedicated to Political Islam. Wehler-Schoeck joined FES in 2005 and has held various positions at the Berlin headquarters of the organization. Before relocating to Jordan in 2012, she served as desk officer for the United States, Canada, and Japan. Prior to joining FES, her tasks led her to Tunisia, Jordan, and the United States. She is the author of several German and English language publications, including a book on women's rights in Jordan as well as numerous articles on political developments in the Middle East. Wehler-Schoeck holds a dual master's degree in political science from Sciences Po Paris, France, and the Free University of Berlin, Germany.



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. He is an appointed member of MACPAC, the Medicaid and CHIP Payment and Access Commission. A trustee 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.



KIMBERLYDAWN WISDOM, M.D., M.S., is the senior vice president of Community Health and Equity, and the chief wellness and diversity officer at Henry Ford Health System (HFHS). She was named to this position in 2011. Wisdom leads quality initiatives to address health care equity/health disparities, and provides leadership to address access to healthcare. She also leads the Wellness Center of Excellence. Wisdom is an assistant professor of Medical Education at the University of Michigan (UM) Medical Center, and serves as adjunct assistant professor in the Department of Health Behavior and Health Education at UM School of Public Health. In 2003, Governor Jennifer Granholm appointed Wisdom as Michigan's—and the nation's—first state-level Surgeon General. Wisdom's *Prescription for a Healthier Michigan* was her blueprint for addressing programmatic, partnership and policy aspects of physical inactivity, unhealthy eating habits, childhood lead poisoning, tobacco use, chronic disease, infant mortality, unintended pregnancy, and health disparities. She also directed a \$5 million W.K. Kellogg-funded project called "Generation With Promise" designed to reverse childhood obesity trends in a generation through youth leadership and community engagement. Dr. Wisdom served for eight years as Surgeon General. She is the recipient of numerous awards, has authored

several peer-reviewed publications, appeared on national television, including ABC's *Nightline*, and has presented to audiences across the country and internationally.



DON WRIGHT, M.D., M.P.H., was named the Acting Assistant Secretary for Health at the U.S. Department of Health and Human Services (HHS) on February 10, 2017. The Assistant Secretary for Health leads development of HHS-wide public health policy recommendations, oversees 12 core public health offices — including the Office of the Surgeon General – and 11 advisory committees. Wright is also the Deputy Assistant Secretary for Health and Director of the Office of Disease Prevention and Health Promotion (ODPHP), a position he has held since January 3, 2012. From 2007 to 2009, he was the HHS Principal Deputy Assistant Secretary for Health. During this time, he was appointed by President George W. Bush to serve as the alternate U.S. delegate to the World Health Organization Executive Board. As director of ODPHP, Wright leads the coordination and policy development for public health and prevention activities within the Office of the Assistant Secretary for Health. ODPHP is responsible for Healthy People program, a framework for public health priorities and actions laid out in a comprehensive set of 10-year national health objectives, as well as the Dietary Guidelines for Americans and the Physical Guidelines for Americans. Currently, Wright also is serving at the Acting Executive Director of the President's Council on Fitness, Sports and Nutrition. Prior to joining ODPHP, Wright served as the Deputy Assistant Secretary of Healthcare Quality. Earlier, he was director of the Office of Occupational Medicine for the U.S. Department of Labor, where he built strong governmental and non-governmental partnerships addressing safety and health. Wright received an undergraduate degree from Texas Tech University, a medical degree from the University of Texas, and a master's degree in public health from the Medical College of Wisconsin. He completed his family medicine residency training at Baylor College of Medicine and is board-certified in both Family Medicine and Preventive Medicine. He is a fellow of the American College of Occupational and Environmental Medicine and the American Academy of Family Physicians.



WILLIAM WYNN-JONES, M.B.B.S., M.Sc., FRCA, MRCP, is a 2017-18 U.K. Harkness Fellow in Health Care Policy and Practice. He most recently completed a healthcare management fellowship with HCA Healthcare UK, where he served as the specialist advisor to the chief medical officer. At HCA, Wynn-Jones received an HCA innovation award and was shortlisted for an HSI Rising Star Award for his work in developing a new healthcare management training program and his research into cost prediction in cardiac surgery. He is currently a senior anesthetic registrar in North West London, and has a strong interest in obstetric anesthesia and perioperative medicine. As a junior registrar, Wynn-Jones initiated and led an infant nutrition health-marketing project with Best Beginnings, NHS London and the Department of Health. He was previously a clinical fellow on the National Medical Director's Fellowship under Sir Bruce Keogh and was based at the Association of British Healthcare Industries. He has since undertaken fellowships in the medical device industry exploring device design, evaluation, and pricing. He holds a master's degree in health economics, policy, and management from the London School of Economics, and he completed his medical degree at King's College London. He is a member of the Royal College of Physicians and a fellow of the Royal College of Anaesthetists.

International Health Policy Staff



MOLLY FITZGERALD, M.P.H., joined The Commonwealth Fund in August 2016 as program associate for fellowships and research within the International Program in Health Policy and Practice Innovations. In this role, FitzGerald supports the Harkness Fellowships, annual international health policy survey, international meetings, and department activities. She is also the coordinator of the Australian-American Health Policy Fellowship. Prior to joining The Commonwealth Fund, FitzGerald was the assistant director of development for Rocking the Boat, a youth-serving nonprofit in the South Bronx, and prior to that, an education coordinator in the department of family and social medicine at

Montefiore Medical Center/Albert Einstein College of Medicine. FitzGerald earned an M.P.H. from Columbia University and graduated *Phi Beta Kappa* from Trinity College.



AISHA GOMEZ is the 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, keeping 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 R. HILL is the program associate for administration and grants management in The Commonwealth Fund's International Program in Health Policy and Practice Innovations. Hill joined the Fund in May 2015 as program assistant and was promoted in July 2016. She was most recently at 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 at The Commonwealth Fund, Hill has primary responsibility for management of board and small grants, program budgets, and accounting functions. She also

has day-to-day administrative responsibility for the program's internal activities as well as the Harkness Fellowship program, and manage contractual arrangements with international survey and fellowship partners. Hill graduated *magna cum laude* with a B.A. in history from Quinnipiac University in May 2012. She is currently pursuing an M.B.A. in the evenings at NYU's Stern School of Business.



LAURA PRONOVOST is the program manager for The Commonwealth Fund's International Program in Health Policy and Practice Innovations, supporting the vice president in coordinating the work of the department, including daily operations and the IHP team, oversight of the annual IHP calendar, events (the International Symposium, bilateral international meetings, all Harkness Fellowship meetings), marketing for the Harkness Fellowships, and IHP website and communications. Before joining the Fund on September 18, 2017, she was the senior development coordinator at Phoenix House, a nonprofit that provides drug and alcohol addiction treatment, where she worked

since 2013. At Phoenix House, she worked with the vice president of development to create and execute

high-level events, including fundraising galas, donor cultivation events, and speaking programs for leading clinicians. Prior to working at Phoenix House, Pronovost worked for the Avon Walk for Breast Cancer to produce a successful event with over 3,000 participants that raised more than \$8 million. Pronovost also held an interim program assistant position at the Ford Foundation and was the interim director of public information and the visitors center at Columbia University. She earned her B.A. in political science from American University.



ROOSA TIKKANEN, M.P.H., M.Res., is a research associate in The Commonwealth Fund's International Program in Health Policy and Practice Innovations, where she tracks health care policy developments in industrialized countries; provides research support to and co-authors the Fund's annual international health policy surveys; provides support for the International Issue Briefs and Case Study series; authors selected Issue Briefs and an annual OECD Data Brief; co-edits and coordinates the International Health Policy Newsletter; and prepares presentations for the vice president. Before joining the Fund, she was a policy analyst at the Center for Health Law and Economics at Commonwealth Medicine based at UMass Medical School in Boston, where she worked with state agencies estimating the costs and feasibility of programs aimed at improving access to services for populations with complex care needs. Prior to this, she worked for Massachusetts Representative Jeffrey Sanchez, House Chair of the Joint Commission on Health Care Financing, where she summarized and modelled the potential impact of bills pertaining to provider, payer, and pharmaceutical regulations. After completing the 2015 Margaret Mahoney Fellowship, Tikkanen led a research study at the City University of New York on charity care provision and disparities in access to NYC hospitals. Following a career as a medical writer in the U.K. from 2010 until 2013, she worked at Stord/Haugesund University College in Norway as a research assistant. Tikkanen holds a B.Sc. in neuroscience and a master of research in integrative biology from the University of Manchester in England, and an M.P.H. from the Harvard T.H. Chan School of Public Health.



GABRIELLE WUOLO, M.S., is the director of administration at The Commonwealth Fund, with responsibility for benefits administration, payroll, recruiting, supervision of office staff, temporary services, program assistant/associate orientation and training, and oversight for both internal and external meeting services. Previously, Wuolo served as program and marketing manager (2015) and program associate (2013-2015) with The Commonwealth Fund's International Health Policy and Practice Innovations Program, where she managed the day-to-day operations of the program and all logistics for the Fund's annual International Symposium on Health Care, bilateral country meetings, and all annual meetings for the Harkness Fellowships in Health Care Policy and Practice. She also designed and implemented 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. Prior to joining the Fund, Wuolo worked in various management and operational roles at OP3/The Avon Walk for Breast Cancer, Freelancers Union, and AARP. She received a master of science in social work degree from Columbia University, and a bachelor of arts degree, *magna cum laude*, from Hamline University, where she was elected *Phi Beta Kappa*.