



Medical Debt Convening Agenda

JUNE 10, 2024
1:00-5:00PM ET

1:00pm ET	Introductions and Welcome	Richard Baron, <i>ABIM and ABIM Foundation</i> Jessica Perlo, <i>ABIM Foundation</i>
1:20pm ET	Overview on Policy Environment	Eva Stahl, <i>Undue Medical Debt</i>
1:35pm ET	Small Group Session I	
	<ul style="list-style-type: none">What are the best practices that hospitals and health systems should adopt to avoid the creation of debt? What are the strengths and weaknesses of each? Which achievable practices would have the greatest impact?Which practices would benefit from further research?	
2:40pm ET	Break	
3:00pm ET	Overview of the Media Landscape	Noam Levey, <i>KFF Health News</i>
3:15pm ET	Small Group Session II	
	<ul style="list-style-type: none">What are the barriers and incentives for hospitals and health systems to address medical debt?Who can help hospitals and health systems address this problem? How can they be brought into the discussion?How does addressing medical debt help hospitals and health systems build stronger relationships with physicians and communities?	
4:00pm ET	Opportunities for Collaboration	
	<ul style="list-style-type: none">How can the organizations at this meeting collaborate in new or enhanced ways? (<i>Participants will be invited to share a specific idea for how their organization might work with another organization or individual present</i>)What are the opportunities for engaging new organizations to work on this issue?	
4:50pm ET	Concluding Remarks	

Medical Debt Convening Participant Bios



Richard J. Baron, MD, MACP, board certified in internal medicine and geriatric medicine, is President and Chief Executive Officer of the American Board of Internal Medicine and the ABIM Foundation. He was a former Chair of the American Board of Internal Medicine's Board of Directors and served on the ABIM Foundation Board of Trustees. Dr. Baron practiced general internal medicine and geriatrics for almost 30 years at Greenhouse Internists, P.C., located in Philadelphia. Greenhouse was a pioneer in the comprehensive adoption of electronic health records in the small-practice environment. Following that, from 2011 to 2013, he served as Group Director of Seamless Care Models at the Centers for Medicare and Medicaid Services Innovation Center, where he led efforts related to accountable care organizations and primary care. Until joining the federal government, Dr. Baron also served on the board of the National Quality Forum and their Health Information Technology Advisory Committee, as well as the Standards Committee of the National Committee for Quality Assurance. Dr. Baron served as Chief Medical Officer of Health Partners, a not-for-profit Medicaid HMO set up by four teaching hospitals in Philadelphia, from 1988 to 1996. He was the architect of the Best Clinical and Administrative Practices program, funded by the Robert Wood Johnson Foundation and the Center for Health Care Strategies, working with medical leadership of Medicaid health plans around the country in learning collaboratives to improve the quality of care for their members. This program reached plans serving more than half of the Medicaid managed care population in the United States. He is currently a member of the Aspen Institute Health Strategy Group. Dr. Baron received a bachelor's degree in English from Harvard College and his medical degree from Yale University. He completed house staff training at New York University-Bellevue Medical Center and served a three-year commitment in the National Health Service Corps in rural Tennessee.



Richard G. Battaglia, MD, FACP, a board certified internist, is Chief Medical Officer of the American Board of Internal Medicine (ABIM). There, he leads ABIM's effort to incorporate feedback from practicing physicians and key stakeholders into clinical aspects of all ABIM activities, including Certification and Maintenance of Certification (MOC). Previously, Dr. Battaglia served as a primary care internist with Health Care Plan/Univera, a multi-specialty, staff model practice in Western New York, before transitioning into leadership roles, including Medical Director of the Medical Centers Division and Senior Vice President, Medical Affairs/Corporate Medical Director. He also served as Medical Director/Chief Medical Officer of large multispecialty medical groups in Western New York. He has participated in national quality initiatives focused on physician group practice and health maintenance organizations. For more than 10 years, he devoted time to The National Committee for Quality Assurance, including a term as Chairman of the committee charged with accreditation decision-making. Most recently, he was a consultant for national and international organizations, including academic medical centers, health systems, community hospitals, medical groups, payers, and national physician certification organizations. Dr. Battaglia received a biochemistry degree from Canisius College, a Jesuit institution in Buffalo, NY. He obtained his medical degree from the University of Rochester School of Medicine and Dentistry. Dr. Battaglia completed his residency through the University of Rochester Primary Care Program in Internal Medicine and also served as Chief Resident.



Donald M. Berwick, MD, MPP, FRCP, KBE, is President Emeritus and Senior Fellow at the Institute for Healthcare Improvement (IHI), an organization he co-founded and led as President and CEO for 19 years. He is one of the nation's leading authorities on health care quality and improvement. In July 2010, President Obama appointed Dr. Berwick to the position of Administrator of the Centers for Medicare and Medicaid Services (CMS), which he held until December 2011. A pediatrician by background, Dr. Berwick has served as Clinical Professor of Pediatrics and Health Care Policy at the Harvard Medical School, Professor of Health Policy and Management at the Harvard School of Public Health, and as a member of the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as vice chair of the U.S. Preventive Services Task Force, the first "Independent Member" of the Board of Trustees of the American Hospital Association, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He is an elected member of the American Philosophical Society, the American Academy of Arts and Sciences, and the National Academy of Medicine (formerly the Institute of Medicine). Dr. Berwick served two terms on the IOM's governing council, was a member of the IOM's Global Health Board, and currently chairs the NAM Board on Health Care Services. He served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. His numerous awards include the 2007 William B. Graham Prize for Health Services Research, the 2006 John M. Eisenberg Patient Safety and Quality Award, and the 2007 Heinz Award for Public Policy. In 2005, he was appointed Honorary Knight Commander of the British Empire by Her Majesty Queen Elizabeth II, the highest honor in the UK for non-UK citizens. He is the author or co-author of over 200 scientific articles and six books. He also now serves as Lecturer in the Department of Health Care Policy at Harvard Medical School.



Shannon Bishop-Green is a Vice President at McCabe Message Partners, where she leads communications and brand strategy for medical boards, health care foundations, and advocacy groups. Her recent work includes communicating the value of board certification, developing communications strategies to mitigate medical misinformation, and bringing together leaders in advocacy and health care to build anti-racist health systems. Prior to joining McCabe, Ms. Bishop-Green led marketing efforts and managed quality improvement campaigns for the American Medical Group Association and its foundation. She began her career at a global PR agency supporting federal public health campaigns.



Maureen Bisognano is President Emerita and Senior Fellow at the Institute for Healthcare Improvement (IHI), an independent not-for-profit organization helping to lead the improvement of health care throughout the world. Previously, Ms. Bisognano served as IHI's Executive Vice President and Chief Operating Officer, leading IHI along with former President and CEO Dr. Donald Berwick for 15 years. She is a prominent authority on improving health care systems, whose expertise has been recognized by her elected membership to the National Academy of Medicine, among other distinctions. Ms. Bisognano advises health care leaders around the world, is a frequent speaker at major health care conferences on quality improvement, and is a tireless advocate for change. She serves on the Boards of the Commonwealth Fund, Indiana University Health and Nursing Now.



Asaf Bitton, MD, MPH, is the executive director of Ariadne Labs, a health systems innovation center at Brigham and Women's Hospital and the Harvard T.H. Chan School of Public Health. He is an Associate Professor of Medicine and Health Care Policy at both Harvard Medical School and the Harvard T.H. Chan School of Public Health. He leads Ariadne Labs' efforts to design, test, and spread scalable solutions that make domestic and global health systems more safe, equitable, and integrated. He has served as a senior advisor for primary care policy at the Center for Medicare and Medicaid Innovation since 2012, helping to design and implement five major primary care initiatives (CPC, CPC+, PCF, MCP, PC FLEX), representing the largest tests of combined primary care payment and clinical practice transformation work in the United States. He was a core founder and vice chair of the steering committee for the Primary Health Care Performance Initiative, an 8-year partnership that included more than 25 countries and the World Bank, the World Health Organization, UNICEF, The Global Fund, the Bill & Melinda Gates Foundation, and others, dedicated to improving the global provision of primary health care. Dr. Bitton practices primary care at Brigham and Women's South Huntington clinic, a team-based community primary care practice in Boston that he helped found in 2011. He currently serves on the boards of the National Committee for Quality Assurance and for Health Leads. He is a member of the Center for Strategic and International Studies Bipartisan Commission on Strengthening America's Health Security and the National Advisory Committee for Advancing a Healthier Wisconsin and is an elected member of the International Academy of Quality and Safety. He formerly served on the National Advisory Council for Healthcare Research at AHRQ. He was a member of the National Academies committee that produced *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care* in 2021, and currently serves on the National Academies Standing Committee for Primary Care. He is a recipient of the 2023 Barbara Starfield Primary Care Leadership Award.



Odette Bolano, FACHE, MHA, BSN, the CEO of West Region, Trinity Health – Idaho | Oregon | California, provides executive leadership and strategic and operational oversight for a 996-bed, 5-hospital region, a 40-bed acute rehabilitation joint venture with 87 clinics and 2 freestanding Emergency Departments, a Clinically Integrated Network across Idaho, Oregon, and California, and 10 other joint ventures. The West Region employs more than 9,000 colleagues, which includes more than 670 Primary Care and Specialty Care medical providers. Immediately prior to this role, from 2018-2023, she served as President & CEO of Saint Alphonsus Health System for Idaho and Oregon, and from 2015-2018, she served as President of Saint Alphonsus Regional Medical Center. Ms. Bolano has been in senior leadership health care positions in for-profit, non-profit, and fully integrated health systems. Prior to joining Saint Alphonsus, Ms. Bolano served as Senior Vice President of Kaiser Permanente, East Bay in Oakland. Prior to Kaiser, Ms. Bolano served in a number of senior executive positions with Ascension Health and HCA. Ms. Bolano began her career as a nurse, receiving her Bachelor of Science in Nursing from Texas Christian University. She earned her Master's in Administration of Healthcare Services from the University of Houston, Clear Lake. She is a Fellow of the American College of Healthcare Executives. An active civic and community leader, Ms. Bolano serves as Chair-elect of the Idaho Hospital Association and the Boise Metro Chamber of Commerce, and serves on Boise Valley Economic Partnership (BVEP), Idaho Business for Education (IBE), Boise State University Foundation Board, and Boise State University College of Health Sciences Board of Ambassadors. Ms. Bolano is an active member of the Carol Emmott Fellowship Board – a national organization committed to mentoring exceptional health care women leaders to achieve their highest potential and influence as leaders in health care. In 2020, Ms. Bolano was appointed as a Board of Director to Idaho Power and IDACORP. Most recently, in July 2022, Ms. Bolano was appointed to the ABIM Foundation Board of Trustees. She has been recognized by Modern Healthcare as one of the nation's most influential 50 Clinical

Executives in Healthcare in 2020 and as a Top 25 Women Healthcare Executives in 2020 and 2021. In 2021 and 2022, Ms. Bolano was recognized as one of the Top 100 Most Influential People in Healthcare. In Idaho, Ms. Bolano has been honored as a TWIN (Tribute to Women & Industry) award recipient, recognized by the Idaho Business Review (IBR) as CEO of Influence, and received an ICON Award. She was one of 50 Women of the Year honorees in 2019 and Woman of the Year in 2021, and #1 in Idaho Business Review's Power 25 List that names the region's most influential men and women in health care in 2020. In her free time, Ms. Bolano enjoys traveling, reading, and spending time with her family.



Samantha (Sami) Bunk, JD, is a Health Policy Strategist at the Missouri Foundation for Health. Ms. Bunk's career and passion for health and law stem from her personal experiences with the health care system. As a Healthy Policy Strategist at the Missouri Foundation for Health (MFH), she leads and supports various projects related to maternal health, reproductive justice, and various other health policy initiatives, including spearheading new efforts to address medical debt in Missouri. Before joining the MFH team, Ms. Bunk spent six years at Legal Services of Eastern Missouri, Inc., holding various roles focused on assisting low-income pregnant women, children and families with health care access. Additionally, she served as a consultant with the Center for Budget and Policy Priorities through its Consumer Assistance Coordination Hub (CACH). Ms. Bunk earned a B.A. in political science from Southern Illinois University- Edwardsville. In 2016, she earned her J.D. with a concentration in health law from St. Louis University School of Law, where she later served as an adjunct professor, teaching grassroots health care advocacy. She also founded the First Generation Society (formerly known as First Chair Society) at SLU Law, a student organization providing support, networking, and mentoring opportunities for first-generation law students like herself.



Roger Bush, MD, received his Doctor of Medicine from the University of California, San Francisco in 1980 and completed residency in Internal Medicine in 1983 at Virginia Mason (VM) Medical Center in Seattle. After working in rural private practice in the Pacific Northwest, he practiced General Internal Medicine at Virginia Mason for 23 years. He assumed a leadership role in the VM internal medicine residency in 1993, serving as Associate Program Director and Program Director. From 2013-2016 Dr. Bush served as founding Program Director for a new primary care internal medicine residency program at Billings Clinic. He sees patients at Pike Market Medical Clinic, a FQHC, and is Associate Program Director of another new Internal Medicine Residency in Everett, WA, focused on preparing general internists for primary care practice in rural and underserved communities, sponsored by Washington State University Elson S Floyd College of Medicine. He is a Technical Advisor for Rural Residency Program Development, a HRSA-funded effort to launch rural GME programs'. Bush served on the Residency Review Committee for Internal Medicine (RRC-IM), appointed by the American College of Physicians. He chaired the Educational Innovation Project subcommittee of RRC-IM, a multi-year effort to change from process-based to outcomes-based accreditation and collaboratively align educational and quality of care outcomes. Dr. Bush served on the Board of Commissioners of the Joint Commission, 2011-2019, where he chaired the Achieving High Reliability in Healthcare Strategic Interest Workgroup, and served on the Standards and Survey Procedures, Performance Measurement, and Governance Committees. Since 2015 he has been a Director for the American Board of Internal Medicine, in addition to serving as a member of its (General) Internal Medicine Specialty Board, 2014-2019. Dr. Bush's core professional interest is the design and implementation of clinical microsystems around the needs and preferences of patients, with education integrated in the daily work. As a member of the physician leadership team at VM and the Billings Clinic, he has been a strong proponent of waste elimination, the integral role of

education in quality and safety, and relationship-based, patient-centered care. He observed the Toyota Global Production System in practice at Hitachi air conditioning, Toyota Automotive, and at Toyota supplier factories in Japan. Dr. Bush led and participated in several kaizen events, using lean management tools to reward clinical faculty, reduce interruptions of clinical work, eliminate extended duty hours, and integrate resident and faculty schedules. Aside from medicine, Dr. Bush is interested in stories, running, family, bird dogs, sailing, and eating well—and he also bakes a wicked fruit pie. Dr. Bush and his wife, Heidi, have two grown children—an online advertising tech worker and a geophysicist. Dr. Bush serves the ABFM on the Examination Committee, the Engagement & Communication Committee, and the Certification Committee.



Steve Butterfield is Senior Director of State Public Policy at The Leukemia & Lymphoma Society. As a former state legislator and a national expert on health coverage, care access, and affordability, Steve provides LLS with research and analysis on state-level policy proposals. Steve also provides the organization with topical expertise in several key focus areas, including medical debt, coverage and benefit mandates, and commercial-market insurance reforms. Steve holds dual masters in public policy from Central European University and the Institut Barcelona d'Estudis Internacionals, where he was an Erasmus Mundus fellow.



Judi Cassel, MPP, works within the President's Office as the Chief of Staff of the American Board of Internal Medicine. In that role, she has direct responsibility for overseeing ABIM's Human Resources; Governance; Customer Care; Strategy, Planning and Optimization; and Program Operations sections. She serves as a key representative of Dr. Richard Baron, ABIM's President and CEO, and helps to develop and implement ABIM's programmatic goals. Ms. Cassel also supports communication among all of ABIM's leadership team members, chairing the Senior Executive Team. Additionally, she acts as liaison to outside legal counsel and serves as ABIM's Chief Ethics Officer, ensuring adherence to ABIM's conflict of interest policies for governance members and staff. Before coming to ABIM, Ms. Cassel worked for the City of Philadelphia as Project Director, OnePhilly, where she led the \$40 million transformation of the City's human resources operations, which serves more than 28,000 active and 35,000 retired employees. She also served the City as Chief of Staff to the Finance Director, where she helped to lead the City's financial operations and set financial strategy for the City. Prior to that, Ms. Cassel served the City of Philadelphia as Chief of Staff of the Department of Human Services and as a Deputy Managing Director. Earlier in her career, she was Deputy Chief Strategic Planning Officer for the School District of Philadelphia. Ms. Cassel graduated from Dartmouth College and has a master's degree in Public Policy from Harvard University's Kennedy School of Government. She also completed a fellowship at the Education Policy & Leadership Center in Harrisburg, PA.



Frederick P. Cerise, MD, MPH, is the President and Chief Executive Officer of Parkland Hospital & Health System. Prior to joining Parkland in 2014, Dr. Cerise served as Associate Dean for Clinical Affairs at the Louisiana State University Health Sciences Center. From 2007 to 2012, he was Vice President for Health Affairs and Medical Education of the Louisiana State University System. Dr. Cerise also served as Secretary of the Louisiana Department of Health and Hospitals from 2004 to 2007. He earned his Medical Degree at Louisiana State University in New Orleans and completed a residency in Internal Medicine at the University of Alabama in Birmingham. In 2011, he earned a Master of Public Health degree from Harvard University School of Public Health. He is a member of the Kaiser Commission on Medicaid and the Uninsured and has served on the Louisiana Federal Health Care Reform Steering Committee and the Louisiana Health Care Quality Forum, among others.



David L. Coleman, MD, a board certified internist and infectious diseases specialist, is a Research Professor and Interim Director at the Yale Center for Clinical Investigation and an Emeritus Professor at the Yale University School of Medicine. He has had a long-standing interest in basic mechanisms of macrophage function and the role of cytokines in regulating host defenses. His recent work has focused on medical professionalism in medical education and clinical practice. Prior to assuming his current position, Dr. Coleman was the John Wade Professor and Chair of the Department of Medicine at the Boston University School of Medicine and Physician-in-Chief at Boston Medical Center. Earlier in his career, he was Chief of Medical Service at the VA Connecticut Healthcare System and Interim Chair of the Department of Medicine at Yale University School of Medicine. Dr. Coleman is a fellow of the American College of Physicians and is the Chair of the ABIM Foundation Board of Trustees. A graduate of Stanford University, Dr. Coleman completed his medical degree at the University of California at San Francisco. He was a resident and fellow in the Department of Internal Medicine at Yale University and Yale-New Haven Hospital, where he also served as Chief Resident.



Jill Duncan, RN, MS, MPH, Vice President, Institute for Healthcare Improvement (IHI), oversees IHI's portfolio of strategic networks. She leads IHI's US-based Leadership Alliance and is accountable to the success of global teams in catalyzing and accelerating improvement knowledge exchange through robust relationship-based networks across IHI communities. Ms. Duncan is an active partner, facilitator, and advisor to large-scale efforts focused on leadership, workforce well-being, clinical quality improvement, and the development of dynamic learning networks. Her previous IHI responsibilities include daily operations and strategic planning for the IHI Open School, leadership for a number of results-oriented initiatives, and the design and development of workforce development programming. Ms. Duncan draws from her learning as a Clinical Nurse Specialist, quality leader, nurse educator, and front-line care provider. She received her undergraduate nursing degree from Georgetown University and her Master of Science and Master of Public Health from the University of Illinois Chicago.



Susan Edgman-Levitan, PA, is Executive Director of the John D. Stoeckle Center for Primary Care Innovation at Massachusetts General Hospital, a lecturer in the Department of Medicine, Massachusetts General Hospital (MGH), an Associate in Health Policy, Harvard Medical School, and an Instructor, Harvard Chan School of Public Health. She was the co-chair of the Patient Experience Leaders Committee at MassGeneralBrigham Health System for 13 years and leads the patient/clinician engagement work for the MGH Palliative Care Continuum Project. Prior to MGH, Ms. Edgman-Levitan was the founding President of the Picker Institute. A constant advocate of understanding the patient's perspective on health care, she has been the co-principal investigator on the Harvard Consumer Assessment of Healthcare Providers and Systems (CAHPS) study and is a member of the Lucian Leape Institute at the Institute for Healthcare Improvement (IHI) and Senior Fellow at IHI. She is an editor of *Through the Patient's Eyes*, a book on creating and sustaining patient-centered care, *The CAHPS Ambulatory Improvement Guide*, and many other publications. Ms. Edgman-Levitan serves on several boards and national advisory committees, including the ABIM Foundation, the AHRQ National Advisory Council, the Primary Care Collaborative, and the Patient Experience Policy Forum. She received the Leadership and Innovation Award from the Center for Information Therapy, the 2016 Inaugural Richard Nesson Award from the Massachusetts Health Quality Partnership and the MassGeneralBrigham Nesson Award for System Collaboration in 2020, and she is an invited member of the Future of Health International Collaborative. Ms. Edgman-Levitan holds degrees from the University of Michigan and the Duke University Physician Associate program, where she received the Distinguished Alumni Award and was inducted into the Duke University Medical Center Hall of Fame in 2004.



Margaret Flinter, APRN, PHD, FAAN, FAANP, is the Senior Vice President and Clinical Director of the Moses Weitzman Health System (www.MWHS1.com) and its Community Health Center, Inc. (www.CHC1.com). She has been a board-certified family nurse practitioner since 1980. She earned her BSN from the University of Connecticut, MSN from Yale University, and PhD from the University of Connecticut. After her initial years of practice in public health nursing, Ms. Flinter completed her MSN in community health/family nurse practitioner track at the Yale School of Nursing. A National Health Service Corps (NHSC) scholar, she joined the Community Health Center in 1980 as a primary care provider and its first nurse practitioner. She fully embraced its founding (1972) commitment to health care as a right, not a privilege and its zest for innovation, growth, and collaboration. At CHCI, she has held both clinical and executive leadership roles as she co-led its growth from a single site to a statewide organization and one of the largest FQHCs in the U.S. In 2023, CHCI created the Moses-Weitzman Health System as the parent organization of CHCI as well as three other subsidiary organizations, each created by CHCI as an innovation to address specific challenges in health care (Community eConsult Network (CECN), the National Institute for Medical Assistant Advancement (NIMAA) and the Consortium for Advanced Practice Providers (CAPP). She has led local, state and national initiatives focused on improving access to the highest quality primary care, particularly for underserved and key populations. In 2005, Ms. Flinter established the Weitzman Center, now known as the Weitzman Institute, as the research, innovation, and training arm of CHCI and currently serves as senior faculty of the Institute. One of her initial projects under the Weitzman Center was the development and launch (2007) of a model of formal postgraduate residency and fellowship training for new nurse practitioners. Now a national model, Ms. Flinter serves as the Chairperson of the Consortium for Advanced Practice Providers, which accredits and advocates for NP and NP/PA postgraduate training programs. She has served as PI/co-PI on numerous funded initiatives with a current focus on clinical workforce development, improving maternity outcomes, and optimizing virtual care. Ms. Flinter is also the co-host of "Conversations on Health Care", a radio show and podcast about health reform, innovation and policy. Ms.

Flinter was the recipient of a Robert Wood Johnson Executive Nurse Fellowship from 2002-2005. In 2021, she was honored with Yale University's Jefferson Award for public service. She is a Fellow of the American Academy of Nursing and the American Academy of Nurse Practitioners.



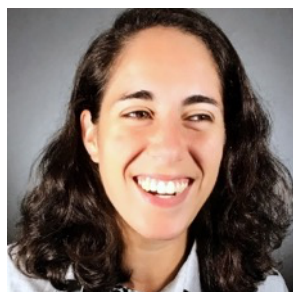
Deirdre Flynn, MBA, has held finance, strategy, and operations roles working across a broad range of social service, consulting, and finance organizations primarily focused on healthcare services. She currently works as a Senior Healthcare Payment and Finance Advisor at the New York City Department of Health in the Bureau of Equitable Health Systems. Previously Deirdre was a Director at Nonprofit Finance Fund, advising community-based organizations that address social drivers of health on contracting with health systems and payors to serve their clients. She holds an MBA in Healthcare Management.



Kim Freeman is the Executive Assistant to the President and CEO of the American Board of Internal Medicine. Prior to joining ABIM in 2022, she worked for the University of Pennsylvania for over 20 years, holding positions in the School of Nursing, as well as in the Perelman School of Medicine's Department of Medical Ethics and Health Policy, Department of Emergency Medicine and Department of Genetics. Ms. Freeman has a MA of Government Administration from the University of Pennsylvania and a BA of Journalism, Public Relations and Advertising from Temple University.



Nina Gabel, Account Manager, McCabe Message Partners, understands the importance of listening and learning from people with different backgrounds, using it as a guidepost to her approach to communications. She deftly juggles multiple priorities at once and always considers the message and the messenger before developing any communications. Before joining the team, Nina honed her communications skills working for a global nonprofit enhancing connections with international clients and developed a communications plan to reach key stakeholders for a Virginia-based nonprofit dedicated to the academic success of Hispanic students. Nina graduated magna cum laude from James Madison University's Honors College with a bachelor's degree in Communication Studies and a minor in Spanish. She is passionate about traveling, enjoys trying new foods, practicing yoga, and spending time with her dogs.



Judith Garber, MPP, is a senior policy analyst at the Lown Institute, a nonpartisan think tank based in Boston. She is the co-author of several Lown white papers on topics such as medication overload, overuse in U.S hospitals, hospital community benefit investment, and health spending in state budgets. Her work has appeared in *Stat News*, *The Hill*, *Health Affairs*, *Modern Healthcare*, *Center for Health Journalism*, and other publications. Before starting at Lown in 2016, Ms. Garber worked at the Aspen Institute Financial Security Program, the Midas Collaborative, and Pearson Education. She received her Master of Public Policy degree from the Heller School of Social Policy in 2016 and her BA in American Studies and Political Science from Rutgers University in 2011.



Reshma Gupta, MD, MSHPM, is a practicing internist, Chief of Population Health and Accountable Care at University of California Davis Health, and part of the Population Health Leadership Team for strategy across all UC Health campuses. As a physician executive, she has experience in care redesign, change management, predictive analytics, and social needs engagement. Dr. Gupta has been featured as a Top Executive Population Health Leader in Becker's Hospital Review, Women of Impact, California Health Care Foundation, and Presidential Leadership Scholars program. She has led more than 100 clinicians and care team members in population health and affordability improvement initiatives through her current role and previous position as the Medical Director for Quality at UCLA. With a strong background in health system innovation, policy, and implementation, Dr. Gupta's work has focused on better defining and improving the culture of delivering more affordable care to patients. She has worked as a senior adviser with the Center for Medicare and Medicaid Innovation's Comprehensive Primary Care program to test new models of value-based payment reform. She currently advises the U.S. Department of Defense committee on Health Delivery Systems and within the California Office of Affordability. As a co-director of Costs of Care, she has helped the NGO curate and disseminate innovations in health care affordability. Her research also has focused on developing and evaluating interventions to reduce expenditures for high-cost conditions and reduce patient out-of-pocket costs. Dr. Gupta has consulted and speaks nationally about population health, health care affordability, equity, and leadership for women in medicine. She has been featured in media outlets including NPR, CNN, and StatNews. After completing her undergraduate degree from UC Berkeley, she obtained her medical degree from UC San Francisco with a distinction in research and community service. Dr. Gupta completed a Robert Wood Johnson Clinical Scholar Fellowship with a masters in Health Policy and Management from UCLA. Later in her career, she took part in the California Health Care Foundation and Presidential Leadership Scholars programs selected by four presidential centers and libraries.



Berneta L. Haynes, JD, is a senior attorney with the National Consumer Law Center who focuses on consumer energy policy and medical debt. At NCLC, she recently authored *Protecting Older Adults from Surprise Medical Bills, Tariff-based On-Bill Financing: Assessing the Risks for Low-Income Consumers, The Racial Health and Wealth Gap: Impact of Medical Debt on Black Families*, and *Air-Source Heat Pumps: Protecting the Financial Well-being of Low-Income Families While Addressing Climate Change*. She is also a contributing author to the medical debt chapter of NCLC's *Collection Actions* treatise. Before joining NCLC, she served as a director at Georgia Watch, a state-based consumer advocacy organization in Atlanta, where she worked to make energy programs, quality health care, financial protection, and civil justice more equitable and accessible for all. At Georgia Watch, she led coalitions, facilitated forums, steered the passage of crucial medical billing legislation, and authored consumer-facing educational materials (such as the *Georgia Consumer Guide for Medical Bills and Debt*) and policy guides on energy equity (including *Keeping the Lights On* and *EMCs and Energy Equity: Harnessing Your Power*), financial protection, and health care billing. Previously, she practiced law at the Environmental Law and Policy Center in Chicago and the Southern Environmental Law Center, where she authored *Solar for All* and other policy papers. She earned her Bachelor's degree in English, Writing, and Psychology from Drury University, her Master's degree in English from the University of Iowa, and her law degree from the University of Iowa College of Law.



John Held is the Senior Director of Communications and Brand Management for the American Board of Internal Medicine and ABIM Foundation. In this role he is responsible for the development and implementation of internal and external communications campaigns aimed at increasing physician engagement in the American Board of Internal Medicine's programs, as well as efforts to advance the Foundation's communications initiatives in medical professionalism and building trust. He previously served as the Director of Communications for the ABIM Foundation, where he helped create and lead strategic communications initiatives to support the Foundation's organizational goals, including the nationally-recognized Choosing Wisely campaign. Before that Mr. Held was the Director of Communications for the American Cancer Society, where he oversaw communications strategies in a number of areas, including income development, mission delivery and advocacy. While with the Society, his work in the communications field was recognized with first place Pepperpots for Excellence in Communications, multiple times, by the Philadelphia chapter of Public Relations Society of America. Mr. Held earned a bachelor's degree in Speech Communication from Millersville University and is President of its Alumni Association.



Amberlyn Hopper is a Program Associate at the ABIM Foundation. In this role, she assists with the coordination of many programs and initiatives, including the Foundation's annual conference and the John A. Benson Jr., MD Professionalism Article Prize. Before joining the ABIM Foundation, she worked for various nonprofits and B Corps where she assisted with their community outreach and event planning operations, as well as other high-level projects and trainings. She has also worked as a writing tutor at Drexel University. In her free time, she volunteers as a grant writer for various nonprofits. Ms. Hopper received her bachelor's degree in English with a minor in Political Science from Drexel University.



Rajeev Jain, MD, FACP, FASGE, AGAF, is a board certified gastroenterologist who has been in private practice in Dallas since 1999. He is a partner at Texas Digestive Disease Consultants. He served as Chief of Gastroenterology at Texas Health Presbyterian Hospital in Dallas from 2000-2020. Dr. Jain is Chair of the American Board of Internal Medicine Board of Directors. He served on the American Gastroenterological Association (AGA) Governing Board as a Clinical Councilor and Chair of the AGA Practice Management and Economics Committee. He has participated in clinical guideline development at both the AGA and American Society of Gastrointestinal Endoscopy (ASGE), where he served on the Standards of Practice Committee from 2008-2010. Additionally, Dr. Jain was a member of the task force that created the AGA colonoscopy bundle framework, and was co-Director of the GI Outlook 2013 Practice Management Course co-sponsored by the AGA and ASGE. Dr. Jain is a Fellow of the American College of Physicians, AGA and ASGE. Dr. Jain received his bachelor's degree in chemical engineering from The University of Texas at Austin and his medical degree from Baylor College of Medicine in Houston. He completed his residency training in internal medicine and fellowship in gastroenterology at The University of Texas Southwestern Medical School in Dallas.



Sachin H. Jain, MD, MBA, is CEO of SCAN Group and SCAN Health Plan, one of the nation's largest not-for-profit Medicare Advantage plans, which serves more than 300,000 members across California, Nevada, Arizona, Texas and New Mexico. Previously, Dr. Jain was President and CEO of CareMore and Aspire Health, which served 200,000 Medicare and Medicaid patients in 32 states. He also served as Chief Medical Information & Innovation Officer at Merck & Co., was Senior Advisor to the Administrator of the Centers for Medicare & Medicaid Services (CMS) and was the first Deputy Director for policy and programs at the Center for Medicare and Medicaid Innovation (CMMI). Dr. Jain graduated from Harvard College and earned his MD from Harvard Medical School and MBA from Harvard Business School. He is Adjunct Professor at the Stanford University School of Medicine and is a member of the boards of Cue Health and Biofourmis.



Jackie Judd spent decades in journalism, reporting for ABC News, CBS News, NPR and the PBS NewsHour. Throughout her career, Ms. Judd covered health care and social policy issues, politics, the Supreme Court and major international events. She has been recognized with many awards, including national Emmys and an Edward R. Murrow Award. Ms. Judd also spent a decade at the Kaiser Family Foundation focusing on health policy communications and training journalists in countries with emerging AIDS epidemics. Today, Ms. Judd is a communications consultant specializing in the non-profit sector. She frequently moderates events and conferences and holds public speaking and Ted Talk workshops. Ms. Judd is a member of the Board of Directors of the Josiah Macy Foundation, Immediate Past Chair of the ABIM Foundation Board of Trustees, and often serves on advisory committees in the health policy arena.



Ali Khan, MD, MPP, FACP, is the Chief Medical Officer, Value Based Care Strategy at Oak Street Health, where he leads efforts in managed care strategy and operations, clinical design and public policy. Dr. Khan joined Oak Street Health in 2019 as Executive Medical Director of the Heartland Division and continues to practice general internal medicine. Prior to Oak Street, he served as CareMore Health's Clinical Design Officer and in leadership roles at Iora Health. Dr. Khan serves on the clinical faculty of the University of Chicago, Pritzker School of Medicine and is a Director of the American Board of Internal Medicine's Internal Medicine Specialty Board and a Trustee of the ABIM Foundation. Dr. Khan was recognized as one of Modern Healthcare's Top 25 Emerging Leaders in 2021 and Crain's Chicago Business' Notable Executives of Color in Health Care in 2022. He is a fellow of the California Health Care Foundation and Leadership Greater Chicago. Dr. Khan completed his residency at Yale-New Haven Hospital. He is a graduate of the Harvard Kennedy School and VCU's Medical College of Virginia, earning joint M.D. and M.P.P. degrees as a Harvard Public Service Fellow, and VCU's B.S./M.D. Guaranteed Admissions Program in Medicine.



Michael Karpman, MPP, is a principal research associate in the Urban Institute's Health Policy Center. His work focuses on quantitative analysis related to health insurance coverage, health care access and affordability, medical debt, health service use and spending, social determinants of health, and federal and state safety net programs. This work includes overseeing data collection and analysis for the Urban Institute's Well-Being and Basic Needs Survey. Before joining Urban in 2013, Mr. Karpman was a senior associate at the National League of Cities Institute for Youth, Education, and Families. He received his MPP from Georgetown University.



Maanasa Kona JD, LLM, is an Assistant Research Professor and faculty member at the Center on Health Insurance Reforms (CHIR) at Georgetown University's McCourt School of Public Policy. Her research focuses on improving the affordability of and access to health care. Recent projects include finding ways to protect patients from medical debt, pushing back against provider consolidation, and improving access to primary care and mental health care for underserved populations. Before joining CHIR, Ms. Kona was a Research Associate at the George Washington University Department of Health Policy and Management. She received her LL.M. from The George Washington University School of Law, her J.D. from American University Washington College of Law, and her B.S. in Industrial & Systems Engineering from Georgia Institute of Technology.



Ruth Landé, MA, Vice President, Provider Relations, Undue Medical Debt led hospital revenue cycle teams at an academic hospital and an integrated health system. She has expertise in patient access, operational transformation, and clinician alignment. She has been recognized for initiatives resulting in enhanced financial performance and high value outcomes for physicians, administrators, patients, and employees. She is an enthusiastic traveler and has a MA in International Relations.



Noam N. Levey is a Washington, D.C.-based senior correspondent for KFF Health News, where he is currently producing "Diagnosis: Debt," a multi-part project on medical debt in the U.S. in collaboration with NPR and CBS News. Mr. Levey joined KFF Health News in 2021 after 17 years at the Los Angeles Times, the last 12 as the paper's national health care reporter based in Washington. He has reported on health care issues from more than three dozen states and four continents and won numerous honors, including a Loeb award and two NIHCM awards, one in 2020 for his series "Inside America's High-Deductible Revolution" and one in 2023 for "Diagnosis: Debt." Mr. Levey has also been published in *Health Affairs*, *JAMA* and *Milbank Quarterly*. He started his career at newspapers in Duluth, Minn., Montgomery, Ala., and the United Arab Emirates. Prior to the LA Times, Mr. Levey was an investigative reporter for the San Jose Mercury News. Mr. Levey has a degree in History and Near Eastern Studies from Princeton University.



Zachary Levinson, PhD, is the Project Director of an initiative at KFF examining the business practices of hospitals and their impact on costs and affordability. Dr. Levinson has conducted research and analysis relating to the financial performance of hospitals and health systems, health care prices and reimbursement, hospital market consolidation, provider relief funding during the COVID-19 pandemic, and other topics that have bearing on access to affordable health care. His work has been published in *Health Affairs*, *Health Services Research*, *JAMA*, the *American Journal of Public Health*, and *Healthcare*. Prior to joining KFF, Dr. Levinson was an Associate Economist at the RAND Corporation. He also worked at KFF earlier in his career as a Policy Analyst with the Program on Medicare Policy. Dr. Levinson has a B.A. in Political Science from Washington University in St. Louis, an M.P.P. from The University of Chicago, an M.A. in Economics from the University of Michigan, and a Joint Ph.D. in Economics and Health Services Organization and Policy from the University of Michigan.



Tim Lynch, JD, is the Senior Director of Foundation Programs for the ABIM Foundation. Mr. Lynch joined the Foundation in 2010 and works on programmatic and governance issues. Before joining the ABIM Foundation, Mr. Lynch was an officer with The Pew Charitable Trusts, where he worked on a range of health and other state policy issues. Among other projects, he was instrumental in creating an initiative designed to increase children's access to oral health services. Earlier in his career, he served for six years as a Counsel to the Senate Judiciary Committee in Washington, DC. He has also worked as an attorney in private practice in Washington and Philadelphia. Mr. Lynch graduated magna cum laude from Georgetown University and received his law degree with honors from The University of Chicago Law School.



Nicholas Mackara is the Digital Content Specialist at the ABIM Foundation. In this role, he has a hand in creating all things interactive: design, user experience, and ensuring the Foundation's digital communications are staying current with industry best practices. He manages the Foundation's websites, social media, and video production. Before joining the ABIM Foundation, Mr. Mackara worked with political candidates and nonprofit organizations to develop online fundraising strategies, create eye-catching graphics, and implement digital strategy. Prior to working in the digital space, Mr. Mackara worked in the banking industry and for the Walt Disney Company. Mr. Mackara received his Bachelor's degree in Public Relations from Rowan University.



Patrick McCabe is president of DC-based McCabe Message Partners, a niche public relations agency focused exclusively on health and health care. For more than 25 years, he and his staff of 30+ colleagues have designed successful, affordable strategies that reach policymakers, consumers, health care providers, educators, and minority populations. His extensive roster of clients includes physician specialty societies, federal agencies, certifying boards, national and regional philanthropic foundations, patient advocacy groups, employer/payer/union organizations, and many others. His ideas catapult issues onto the radar of national and local thought leaders. His work on the importance of affordable, accessible health insurance, for example, resulted in coverage in every one of the nation's top 100 newspapers and every network news program. He later helped conceive and launch then-HHS Secretary Tommy Thompson's groundbreaking "small steps" anti-obesity initiative. His work on the award-winning *Choosing Wisely* campaign changed how physicians and patients think about routine medical tests or procedures. During the COVID-19 pandemic, he spearheaded more than 80 media briefings attended by the nation's most prestigious news outlets for a medical organization on the front lines of the public health response. Mr. McCabe has been published in industry publications and peer-reviewed journals on topics including crisis management, user-tested message development, strategic communications planning, media relations, building communications capacity for nonprofits, and others. He previously co-founded GYMR Public Relations, where he won numerous industry honors. Earlier, he was a vice president at Fleishman Hillard, a lobbyist and spokesperson for a health-related trade association, and an award-winning journalist in metropolitan Washington. Mr. McCabe graduated with high honors from the University of Notre Dame.



Jaime McClennen, MS, is the ABIM Foundation's Senior Communications Manager. In this role she oversees all day-to-day Foundation communications, including social media, media relations, and Building Trust initiative communications. Before joining the ABIM Foundation, Ms. McClennen worked with various health care and tech organizations at the national public relations firm Gregory FCA. Prior to that she managed all communications for Benefits Data Trust, a Philadelphia-based health and human services nonprofit. Other past experiences include various communications work for Crouse Hospital, AARP New Jersey, and the National MS Society. Ms. McClennen received her bachelor's degree from Rutgers University in both communications and human resources, and her master's degree in public relations from the Newhouse School at Syracuse University.



Dr. Cara McDermott is an Assistant Professor in Medicine, Division of Geriatrics at Duke University School of Medicine, with a secondary appointment in the Department of Population Health Sciences. She is also a Senior Fellow in the Duke Center for the Study of Aging and Human Development, and a Research Scientist in the Durham VA Geriatric Research Education and Clinical Center (GRECC). Her research focuses on identifying gaps in healthcare delivery and using implementation science to assess and adapt evidence-based interventions. Dr. McDermott works to optimize medication use, improve symptom management, and reduce unwanted healthcare use and costs among older adults with multiple chronic conditions. She has a particular interest in improving outcomes for patients with cancer, COPD, or dementia and their care partners, especially around improving shared decision making, reducing financial toxicity, and medication deprescribing for adults with serious illness. In recent projects, she investigated ways to improve end-of-life care from the perspective of bereaved caregivers and care delivery gaps leading to unwanted healthcare utilization for patients with multimorbidity.



Furman McDonald, MD, MPH, a board certified internist, is the Senior Vice President for Academic and Medical Affairs at the American Board of Internal Medicine (ABIM), where he provides physician leadership for the effective functioning of the Council and Specialty Boards, Graduate Medical Education (GME) related leadership and oversight for the consistent quality/integrity of ABIM certification programs. In these roles, he supports the development and implementation of integrated policies and standards for the Certification and Maintenance of Certification programs of the specialty and subspecialties of Internal Medicine. Dr. McDonald leads the ABIM Academic Affairs and Medical Specialties departments. Prior to joining ABIM, Dr. McDonald held many GME-related positions, including being the program director of one of the largest internal medicine residencies in the nation at the Mayo Clinic in Rochester, Minnesota. There, he led the program's participation in the ACGME's Educational Innovations Project. Dr. McDonald holds the rank of Adjunct Professor of Medicine in the Mayo Clinic College of Medicine and Science and continues to practice as a supervising physician for resident continuity clinic in the J. Edwin Wood Clinic of the Pennsylvania Hospital. He was also a member of the ACGME Residency Review Committee for Internal Medicine (RRC-IM) during the transition to the Next Accreditation System. As a longtime member of the Association of Program Directors in Internal Medicine (APDIM), Dr. McDonald chaired the APDIM Survey Committee from 2007 – 2011, leading the development of longitudinally tracked surveys with questions of importance to program directors resulting in many publications related to GME. In 2019 Dr. McDonald received the Alliance for Academic Medicine (AAIM) Special Recognition Award "...presented to an individual who has contributed most to helping the Alliance meet its mission which 'promotes the advancement and professional development of its members who prepare the next generation of internal medicine physicians and leaders through education, research, engagement, and collaboration.'" He remains on the RRC-IM as an ex officio member for

ABIM. He is also a Fellow of the American College of Physicians and a member of the Society of Hospital Medicine reflecting his medical practice expertise in both general and hospital internal medicine. The focus of Dr. McDonald's professional career has been the training of internal medicine residents and fellows to provide better care to patients by incorporating the best evidence available for both medical care and medical education. The scholarly focus of his career has been to establish the evidentiary link between graduate medical education and patient-relevant outcomes supported by both internal and external funding sources and resulting in over 100 peer reviewed publications as well as numerous abstracts, letters, books and book chapters. Dr. McDonald earned a bachelor's degree in Physics from the University of North Carolina, Chapel Hill and his medical degree from Mayo Medical School. He completed an internal medicine internship at Johns Hopkins Hospital, Osler Medical Service, and an internal medicine residency at Mayo Clinic in Rochester, Minn., where he also served as Chief Resident. He later earned a master's of public health degree concentrating in epidemiology, biostatistics, and medical education research from Johns Hopkins Bloomberg School of Public Health.



Luke Messac, MD, is an emergency physician and a historian. He is an attending physician at Brigham and Women's Hospital and an Instructor in Emergency Medicine at Harvard Medical School. He received his BA from Harvard University, his MD and PhD from the University of Pennsylvania, and completed residency training in emergency medicine at Brown/Rhode Island Hospital. His research focuses on the history and political economy of health care, as well as on diagnostics for emergency care in resource-limited settings. His first book, *No More to Spend* (Oxford University Press, 2020), is a history of medical neglect and exploitation in Malawi. This book was named a CHOICE Outstanding Academic Title. His second book, *Your Money or Your Life: Debt Collection in American Medicine* (Oxford University Press, 2023), is a history of medical debt collection in the United States.



Chris Moriates, MD, is the Chief of Hospital Medicine at the VA Greater Los Angeles Healthcare System and a Professor of Clinical Medicine at UCLA. He is also the Executive Director for the non-profit Costs of Care, which aims to cultivate change agents who will lead the creation of a more affordable and equitable health system. Dr. Moriates co-authored the book *Understanding Value-Based Healthcare* (McGraw-Hill, 2015), which Dr. Atul Gawande called "a masterful primer for all clinicians." He leads the STARS program for medical students across the United States (stars.costsofcare.org) and co-chairs the Choosing Wisely International Consortium medical education committee. He was a founding editor for the "Teachable Moments" series in JAMA Internal Medicine. He has published more than 75 peer-reviewed articles. He speaks internationally on topics related to educating clinicians about health care value and how to implement high-value care. Prior to joining UCLA and the VA, Dr Moriates served as the Assistant Dean for Healthcare Value, Associate Chair for Quality & Safety, and Associate Professor with Tenure in Internal Medicine & Medical Education at Dell Medical School at The University of Texas at Austin. Prior to Dell Medical School, Dr Moriates was an Assistant Professor in the Division of Hospital Medicine at UCSF, where he led the UCSF Center for Healthcare Value's Caring Wisely™ program, the Division of Hospital Medicine High-Value Care Committee, and the internal medicine residency's Cost Awareness curriculum.



Jessica Perlo, MPH, is the Executive Vice President of the ABIM Foundation, a nonprofit focused on advancing medical professionalism and clinician leadership to improve the health care system. Previously, Ms. Perlo led the Institute for Healthcare Improvement (IHI)'s work to support workforce well-being, which aims to reverse the worrying trend of burnout and moral injury in health care and support leaders at all levels in creating a positive work and learning environment that fosters equity, safety, meaning, choice, and a shared commitment to deliver high-quality care. For more than 15 years, she has worked to design and implement health system improvement efforts, including roles at Finger Lakes Health Systems Agency, Strong Memorial Hospital, Mass General Brigham, and the Atlantic Health Equity Fellowship. She is a member of the National Academy of Medicine Action Collaborative on Clinician Wellbeing and Resilience, trained in community organizing from the Harvard Kennedy School of Government, and is an IHI Improvement Advisor.



Bich Ha Pham, JD, is the Senior Director of Communications and Policy with the Healthcare Anchor Network, where she works on communications and advocacy for various initiatives. Ms. Pham previously worked on a number of exciting projects, including the path-breaking campaign that resulted in New York City support for worker cooperatives, as well as the community wealth building policy work at the NYC Public Advocate's office as Director of Policy. Ms. Pham's previous roles also included being the Executive Director of the Hunger Action Network of NYS and the Policy Director at FPWA. She has authored a number of reports and policy publications, including "Anchor Collaboratives: Building bridges with place-based partnerships and anchor institutions," "Anchor Mission Communications Toolkit," "Advancing Economic Opportunity in New York City – The Role of Credit Unions, Community Banks and Community Development Financial Institutions (CDFIs)," and "The State of New York's Social Safety Net for Today's Hard Times." She has extensive media experience and has been interviewed by news outlets including The New York Times, Associated Press, Reuters, In These Times, The Village Voice, NY1 News, international media, and various radio stations. She received her Juris Doctorate from New York University School of Law and BA from Washington State University.



Eli Rushbanks, JD, is the General Counsel and Director of Policy Advocacy at Dollar For, a patient advocacy non-profit that helps patients apply for hospital financial assistance. He has been working on medical debt and health care policy for most of his legal career. At Dollar For, he works with patients, advocacy groups, state and federal regulators, and hospital leaders to improve patient access to and experience with financial assistance. He helped build Dollar For from the ground up which, so far, has helped relieve over \$40 million in debt for over 12,000 patients. Before joining Dollar For's staff he served on its Board of Directors and was a consumer protection attorney defending patients in medical debt collection lawsuits.



Vikas Saini, MD, is President of the Lown Institute, a nonpartisan think tank that believes a radically better health care system is possible. Dr. Saini leads the Institute's signature project, the Lown Institute Hospitals Index for Social Responsibility, which includes measures never used before, like hospital racial inclusivity, CEO-to-staff pay equity, and avoidance of overuse. Dr. Saini trained in cardiology at Harvard, where he also practiced and taught. He also worked in private practice in the community setting for more than fifteen years. He is founder of a successful primary care physician contracting network and the co-founder of a ground-breaking medical device company. He also has served as chair of the Right Care Alliance, a grassroots network of clinicians, patient activists, and community leaders organizing to put patients, not profits, at the heart of health care.



Gordon (Gordy) Schiff, MD, is a practicing general internist and Associate Director of Brigham and Women's Center for Patient Safety Research and Practice, Quality Safety Director for the Harvard Medical School (HMS) Center for Primary Care and Associate Professor of Medicine at HMS. Before coming to Boston in 2007, he worked for more than three decades at Cook County Hospital serving Chicago's underserved and uninsured patients, where he directed County's General Medicine Clinic and chaired the Quality Assurance/Improvement and Drug Formulary Committees. He has published more than 250 articles on patient safety and quality, especially in the areas of medication and diagnosis safety. He was a reviewer and contributor to the 2015 National Academy of Medicine Report *Improving Diagnosis in Health Care* and is a founding member of the Society for Improving Diagnosis in Medicine (SIDM). He has been PI of multiple AHRQ, CRICO, NSPF, and Moore Foundation-funded projects related to improving medication safety and application of health IT to safer medication use. He is currently PI on an AHRQ Diagnostic Center for Excellence focused on learning from and supporting patients with potentially delayed cancer diagnosis. He received an award from the Arnold Gold Foundation for Medical Humanism to study clinician-patient boundaries. He was recipient of the 2019 Mark Graber Diagnosis Safety Award from SIDM, the 2020 Eisenberg Award by the National Quality Forum (NQF) and the Joint Commission, and the 2021 Avedis Donabedian Quality Award by the American Public Health Association. He currently chairs the editorial board of Medical Care and serves on editorial boards of the Journal of Public Health Policy and BMJ Quality and Safety in Healthcare.



David Schleifer, PhD, Vice President and Director of Research at Public Agenda, leads patient voice and other opinion research at Public Agenda using methodologies including surveys, focus groups, in-depth interviewing, and diary studies. Since joining Public Agenda in 2013, he has spearheaded projects exploring the experiences, opinions, and behaviors of the general public and of specific populations such as patients, clinicians, students, elected officials, and teachers. Prior to joining Public Agenda, he served as an Associate Research Scholar at Columbia University Medical Center, where his research focused on public understanding of the appropriate use of health screenings. He has held roles at and conducted research projects for organizations including the New York City Department of Health and Mental Hygiene, the Hunger Project, the National Gay & Lesbian Task Force, and the Oregon Social Learning Center. Dr. Schleifer has written for and had his research cited in news outlets such as the Chicago Sun-Times, WBEZ, USA TODAY, The Hill, Real Clear Politics, and Education Week. He has published in peer-reviewed journals including Health Affairs, New Political Science, and Social Studies of Science. Originally from the Philadelphia area, Dr. Schleifer holds a bachelor's degree in sociology from Wesleyan University and a PhD in sociology from New York University.



Roy Schwartz, MBA, is Vice President of Payer Strategy at Penn Medicine. His responsibilities include development and implementation of insurance, managed care and related market strategies. Mr. Schwartz has oversight of three teams of contract negotiators and other professionals in the Lancaster, Princeton, and Greater Philadelphia markets. These teams are directly accountable for negotiating the contracts, as well as managing the relationships, partnerships, disputes, and business development opportunities with our health plan partners on behalf of all Penn Medicine hospitals, physicians, and ancillary providers. Prior to joining Penn Medicine in 2002 as Director of Managed Care, Mr. Schwartz was Director of Managed Care for Temple University Health System. Throughout the 1990s, Mr. Schwartz held various health care contracting and analysis positions at the Massachusetts Division of Medical Assistance (Medicaid) and Partners HealthCare in Boston. Mr. Schwartz has an MBA from Boston University and a BA from Brandeis University.



Katherine Sepulveda, PhD, is a Program Associate at the ABIM Foundation. She provides executive-level support to Executive Vice President Jessica Perlo and research and programmatic support to the Foundation. Before arriving at the ABIM Foundation, she was an executive assistant at Reconstructionist Rabbinical College in Wyncote, PA. In this role, she supported the Vice President of Academic Affairs and the Middle States Commission on Higher Education accreditation co-chairs. Ms. Sepulveda recently completed a PhD in philosophy at Villanova. She has an undergraduate degree from Bryn Mawr College, where she graduated cum laude with departmental honors, majoring in philosophy and minoring in international studies, and a master's in theological studies from Boston College. She was previously a Fulbright grantee, studying health care, chronic pain, community, and society in Belgium.



Allison Sesso became the President / CEO of Undue Medical Debt in January 2020. Undue Medical Debt is a nonprofit, charitable institution that relieves medical debt across the U.S., providing financial, physical, and emotional relief to people saddled with medical debt. To date, Undue Medical Debt has erased over \$11.8 billion of medical debt for more than 7.4 million people and counting. Under Ms. Sesso's leadership, Undue Medical Debt has expanded its reach by working with a wide range of health care providers to purchase medical debt, working in partnership with states, counties, and cities on local medical debt relief initiatives, developing its capacity to highlight the impact of medical debt on families, and contributing effectively to the larger conversation around the root causes of medical debt. She has become a prominent voice on the topic of medical debt and is frequently interviewed by media outlets, including CBS Sunday Morning, NPR, the New York Times, and others. Prior to joining Undue Medical Debt, Ms. Sesso served as the Executive Director of the Human Services Council of New York (HSC), an association of 170 nonprofits delivering 90% of human services in New York City. Under her leadership HSC pioneered the development of nationally recognized tools designed to illuminate risks associated with government contracts, including an RFP rater and government agency grading system. She led negotiations with the New York City and New York State governments on behalf of the sector and successfully pushed for over \$500 million in investments to address the nonprofit fiscal crisis. During her tenure at HSC, Ms. Sesso also led a commission of experts focused on social determinants of health and value-based-payment structures and published the report, *Integrating Health and Human Services: a Blueprint for Partnership and Action*, that examines the challenges of operationalizing relationships between health and human services providers. She also served on the New York State Department of Health's Social Determinants and Community Based Organizations (CBO) Subcommittee helping to formulate recommendations around the integration of CBOs into Medicaid managed care. Ms. Sesso's work on behalf of the human services sector led City & State to recognize her as a top nonprofit leader in 2018 and 2019, one of the 25 most influential leaders in Manhattan in 2017, and one of New York City's 100 "Most Responsible" in 2016. She again received the 100 "Most Responsible" award for the second time for her efforts at Undue Medical Debt. Under her leadership, in 2022, Undue Medical Debt received the NYC Imagine award for innovation.



Noelle Serino, MPH, joined the Lown Institute as a Policy Analyst after receiving her Master of Public Health degree in Social and Behavioral Sciences from the Yale School of Public Health. Ms. Serino's primary role takes place within the Institute's Hospital Fair Share Spending project, where she assists in the collection of tax exemption and community benefit spending data from nonprofit hospitals across 20 states. Prior to enrolling in graduate school, Ms. Serino attended American University in Washington, DC where she received her dual-major bachelor's degree in Public Health & Justice and Law. During her academic career, Ms. Serino worked with a variety of public health

organizations including the YMCA of Metropolitan Washington, Yale Center on Climate Change and Health, and the Institute for Medicaid Innovation.



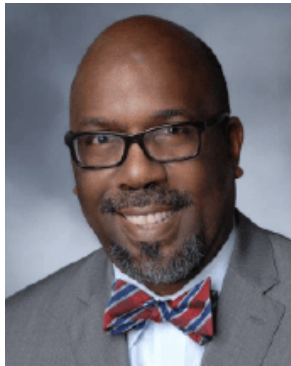
Laura Sessums, MD, JD, joined AHRQ as Chief Physician in August 2022 and her diverse portfolio includes Long Covid, strengthening collaboration with CMS and other agencies, developing a primary care strategy, and improving patient experience measurement. She is a practicing general internist. She has worked on value-based payment as the Chief Care Transformation Medical Director at Anthem, where she focused on commercial value-based care programs, including primary care, ACOs, and episode-based payment models. She was also the Director of the Division of Advanced Primary Care at the CMS Innovation Center, where she developed and launched the Comprehensive Primary Care Plus, America's largest multi-payer initiative to improve primary care. She spent over a decade in academic medicine as a clinician-educator, mostly at Walter Reed Army Medical Center (as a civilian), where she served as the Chief of the General Medicine Section. Her professional activities have been in the areas of health care policy and advocacy, medical education, senior medical administrative leadership, and scholarship at the intersection of law and medicine. Her research has focused on primary care, particularly ethical and legal domains. She is a former lawyer.



Eva Marie Stahl, PhD, is the Vice President of Public Policy & Program Management at Undue Medical Debt. Ms. Stahl oversees development and implementation of Undue Medical Debt's policy work and programming, including beneficiary insights, community engagement and government initiatives. She works closely with staff to ensure that beneficiaries' voices and experiences are centered in solutions that address the medical debt crisis. Prior to joining Undue Medical Debt, Ms. Stahl was a leader in the health advocacy community for over a decade. During her tenure, she collaborated with national coalition partners to advance health care affordability priorities. Ms. Stahl also coordinated efforts to support health advocates and community partners advancing a health equity agenda that addresses social determinants of health, including economic security. Ms. Stahl holds a Ph.D. in social policy from Brandeis University and a master's degree from the Lyndon B. Johnson School of Public Affairs. In her free time, Ms. Stahl enjoys hiking with her two dogs and reading fiction.



Rachel J. Thornton, MD, PhD, is Vice President and Chief Health Equity Officer at Nemours Children's Health where she leads work on health equity strategy to support the organization's vision to create the healthiest generations of children. With hospitals in the Delaware Valley and Central Florida, Nemours Children's Health is one of the largest integrated pediatric health systems in the United States. Dr. Thornton has committed her career to health equity research and practice, including organizational transformation. Prior to joining Nemours Children's, Dr. Thornton was Associate Professor of Pediatrics at Johns Hopkins School of Medicine and the Inaugural Executive Director for Clinical Services in the Johns Hopkins Medicine Office of Population Health, where she led population health management services and community health. A practicing primary care pediatrician, Dr. Thornton served as a Health Policy advisor at the U.S. Department of Housing and Urban Development from 2011-2013. As a nationally recognized innovator in health equity research and practice, she served as a member of the National Academies of Sciences, Engineering and Medicine study committee on *Shaping Summertime Experiences, Opportunities to Promote Healthy Development and Well-Being for Children and Youth* and as a member of the Strategy Group on COVID and Rental Evictions. Dr. Thornton received a B.A. from New York University, an M.D. from Johns Hopkins School of Medicine, and a PhD in Health Policy and Management from Johns Hopkins Bloomberg School of Public Health. After residency, she completed fellowship training in general academic pediatrics.



Reginald Tucker Seeley, MA, ScM, ScD, is the principal and owner of Health Equity Strategies and Solutions. He completed master and doctoral degrees in public health at the Harvard T.H. Chan School of Public Health (HSPH) and a postdoctoral fellowship in cancer prevention and control at HSPH and the Dana-Farber Cancer Institute (DFCI). His research has focused on social determinants of health across the life course, such as the association between the neighborhood environment and health behavior; and on individual-level socioeconomic determinants of multi-morbidity, mortality, self-rated physical, mental, and oral health. His research has also investigated the association of financial hardship with health across the chronic disease continuum from prevention to end-of-life care. Dr. Tucker-Seeley has a longstanding interest in the impact of health policy and social policy on racial/ethnic minorities and across socioeconomic groups. He was previously the Vice-President of Health Equity at ZERO-The End of Prostate Cancer. In this role, he led the development and implementation of ZERO's health equity strategy to reduce racial/ethnic and place-based disparities in prostate cancer. He has experience working on local and state level health disparities policy, and he has developed and taught courses focused on measuring and reporting health disparities. In 2017-2018, Dr. Tucker-Seeley was a Robert Wood Johnson Health Policy Fellow with a placement in the United States Senate. Prior to joining ZERO, he was the inaugural holder of the Edward L. Schneider chair in gerontology and Assistant Professor in the Leonard Davis School of Gerontology at the University of Southern California (USC). Prior to joining USC, he was an Assistant Professor of Social and Behavioral Sciences at DFCI and HSPH.



Eric Wei, MD, serves as Senior Vice President and Chief Quality Officer for NYC Health + Hospitals, the largest municipal safety-net health system in the United States. He is a Professor of Emergency Medicine through the Icahn School of Medicine at Mt. Sinai and Adjunct Professor for the NYU School of Global Public Health. He is the fellowship director for the NYC Health + Hospitals Clinical Leadership Fellowship. He is a practicing Emergency Medicine physician who has rotated through all 11 emergency departments in the system. He serves on the board of MetroPlus Health and on the advisory committees for both the Greater New York Hospital Association/United Hospital Fund Clinical Quality Fellowship Program and the United Hospital Fund Health Equity Fellowship. Dr. Wei is a fellow of the American College of Emergency Physicians and the New York Academy of Medicine. Dr. Wei previously served as Interim Chief Executive Officer of NYC Health + Hospitals/Elmhurst in 2020 and NYC Health + Hospitals/Harlem in 2021.



Pamela Browner White, Senior Vice President of Communications and Chief Diversity, Equity and Inclusion Officer at the American Board of Internal Medicine and the ABIM Foundation, has more than 30 years of experience in communications, public affairs, community relations and strategic development. She oversees all communications and diversity, equity and inclusion operations and activities for the American Board of Internal Medicine and the ABIM Foundation, working to expand and enhance outreach to physicians and external stakeholders, increase organizational transparency and effectively communicate the importance of board certification and medical professionalism. Before joining the American Board of Internal Medicine and the ABIM Foundation, Ms. Browner White was the Senior Vice President of Corporate Communications and Strategic Development at Esperanza, Inc., the largest Hispanic faith-based nonprofit organization in the U.S. There, she developed a dynamic communications strategy to build a local and national reputation with key internal and external stakeholders and managed relationships with top-tier media and advanced strategic partnerships to secure resources to support the organization's mission. Previously, she was the Vice President, Public Affairs for Cancer Treatment Centers of America, where she engaged various audiences, including patients, physicians, media and industry leaders on important health care issues.

She also held senior leadership roles with the Philadelphia Eagles and Citizens Bank of Pennsylvania. In addition, Ms. Browner White has a history of community service and is Chair Emeritus of the Board of Directors for the Marian Anderson Award and Former Chair of the Workforce Investment Board and Philadelphia Youth Council. She earned a bachelor's degree in communications from Youngstown State University.



Mia Williams joined the Healthcare Anchor Network as a Policy Intern in September 2023 and served as the Research Intern from September 2021-August 2022. Prior to rejoining HAN, Mia has done casework for Governor Evers' Department of Constituent Services, mentored undergraduate students with the Posse Program, and worked on a violence prevention communication strategy with UW-Madison's University Health Services. She is excited to support the Aligning to Advance Policy group and engage with health systems around their affordable housing and workforce development strategies.



Lauren Worth (she/they), Project Manager for Workforce and Community Engagement Initiatives, joined the Healthcare Anchor Network (HAN) team in May 2017. She collaborates with HAN members across the country to promote and advance implementation of anchor mission strategies. Her work focuses on supporting HAN members to build outside-in inclusive, local hire pipeline and inside-up career pathways programs, and to collaborate with community stakeholders to make the anchor mission more responsive to community needs. Prior to joining HAN, Ms. Worth worked at the Summit Foundation. She has a B.A. in international studies from American University, where she focused on global environmental politics.



Heather C. Yun, MD, received her BA from Colorado College and her MD from Yale University School of Medicine. She recently retired from her position as a Colonel in the US Air Force and Deputy Commander for Medical Services at Brooke Army Medical Center, JBSA-Fort Sam Houston, Texas. In that position, she oversaw, directed and coordinated over 1700 personnel, 30 specialty services, and over 270 graduate medical education trainees, while ensuring high quality, safe, and cost-effective care, optimizing scholarly activity and Army and Air Force readiness requirements. Her internal medicine and infectious diseases (ID) training were completed at SAUSHEC. She is a graduate of the Air War College, a Professor of Medicine at USUHS and Adjunct Professor of Medicine at UTHealth, Fellow of the American College of Physicians and the ID Society of America (IDSA). Her prior positions have included Chair, Department of Medicine, and Program Director of the SAUSHEC Infectious Disease Fellowship. She has served on and led numerous national and DoD committees, including the ACGME-Residency Review Committee for Internal Medicine; the American Board of Internal Medicine ID Specialty Board, and IDWeek Program Committee. She serves on the Board of Directors for IDSA and the ABIM Foundation. Her active areas of research include infectious complications of trauma, infections with multidrug-resistant bacteria, travel and deployment related illness, and respiratory viral infections. She has published over 80 peer-reviewed articles, book chapters, and guidelines, including two which were highlighted in New England Journal of Medicine's Journal Watch, and has over 150 invited lectures and research presentations at local, military and national meetings. She has served as a grant reviewer for numerous peer-reviewed funding agencies totaling over \$350 million. She has been recognized with over 20 teaching, mentoring, and clinical excellence awards, including the Hero of Military Medicine Award, SAUSHEC Gold Headed Cane Award, the Order of Military Medical Merit, 2013 AETC Physician Educator of the Year Award, the 2016 USU AOA Faculty Teacher of the Year Award, the 2016 Association of Military Surgeons of the United States Military Medicine Award, the 2016 MHS Female Junior Physician Leadership Award and the 2017 SAUSHEC Program Director of the Year. Her mentees have been recognized with over 30 awards for research and clinical excellence. She deployed to Craig

Joint Theater Hospital, Bagram Air Field, Afghanistan, in 2011, where she cared for over 600 critically injured trauma patients. She has educated over 5000 on operational infectious disease topics at the Military Tropical Medicine Course, the Joint Forces Combat Trauma Management Course, and the Deployed Infection Control Course. She is married to her college sweetheart Ted and is the proud mother of Theo, Eli and Elanor.



David Zuckerman, President/CEO of the Healthcare Anchor Network, has led the organization since its launch in 2017 and serves as the president of the network. He is a national thought leader on the role of health systems as anchor institutions in building community wealth and inclusive economic development. Mr. Zuckerman is the co-author of several reports that have helped propel forward the anchor mission movement, including *Hospitals Aligned for Healthy Communities* toolkit series. He is also the author of *Hospitals Building Healthier Communities: Embracing the Anchor Mission* and a contributor to *Can Hospitals Heal America's Communities*. He is the lead author of a National Academy of Medicine discussion paper, *Building a Culture of Health at the Federal Level* and a contributor to *2020 Surgeon General's Report on Community Health and Economic Prosperity*. Mr. Zuckerman has been an invited speaker at key sector events to promote the anchor mission movement: World Health Organization, American Hospital Association, Association of Academic Health Centers, the National Academy of Medicine, American Organization of Nurse Executives and *Modern Healthcare's* Leadership Summit. He previously served on the Board of Trustees for the Consumer Health Foundation from 2016-2021, including as Treasurer. In this role, he led the expansion of their place-based impact investing strategy.