

# Health Affairs

## COUNCIL ON HEALTH CARE SPENDING & VALUE

### CO-CHAIR

#### SENATOR WILLIAM H. FRIST, MD, FORMER U.S. SENATE MAJORITY LEADER

Senator Bill Frist, MD is a nationally recognized heart and lung transplant surgeon and former U.S. Senate Majority Leader. He is a partner at Cressey & Company and chairman of its Distinguished Executives Council, and is a founding partner of Frist Cressey Ventures.

Dr. Frist serves on the boards of publicly-traded companies AECOM, Select Medical Corporation, and Teladoc, as well as on the boards of the Robert Wood Johnson Foundation, The Nature Conservancy, and the Kaiser Family Foundation. In addition, he serves on multiple early- and mid-market health boards.

Senator Frist graduated from Princeton University and Harvard Medical School and completed surgical training at Massachusetts General Hospital and Stanford. As the founder and director of the Vanderbilt Multi-Organ Transplant Center, he performed over 150 heart and lung transplants, authored over 100 peer-reviewed medical articles, and published seven books on topics such as bioterrorism, transplantation, and leadership.

Senator Frist represented Tennessee in the U.S. Senate for 12 years. He was elected Majority Leader of the Senate in 2003, having served fewer total years in Congress than any person



chosen to lead that body in history. His leadership was instrumental in the passage of the 2003 Medicare Modernization Act and the historic PEPFAR legislation that provided life-saving treatment globally and helped reverse the spread of HIV/AIDS worldwide.

He founded Hope Through Healing Hands, a nonprofit on global health; NashvilleHealth, a community collaborative dedicated to improving the health of Nashvillians; and Tennessee's State Collaborative on Reforming Education (SCORE).

Currently, Dr. Frist serves as an adjunct professor of Cardiac Surgery at Vanderbilt University. He has three sons and lives on a farm with his wife Tracy in Franklin, Tennessee.

## CO-CHAIR

### MARGARET HAMBURG, MD, FOREIGN SECRETARY, NATIONAL ACADEMY OF MEDICINE

Dr. Hamburg is an internationally recognized leader in public health, medicine, and biomedical research and innovation. 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 of the American Association for the Advancement of Science.

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 in the U.S. Department of Health and Human Services, Health Commissioner for New York City, and Assistant Director of the National Institute of Allergy and Infectious Disease. She has done neuroscience research at Rockefeller University and the National Institutes of Health.



Dr. Hamburg currently sits on a number of Boards, including the Commonwealth Fund, the Simons Foundation, the Council on Foreign Relations, 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, the Scientific Advisory Committee for the Gates Foundation, and the World Dementia Council. She is widely published and has received numerous awards and honorary degrees. Dr. Hamburg is a graduate of Harvard College and Harvard Medical School.

## COUNCIL MEMBERS

### TOYIN AJAYI, MD, MPHIL, CHIEF HEALTH OFFICER AND CO-FOUNDER, CITYBLOCK HEALTH



Toyin Ajayi is Chief Health Officer of Cityblock Health, a New York-based health and social services company focused on enabling a path to healthier communities through a digital-enabled, inte-

grated medical, behavioral health, and social service delivery model for low-income Medicaid populations with complex needs.

Prior to this, Toyin served as Chief Medical Officer of Commonwealth Care Alliance, a nationally-renowned integrated health plan and care delivery system for individuals dually-eligible for Medicare and Medicaid. In this role, she led clinical operations, spearheaded care delivery innovations, and oversaw multi-disciplinary teams of clinicians, community health workers and administrators serving more than 20,000 beneficiaries across the state of Massachusetts.

Toyin received her undergraduate degree from Stanford University; an MPhil from the University of Cambridge; and her medical degree, with Distinction in Clinical Practice, from King's College London School of Medicine. She completed her residency training at Boston Medical Center. Toyin is a board-certified Family Physician, and continues to practice primary care and hospital medicine, focused on patients with chronic, complex, and end-of-life needs.

### HASSAN AZAR, MHSA, MBA, MA, JD, SENIOR VICE PRESIDENT OF HUMAN RESOURCES, TOTAL REWARDS, US FOODS



Hassan B. Azar is the Senior Vice President of Human Resources, Total Rewards at US Foods and is responsible for the strategic direction and management of the company's employee

compensation and benefit programs, including wellness and health management, retirement plans, sales compensation, executive compensation, and equity programs.

Hassan has over two decades of experience as a leader in the employee total rewards field— notably driving innovation in corporate health and wellness programs for large multinational corporations. He is a frequent speaker about how disruption and innovation in health care can help businesses improve their employee's health.

Hassan previously worked at Mondelez International as the Senior Director of Global Rewards, at Kraft Foods as a Director of Global Benefits, at Delphi Automotive as Director, Global Compensation and Benefits, and at Ford Motor Company, where he managed the company's health care programs. Prior to that, Hassan worked as a Senior Healthcare Consultant with Towers Perrin in Boston, advising large national clients on their health and wellness strategy, behavioral health programs, and health plan management. He also worked at Blue Cross of Michigan creating provider reimbursement strategies.

Currently Hassan is a board member of the National Business Group on Health, The Health In-

novation Forum, the Employer Health Innovation Roundtable, and a past member of the board of the Midwest Business Group on Health. He has also served on the National Committee for Quality Assurance purchaser advisory group as a member and chairman for over ten years, passionately supporting efforts to improve health care quality.

Hassan has a Masters Degree in Health Services Administration, a Masters Degree in Business Administration, a Master of Arts in Applied Communications, and a Bachelors of Arts from the University of Michigan. He also has a Juris Doctor degree from the University of Detroit School of Law.

**TANISHA CARINO, PHD, EXECUTIVE DIRECTOR, FASTERCURES, THE MILKEN INSTITUTE**



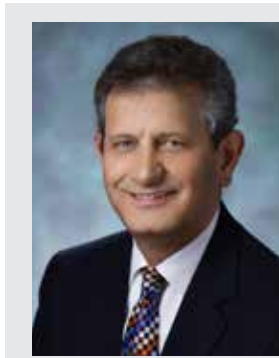
Tanisha Carino is a respected senior executive with more than two decades of experience in academia, government, and the private sector. She joined the Milken Institute in January 2018 as Executive Director of *FasterCures*,

the center devoted to saving lives and improving the medical research system. Throughout her distinguished career, including at GlaxoSmithKline, Avalere Health, and Medicare, Carino has been at the forefront of collaborative efforts to promote policies, research, and business practices that support the fight against disease and improve the lives of patients.

Dr. Carino earned her Ph.D. in health policy from Johns Hopkins University, where she remains associate faculty. She is also a member of the board of the Alliance for Health Policy, the

Institute for Clinical and Economic Review, the Medical Device Innovation Consortium, and the court of the London School of Hygiene and Tropical Medicine.

**JOHN M. COLMERS, MPH, SENIOR VICE PRESIDENT, HEALTH CARE TRANSFORMATION AND STRATEGIC PLANNING, JOHNS HOPKINS MEDICINE**



John M. Colmers is Senior Vice President, Health Care Transformation and Strategic Planning for Johns Hopkins Medicine. In this senior management position, Mr. Colmers works with leaders from the Johns Hopkins Health System, the Johns Hopkins School of Medicine, and related organizations to develop and implement a strategic plan consistent with the organization's tripartite mission of research, education, and patient care and responsive to the new challenges of health reform and a more value-demanding health marketplace.

From January 2007 to January 2011, he served as the Secretary of the Maryland Department of Health and Mental Hygiene. This cabinet-level agency has a budget of \$14 billion and is responsible for protecting, promoting, and improving the health and well-being of Marylanders. In July 2011, Governor O'Malley appointed him to the Maryland Health Services Cost Review Commission, where he served as Chair until April 2016. He remains a Commissioner.

From November 2000 through January 2007, Mr. Colmers was a Senior Program Officer for the Milbank Memorial Fund. Prior to joining the Fund, he spent 19 years in Maryland State government where he held various positions,

including executive director of the Maryland Health Care Commission and the Health Services Cost Review Commission, the agency overseeing Maryland's all-payer hospital rate setting system.

Mr. Colmers chairs the Board of Hopkins Health Advantage, a Medicare Advantage plan offered in Maryland, and co-chairs Priority Partners, the largest Medicaid MCO in Maryland. He also serves on the Board of the Milbank Memorial Fund and chairs that board's Program and Evaluation Committee. Mr. Colmers has a BA from the Johns Hopkins University and an MPH from UNC Chapel Hill.

**TOBY COSGROVE, MD, EXECUTIVE ADVISER,  
FORMER CHIEF EXECUTIVE OFFICER AND  
PRESIDENT, CLEVELAND CLINIC**



Serving as Cleveland Clinic CEO and president from 2004 through 2017, Dr. Cosgrove led the \$8 billion organization to new heights of achievement and efficiency, seeing it ranked the #2 hospital in America (U.S. News). He

currently serves as Executive Advisor, working with Cleveland Clinic leadership on strategies for national and international growth.

Dr. Cosgrove graduated from Williams College and the University of Virginia School of Medicine. He trained at Massachusetts General Hospital and Brook General Hospital in London. In 1967, he was a surgeon in the U.S. Air Force, earning a Bronze Star.

Dr. Cosgrove joined Cleveland Clinic in 1975, and chaired the Department of Thoracic and Cardiovascular surgery from 1989 to 2004. He

performed over 22,000 operations and earned an international reputation in valve repair. He holds 30 patents for medical innovations. As CEO from 2004 to 2017, he reorganized services, improved outcomes and patient experience, and strengthened the organization's finances.

He is a member of the National Academy of Medicine and a Fellow of the National Academy of Inventors. In 2016, he was a Fortune Businessperson of the Year (No. 14). Three successive presidents of the United States have consulted him on health care issues.

**DAVID CUTLER, PHD, OTTO ECKSTEIN PROFESSOR  
OF APPLIED ECONOMICS, HARVARD UNIVERSITY**

David Cutler has developed an impressive record of achievement in academia and the public sector. At Harvard, he served as Assistant Professor of Economics from 1991 to 1995, was named John L. Loeb Associate Professor of Social Sciences in 1995, and received tenure in 1997. He is currently the Otto Eckstein Professor of Applied Economics in the Department of Economics and was named Harvard College Professor in 2014. He was associate dean of the Faculty of Arts and Sciences for Social Sciences from 2003 to 2008.

Professor Cutler served on the Council of Economic Advisers and the National Economic Council during the Clinton Administration and has advised the Presidential campaigns of Bill Bradley, John Kerry, and Barack Obama as well as being Senior Health Care Advisor for the Obama Presidential Campaign.



Professor Cutler has held positions with the National Institutes of Health and the National Academy of Sciences. He is a Research Associate at the National Bureau of Economic Research, a member of the Institute of Medicine, and a Fellow of the Employee Benefit Research Institute.

Professor Cutler was a key advisor in the formulation of the recent cost control legislation in Massachusetts and is one of the members of the Health Policy Commission created to help reduce medical spending in that state.

Professor Cutler's book, [Your Money or Your Life: Strong Medicine for America's Health Care System](#), published by Oxford University Press, was the subject of a feature article by Roger Lowenstein in the New York Times Magazine. Cutler's most recent book, [The Quality Cure](#), pursues these themes.

Professor Cutler was recently named one of the 30 people who could have a powerful impact on health care by *Modern Healthcare* magazine. He received an AB from Harvard University and a PhD in Economics from MIT.

**LLOYD DEAN, M ED, PRESIDENT AND CHIEF EXECUTIVE OFFICER, DIGNITY HEALTH**



Lloyd H. Dean is president and CEO of Dignity Health, of one of the nation's largest health systems, where he leads a healing ministry comprised of more than 60,000 health professionals devoted

to compassionate care and *Humankindness*.

During Mr. Dean's tenure, Dignity Health has grown to 40 hospitals and over 400 care

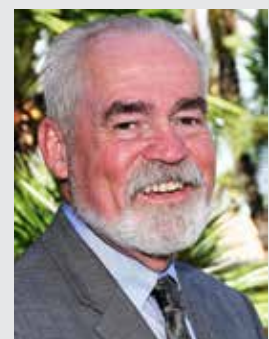
centers that include: neighborhood hospitals, urgent care, surgery and imaging centers, home health, and primary care clinics. Operational excellence is one of the hallmarks of Mr. Dean's leadership, and his keen focus on transforming health care for the future is grounded in the belief that everyone should have unimpeded access to affordable care.

In addition, Mr. Dean oversees Dignity Health's broad and growing number of partnerships that apply innovation to an enterprise of the future that emphasizes patient centered care, leverages technology to bring down the cost of care while yielding better clinical outcomes, and community services that address the social determinants of health.

Mr. Dean has had a lifelong commitment to eliminating health disparities and improving access to care. He is an advocate for health care reform and programs that support healthy communities, including programs that will minimize the damaging effects of social determinants of health and inequity that impact many of the communities Dignity Health serves.

**RANDY DEFREHN, MA, CHIEF EXECUTIVE OFFICER, DEFREHN AND ASSOCIATES LLC; FORMER EXECUTIVE DIRECTOR, NATIONAL COORDINATING COMMITTEE FOR MULTIEMPLOYER PLANS**

Randy has served multiemployer plans, their participants, and sponsoring organizations for more than 40 years, spanning a broad spectrum of roles. In January 2017, he founded DeFrehn and Associates LLC, where he is engaged in national and international benefits,



labor, and government relations consulting.

He has served as administrator of national pension, health, and welfare benefit plans in the U.S. and Canada, an employee benefits consultant, a registered investment advisor, and from 2000 through 2016, as the multiemployer community's lead advocate and chief spokesman on matters of public policy as the Executive Director of the National Coordinating Committee for Multiemployer Plans.

Domestically, he was instrumental in the development and enactment of a variety of legislative measures including the Pension Protection Act and the Multiemployer Pension Reform Act. He worked to urge a greater awareness by the Obama Administration of the need to protect the interests of these plans and their participants in the implementation of the Patient Protection and Affordable Care Act.

Internationally, Randy is a founder of the Transatlantic Consortium of Advocates for Worker Benefit Security and the World Pension Alliance, created to share information regarding developing trends and coordinate comments and responses to legislative and regulatory proposals in the US, EU and Canada.

His service has earned him recognition and numerous awards from his peers in the benefits community. His expertise has made him a frequent witness before committees of the United States Senate, House of Representatives, and federal administrative agencies. Randy was appointed to the Department of Labor's ERISA Advisory Council from 2007 to 2009 and as a delegate to the 2006 White House Summit on Retirement Savings.

He is a graduate of the University of Pittsburgh and St. Francis of Loretto Graduate School of Industrial Relations.

### PAUL J. DIAZ, JD, PARTNER, CRESSEY & COMPANY

Paul is a Partner of Cressey & Company, a health care focused middle-market private equity firm with over 30 years of success helping to build high quality health care businesses. He is the former President and Chief Executive Officer of Kindred Healthcare, Inc. For six years in a row during his tenure as CEO, Kindred was ranked one of the Most Admired health care companies in the U.S. by *Fortune* magazine, and *Modern Healthcare* magazine named Paul one of the 100 Most Influential People in Healthcare. While Chief Executive Officer of Kindred, Paul was a member of the Business Roundtable and the *Wall Street Journal* CEO Council.

Paul currently serves on the Board of Directors of DaVita Healthcare Partners, Performance Health, the Board of Trustees of Johns Hopkins Medicine, and the Board of Visitors of the Georgetown University Law Center. He is also a member of the Aspen Group, one of the nation's leading health policy advocacy groups. Paul is a founding member of Guidon Partners, a venture and growth equity fund focusing on health care.

In 2008, 2010, 2012 and 2014, *Modern Healthcare* named Paul one of the top 25 Minority Executives in Healthcare. In addition, in 2008, 2009, and 2013 *Hispanic Magazine* named Paul one of the 25 Best Latinos in business.

Paul is an attorney, accountant, and proud Eagle Scout, who earned a bachelor's degree in Finance and Accounting from American University's Kogod School of Business and a law degree



from the Georgetown University Law Center in Washington, D.C. He is a first generation Cuban-American, who lives in Louisville, Kentucky with his wife Viki and their children. Paul's civic activities include working on the Mayor's SummerWorks Program, Dare to Care (a local food bank), the West End School, and the Boy Scouts Hispanic Outreach Program.

**ROBERT W. DUBOIS, MD, PHD, CHIEF SCIENCE OFFICER AND EXECUTIVE VICE PRESIDENT, NATIONAL PHARMACEUTICAL COUNCIL**



Robert W. Dubois, MD, PhD, is the chief science officer and executive vice president of the National Pharmaceutical Council (NPC). In this role, he oversees NPC's research on policy issues related to the appropriate role

of real-world evidence in decision-making, how best to determine value of health care services, the relationship between access and health outcomes, and approaches to maintain an environment supportive of innovation.

Dr. Dubois, who is board certified in internal medicine, brings more than 25 years of experience in health care research, with a focus on ensuring that patients receive high value health care. He has co-founded and led various health care research organizations in developing quality research with practical application. Most recently, he was the chief medical officer at Cerner LifeSciences, where he focused on comparative effectiveness and the use of an electronic health records infrastructure to implement clinical change.

Prior to joining Cerner in 2001, Dr. Dubois

co-founded Protocare Sciences and was its executive vice president, chief medical officer, and later its CEO.

Dr. Dubois is a recognized expert in defining best practice, disease management, and appropriateness of care. He has authored more than 160 peer-reviewed articles on comparative effectiveness, evidence-based medicine, the development of practice guidelines, and the optimal use of high-cost medical services.

Dr. Dubois received his AB from Harvard College, his MD from the Johns Hopkins School of Medicine, and his PhD in health policy from the RAND Graduate School. He is a member of the Medicare Evidence Development and Coverage Advisory Committee, Steering Committee for the Electronic Data Methods Forum, and the Advisory Board of the Institute for Clinical and Economic Review. Additionally, he is the associate editor of the *Journal of Comparative Effectiveness Research* and is on the editorial boards of *Health Affairs* and *The American Journal of Managed Care*.

**DELVECCHIO FINLEY, MPP, CHIEF EXECUTIVE OFFICER, ALAMEDA HEALTH SYSTEM**

Delvecchio Finley is the CEO of Alameda Health System, a leading public health care provider and medical training institution based in Oakland, California. Finley has extensive experience in health care management with well-regarded institutions including the University of California, San Francisco; San Francisco General Hospital and Trauma Center; and Sutter Health's California Pacific Medical Center.





He is a leader in local and national health care organizations including the American College of Healthcare Executives (ACHE). He has received recognition from *Modern Healthcare* as a Minority Executive to Watch (2016) and Up and Comer (2015), and *Becker's Hospital Review* as one of the top 25 health care leaders under 40 (2014, 2015).

Finley holds a Bachelor of Science degree in chemistry from Emory University and a Master of Public Policy degree from Duke University, where he also attained graduate certification in health policy, law, and management. He is board certified in health care management and an ACHE fellow.

**STEPHEN G. FRIEDHOFF, MD, SENIOR VICE PRESIDENT AND CHIEF CLINICAL OFFICER, ANTHEM, INC**



Stephen Friedhoff is responsible for leading Anthem's strategic quality and health care delivery programs with a focus on improving outcomes for consumers. Prior to his current position, Dr. Friedhoff held the role of Senior Vice

President, Clinical Strategy & Programs. Previously, he served as the Chief Medical Officer of Anthem's Government Business Division and held a similar role with Amerigroup Corporation prior to Amerigroup's acquisition by Anthem.

Earlier roles included medical director with Health Net of the Northeast (formerly Qualmed Health Plans) in Philadelphia, PA and Clinical Faculty and Medical Director at the Virtua Family Medicine Residency Program in Mount Holly, NJ. He continued to practice Family Medicine in

NJ part time until 2014.

Dr. Friedhoff obtained his undergraduate degree at Rensselaer Polytechnic Institute in Troy, NY, summa cum laude, and his medical degree at the Rutgers–New Jersey Medical School in Newark, NJ. He completed his family medicine residency at Virtua Memorial Hospital in Mount Holly, NJ where he served as Chief Resident and was the recipient of the New Jersey Resident of the Year Award by the New Jersey Academy of Family Physicians.

Dr. Friedhoff is a certified health insurance executive through America's Health Insurance Plans, a diplomat of the American Academy of Family Physicians, and board certified by the American Board of Family Medicine. He holds active medical licenses in New Jersey, Florida, Kansas, Iowa and Louisiana. Dr. Friedhoff has also served on the board of trustees of Samaritan Hospice in Marlton, NJ and was a recipient of the "Home Care Physician of The Year" award in southern New Jersey.

**CRAIG GARTHWAITE, PHD, MPP, DIRECTOR, PROGRAM ON HEALTHCARE AT KELLOGG, NORTHWESTERN UNIVERSITY**

Professor Garthwaite is the Herman R. Smith Research Professor in Hospital and Health Services and the Director of the Program on Healthcare at Kellogg (HCAK). He is an applied microeconomist whose research examines the effects of government policies and social phenomena with a focus on health and biopharmaceutical sectors. His recent work has focused on the private sector effects



of the Affordable Care Act, including the labor supply effects of large insurance expansions, the changes in uncompensated hospital care resulting from public insurance expansions, and the responses of non-profit hospitals to financial shocks.

Professor Garthwaite also studies questions of pricing and innovation in the biopharmaceutical sector. In this area, he has examined the effect of expanded patent protection on pricing in the Indian pharmaceutical market, the innovation response of United States pharmaceutical firms to increases in demand, and the relationship between health insurance expansions and high drug prices.

His research has appeared in journals such as the *Quarterly Journal of Economics*, the *American Economic Review*, the *Review of Economics and Statistics* and *Health Affairs* and has been profiled in media outlets such as the *Wall Street Journal*, the *Washington Post*, and *Vox*. He has also appeared as a guest on various television and radio shows such as *Nightly Business Report* and *NPR Marketplace*.

Garthwaite received a B.A. and a Masters in Public Policy from the University of Michigan and his PhD in Economics from the University of Maryland. Prior to receiving his PhD, he served in a variety of public policy positions, including the Director of Research for the Employment Policies Institute. He has testified before the United States House of Representatives and several state legislatures on matters related to the minimum wage and health care reforms.

**SHERRY GLIED, PHD, DEAN, ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE, NEW YORK UNIVERSITY**

Sherry Glied is Dean of New York University's Robert F. Wagner Graduate School of Public Service. She held previous appointments as Professor and Chair of Health Policy and Management at Columbia University's Mailman School of Public Health, Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services, and Senior Economist for health care and labor market policy on the President's Council of Economic Advisers under Presidents Bush and Clinton. Dr. Glied recently served as a member of the Commission on Evidence-based Policymaking, which issued its final report, [The Promise of Evidence-based Policymaking](#), to Congress and President Trump in September 2017.



**SALLY HURT-DEITCH, RN, MSN, MHA, CHIEF NURSING OFFICER AND VICE PRESIDENT, PATIENT CARE SERVICES**

Sally Deitch, RN, MSN, MHA, FACHE, serves as chief nursing officer and vice president, patient care services for Tenet. She is accountable for professional nursing practice, education, and quality; patient experience; and performance excellence for the entire system.



Along with the patient care services team, Sally helps ensure achievement of the highest possible standards of clinical effectiveness, cost effectiveness, and patient, physician, and staff satisfaction. She has responsibility for process refinement and models of care, patient safety, and patient satisfaction, as well as for professional nursing practice, nursing strategic plan development and implementation, and care strategy alignment with all disciplines.

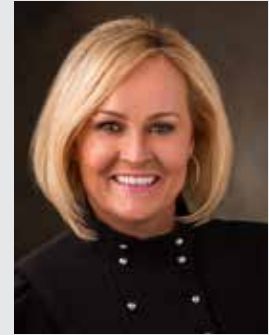
Prior to this, Sally served as Group CEO for Tenet's El Paso and Rio Grande Valley hospitals, and CEO of The Hospitals of Providence. Prior to joining Tenet, Sally served as CEO of Oklahoma University Medical Center Edmond. Previously, she held multiple administrative positions with Hospital Corporation of America, including CNO and COO.

Sally earned a master's degree in Nursing Administration from the University of Texas at El Paso, a master's degree in Healthcare Administration from Trinity University, and a bachelor's degree in nursing from the University of Texas at El Paso.

She has been recognized with many awards, including being named one of health care's 10 Women Leaders to Watch by *Modern Healthcare*, a recipient of the Corris Boyd Leadership Award by the American Federation of Hospitals, and a Distinguished Alumni by the University of Texas at El Paso—the first recipient of that honor from the College of Nursing. Sally also serves as president of the National Association of Latino Healthcare Executives, as a member of the board of directors for the Federal Reserve Bank of Dallas—El Paso Branch, as the chair-elect of the Texas Hospital Association, and is a Regent-at-Large of the American College of Healthcare Executives.

### PENNY KAYE JENSEN, DNP, FNP-C, FAAN, LIAISON FOR NATIONAL APRN POLICY, DEPARTMENT OF VETERANS AFFAIRS

Penny Kaye Jensen, DNP, FNP-C, FAAN, FAANP, is past president of the American Academy of Nurse Practitioners (AANP) and Fellow of the American Association of Nurse Practitioners (AANP). She was inducted into the National Academies of Practice as a Distinguished Practitioner and Fellow, and is a Fellow of the American Academy of Nursing.



Dr. Jensen began her career with the Department of Veterans Affairs in 1994 and has practiced for the past 21 years as a nurse practitioner at the Salt Lake City Veterans Affairs Healthcare System. She is currently the National APRN Health Policy Liaison for the Department of Veterans Affairs Office of Nursing Services in Washington, D.C. Her primary responsibility is to lead the Veterans Health Administration's (VHA) initiative to approve Full Practice Authority (FPA) for all Advanced Practice Registered Nurses (APRN). In this role, Dr. Jensen has formulated the APRN regulation that will increase access to health care for Veterans by removing variations in APRN practice that exist across VHA as a result of disparate state regulations. She has also formulated a national implementation plan for FPA which would allow APRNs to function at the top of their education and certification and reduce the effects of national health care provider shortages on VA staffing levels.

Dr. Jensen is a member of the Sexual Medicine Society of North America and the American

Urological Association. Her talents and investments go beyond health care to her larger community, including initiatives with the Junior League of Salt Lake City and her work that resulted in utilization of NPs as health care providers for the first time in Olympic history during the 2002 Olympic Games. Additionally, Dr. Jensen has represented AANP at the White House on numerous occasions, including the unveiling of President Obama’s health care reform bill. She was also an invited member of First Lady Michelle Obama’s “Joining Forces” White House Subcommittee.

**SHARON LEVINE, MD, BOARD OF GOVERNORS, PATIENT CENTERED OUTCOMES RESEARCH INSTITUTE**



Sharon Levine serves as a member of the Board of Governors of the Patient Centered Outcomes Research Institute (PCORI), established in 2010 by the Affordable Care Act to carry out clinical comparative effectiveness

research to improve the quality, effectiveness, and value of patient-centered care delivery. She also serves as a board member on the newly established Kaiser Permanente School of Medicine, the Medical Board of California, the Institute for Medical Quality, and the Insure the Uninsured Project.

Dr. Levine recently retired after a forty-year career with Kaiser Permanente, serving in an executive leadership role for The Permanente Medical Group (TPMG) since 1991, and as Executive Vice President for External Affairs for The Permanente Federation since 2015. She held multiple leadership roles within the medi-

cal group and within Kaiser Permanente nationally, and provided leadership in the domains of clinical education, management training, and leadership development for the group’s physicians; and in partnership with leadership in Kaiser Foundation Health Plan, government and community relations, health policy and external affairs, and pharmacy policy and drug use management.

A board-certified pediatrician, Dr. Levine has held multiple leadership roles within the profession, including academic appointments at Tufts University School of Medicine and Georgetown University School of Medicine, and spent two years as a Clinical Associate at the National Institutes of Health, Institute of Child Health and Human Development. She has previously served on the Boards of Directors of CAPG, The Public Health Institute of California, The Woman’s Foundation of California, and served on the Committee on Evidence-Based Benefit Design for the National Business Group on Health.

Dr. Levine received her undergraduate degree from Radcliffe College at Harvard University, and her MD degree and pediatric training at Tufts University School of Medicine. Dr. Levine is married and lives in the San Francisco Bay Area.

**GEORGE MILLER, PHD, MSE, INSTITUTE FELLOW, ALTARUM CENTER FOR VALUE IN HEALTH CARE**

George Miller, an Altarum Institute Fellow, is affiliated with Altarum’s Center for Value in Health Care (CVHC), where he participates in the center’s efforts to track national health spending and quantify a sustainable



level of such spending. He recently served as principal investigator on a grant from the Robert Wood Johnson Foundation (RWJF) to develop methods and metrics for tracking overuse and wasteful spending in health care. With funding from the PhRMA Foundation, he is continuing that work as co-director of the Altarum/VBID Health joint Research Consortium on Health Care Value Assessment (RC-HCVA).

He previously directed a series of four grants from RWJF to quantify the value of investments in nonclinical primary prevention from the perspectives of alternative stakeholders. He applied the methods developed under these grants in several analyses on topics including obesity prevention, smoking prevention, early education, trauma prevention, pediatric asthma interventions, and the use of long-acting reversible contraceptives. He is currently co-directing the second of two RWJF-funded efforts to apply these methods to estimation of the economic burden of childhood lead exposure and the value of exposure prevention and remediation initiatives. He led Altarum's internally funded project to quantify national spending on prevention, participated in Altarum's project to estimate national health expenditures by medical condition, and directed a grant from the National Heart, Lung, and Blood Institute to develop and apply mathematical models that allow investigating the tradeoffs associated with future investments in treatment and prevention.

Dr. Miller earned BSE, MSE, and PhD degrees in Industrial and Operations Engineering (with emphasis on operations research) from the University of Michigan, where he subsequently served as an adjunct assistant professor. He is a Fellow of the Institute for Operations Research and the Management Sciences (INFORMS).

### MARK V. PAULY, PHD, BENDHEIM PROFESSOR, WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Mark V. Pauly, PhD, is Bendheim Professor in the Department of Health Care Management, Professor of Health Care Management, and Business and Public Policy at The Wharton School and Professor of Economics in the



School of Arts and Sciences at the University of Pennsylvania. A former commissioner on the Physician Payment Review Commission, Dr. Pauly has been a consultant to the Congressional Budget Office, the Office of the Secretary of the U.S. Department of Health and Human Services, and served on the Medicare Technical Advisory Panel. He is Co-editor-in-chief of the *International Journal of Health Care Finance and Economics* and Co-editor of the recently published *Handbook of Health Economics, Volume 2*. Dr. Pauly has been elected President of the American Society of Health Economists this year. He is the 2012 winner of the William B. Graham Prize for Health Services Research and the 2012 recipient of the University of Pennsylvania Provost's Award for Distinguished Ph.D. Teaching and Mentoring

**NORA WELLS, MS ED, EXECUTIVE DIRECTOR,  
FAMILY VOICES**



Nora Wells has worked with Family Voices since its inception in 1992, leading multiple initiatives around the design and delivery of family-centered quality health care services. She has most recently served as the Director

of Programs and as the Director of the Family Voices National Center for Family/Professional Partnerships (NCFPP) before becoming the Family Voices Executive Director in 2014.

Through the years she has provided extensive training and technical assistance to family leaders and professionals throughout the country; testified in Congress; and collaborated with numerous federal and private agencies,

task forces, and national initiatives, providing the family perspective on policy and practice issues. Nora was the 2015 recipient of the Merle McPherson Leadership Award for her dedication and service.

Nora holds a MS Ed degree, and previously worked for: the Massachusetts Federation for Children with Special Needs, focusing on health and special education; Wheelock College, teaching courses in family professional communication; the Peace Corps, developing international school partnerships; and a U.S. Army Education Center, providing educational counseling. Nora brings a deeply personal commitment to the work of Family Voices as the parent of a son with a disability.

## COUNCIL STAFF

### LAURA A. TOLLEN, MPH, DIRECTOR, HEALTH AFFAIRS COUNCIL ON HEALTH CARE SPENDING AND VALUE



Laura Tollen, Senior Editor at Health Affairs, is a policy analyst, researcher, writer, and editor with over twenty years of national and state health policy expertise. She is also Director of the Health Affairs

Council on Health Care Spending and Value.

Prior to joining Health Affairs, Ms. Tollen maintained a freelance consulting practice, providing clients with research and writing support for journal articles, white papers, blog posts, and book chapters. She previously worked as a Senior Director at Breakaway Policy Strategies, a health policy firm providing strategic solutions to biopharmaceutical companies, providers, foundations, and government.

Ms. Tollen worked for 14 years for the Kaiser Permanente Institute for Health Policy, whose mission is to shape policy and practice with evidence and experience from the nation's largest private integrated health care delivery system. There, her areas of expertise included delivery system and payment reform and insurance market structure and functioning, among others. Earlier in her career, Ms. Tollen held positions with the Institute for Health Policy Solutions in Washington, DC, and the Colorado Department of Health Care Policy and Financing.

Ms. Tollen is the author of numerous journal articles and white papers and co-editor of two books, [Partners in Health: How Physicians and Hospitals can be Accountable Together](#), with Francis J. Crosson, MD, and [Toward a 21st Century Health System: The Contributions and Promise of Prepaid Group Practice](#), with Alain Enthoven, PhD. She received a BA from the University of California at Berkeley, and a Masters of Public Health, also from UC Berkeley.