

**THE COMMONWEALTH FUND**  
**2016 INTERNATIONAL SYMPOSIUM ON HEALTH CARE POLICY**

**PARTICIPANTS' BIOGRAPHIES**



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



**AIN AAVIKSOO, M.D., Ph.D., M.P.H.**, is deputy secretary general for e-services and innovation at the Ministry of Social Affairs in Estonia. He oversees the digital transformation and innovation of social security-related issues in Estonia, including health, labour, and social matters. Aaviksoo is currently chairing the mHealth working group of the European Commission's eHealth Network. In addition, he lectures at Tallinn University of Technology and Medical Faculty of University of Tartu. He has earlier work experience as a physician, senior-level civil servant, international consultant on large system transformation and technology adoption in healthcare, health policy researcher, chief executive officer of public policy think-tank Praxis, and health-tech entrepreneur. He has published more than 20 peer-reviewed articles and contributed parts of several book chapters on health policy and e-health, he is also a regular presenter as an invited keynote speaker on e-services and e-society at international health care or public policy events. He earned his M.D. at the University of Tartu, and his M.P.H. from Harvard University.



**GERARD F. ANDERSON, Ph.D.**, is professor of health policy and management and director of the Johns Hopkins Center for Hospital Finance and Management. Prior to coming to Johns Hopkins in 1983, Anderson worked in the Office of the Secretary of the U.S. Department of Health and Human Services from 1978 to 1983. Anderson is currently conducting research on chronic conditions, comparative insurance systems, medical education, health care payment reform, and technology diffusion. He has directed reviews of health care systems for the World Bank, World Health Organization, and the U.S. Agency for International Development in multiple countries and has directed more than 100 research projects. He has authored two

books on health care payment policy, published more than 250 peer-reviewed articles, testified in Congress 50 times, and serves on multiple editorial committees.



**JOANNEKE BALFOORT** is the current deputy chief of the embassy of the Kingdom of the Netherlands to the United States of America. She has been with the Netherlands' Ministry of Foreign Affairs for 20 years. During her career at the Ministry of Foreign Affairs, she has worked as a project officer for human rights projects and humanitarian support in Central and Southern Africa, political affairs at the Netherlands embassy in Moscow, first secretary within the Netherlands NATO delegation in Brussels, coordinator European Union affairs within the Ministry, and head of the economic section at the embassy in London. She graduated from the University of Amsterdam with a law degree, specializing in international law, and a degree in political science.



**RAN D. BALICER, M.D., Ph.D., M.P.H.**, is the founding director of the Clalit Research Institute in Israel, and the World Health Organization (WHO) Collaborating Center on Non-Communicable Diseases Research, Prevention and Control. In parallel, he serves as director of health policy planning for Clalit Health Services, Israel's largest healthcare organization. In these roles, he is responsible for strategic planning of novel organization-wide interventions for improving healthcare quality, reducing disparities and increasing effectiveness and care integration. These include the introduction of innovative data-driven tools into practice – predictive modeling, real-

life effectiveness studies, decision support tools and proactive care interventions. Balicer serves as track director at the Ben-Gurion University M.P.H. program, and as Chair of the Israeli Society for Quality in Healthcare. Balicer's research is focused on the study of extensive clinical databases in care provision and policymaking, health systems integrated care, and quality management. He also holds senior advisory roles at the Ministry of Health of the State of Israel, and the World Health Organization. Balicer received



his M.D. from Tel Aviv University, and both his Ph.D. and M.P.H. from Ben Gurion University.

**DAVID E. BANKO, C.P.A., M.S.**, is director of health economics and outcomes research at B. Braun Medical Inc. In this position Banko is responsible for identifying strategies to leverage health economics and outcomes studies across the breadth of B. Braun's portfolio resulting in the differentiation of their products in a highly competitive market. He partners with all levels of the organization to develop an

optimized evidence generation plan ensuring widespread adoption of their innovative products upon commercialization. He is leading B. Braun Medical Inc. in preparing for the challenges and opportunities associated with the transition to a value oriented healthcare system in the United States. Banko has worked in the medical device, diagnostics and hospital finance industries for more than 20 years. He spent 12 years working with two operating companies that were part of the Johnson & Johnson family of companies. During his time with Johnson & Johnson he leveraged outcomes evidence to shape Medicare's national medical coverage and reimbursement policies and developed programs to assist hospitals and physicians in securing market access from Medicare and other third-party payers for FDA approved emerging medical device technologies. Previously Banko has led efforts in developing responses to payers' Health Technology Assessments and in educating internal business partners on the implications of major policy shifts such as Medicare's bundled payment initiatives, comparative (cost) effectiveness and gainsharing. He received a B.S. degree in liberal studies from the University of Scranton and a M.S. degree in finance from King's College. Banko is also a Certified Public Accountant, licensed in the State of Pennsylvania.



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



**DAVID W. BATES, M.D., M.Sc.**, is the medical director of Clinical and Quality Analysis, Information Systems at Partners HealthCare System, Inc. Bates is chief of the Division of General Internal Medicine and Primary Care at Brigham and Women's Hospital. He is also a professor of Medicine at Harvard Medical School and professor of Health Policy and Management at the Harvard School of Public Health, where he is the co-director of the Program in Clinical Effectiveness. He is a member of the Institute of Medicine of the National Academies and external program leader, Patient Safety Research, WHO World Health Alliance for Patient Safety, World Health Organization, Geneva, Switzerland. Bates is the executive director of the Brigham and Women's Center for Patient Safety Research and Practice that focuses on improving medication safety across the continuum of care and patient groups. Bates' primary informatics focus concerns the use of information technology to measure and improve the quality of care within the field of medication safety. He has completed extensive research evaluating the incidence and prevention of adverse drug events and clinical decision support. Other areas of research interest include: evaluating the impact of patient computing applications, improving provider satisfaction through electronic communications, improving quality of care and cost-effectiveness in electronic communications, and outcomes assessment. After his residency training in Internal Medicine at Oregon Health Services University in Portland, he completed a postdoctoral research fellowship in medicine at the Harvard Medical School in Boston, Massachusetts. In 1987, Bates held a faculty position at the Oregon Health Sciences University, and then joined the Brigham and Women's Hospital in 1988. Bates received a B.S. in chemistry from Stanford University, an M.D. from Johns Hopkins School of Medicine, and a M.Sc. in health policy and management from the Harvard School of Public Health.



**DONALD M. BERWICK, M.D., M.P.P., F.R.C.P.**, is the president emeritus and senior fellow of the Institute for Healthcare Improvement, and is also former administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on 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 American Hospital Association Board of Trustees, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's Governing Council, was a member of the Institute of Medicine's Global Health Board, and served on President Clinton's Advisory Commission on Consumer

Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Her Majesty, Queen Elizabeth II in recognition of his work with the British National Health Service. Berwick is the author or co-author of more than 160 scientific articles and six books. He currently serves as lecturer in the Department of Health Care Policy at Harvard Medical School. He holds a M.D. and M.P.P. from Harvard University.



**ANDREW B. BINDMAN, M.D.**, is the director of the Agency for Healthcare Research and Quality, a position to which he was appointed on May 2, 2016. He is a primary care physician with Federal and State health policy experience who has practiced, taught, and conducted health services research at San Francisco General Hospital, an urban safety-net hospital, for almost 30 years. During that time, he led the development of a nationally recognized academic division focused on improving the care of vulnerable populations and a State-university partnership with California's Medicaid program that promotes translating research into policy. Prior to his appointment, he served as professor of medicine and epidemiology and biostatistics at the University of California, San Francisco. At the University of California, San Francisco, Bindman contributed to the training of primary care physicians and the development of health services researchers. He has been the Director of the University of California, San Francisco's Primary Care Research Fellowship, the developer of a course on translating research into policy, and a co-editor of the textbook *Medical Management of Vulnerable and Underserved Populations*. Bindman has published more than 150 peer-reviewed scientific articles focused on primary care and on low-income individuals' access to and quality of care. Through his work, he has helped to establish the association between access to care and preventable hospitalizations for ambulatory care-sensitive conditions (what are now called Prevention Quality Indicators). Bindman has used Prevention Quality Indicators to evaluate Medicaid programs and to design interventions to improve quality of care for low-income patients with chronic disease. He has also promoted a participatory research model with policymakers as a way to translate research into evidence-based policy. Bindman is a Senior Associate Editor of the journal *Health Services Research* and he was elected to the National Academy of Medicine in 2015. In 2005, Bindman received an achievement award from the Health Resources and Services Administration in recognition of his contributions to research training in health care disparities and in improving the diversity of the Nation's health care workforce. He served on the Agency for Healthcare Research and Quality's Health Care Research Training Study Section from 2005 to 2009. From 2009 to 2010, Bindman was a Robert Wood Johnson Health Policy Fellow who worked as a staff member on the Energy and Commerce Committee in the U.S. House of Representatives. From September 2011 until June 30, 2014, Bindman served as a senior advisor within the Assistant Secretary for Planning and Evaluation's Office of Health Policy, where he worked to establish new Medicare payment codes for transitional care and chronic care management. From July 2014 until November 2015, he was a senior advisor to the Centers for Medicare & Medicaid Services, where he helped launch the Innovation Accelerator Program to support care transformation in State Medicaid programs. Bindman received his medical degree from the Mt. Sinai School of Medicine, and his undergraduate degree from Harvard University.



**SHAWN BISHOP, M.P.P.**, joined The Commonwealth Fund in February 2016 as vice president for two programs: Controlling Health Care Costs, which monitors and analyzes spending in both the public and private health care sectors, and Advancing Medicare, which identifies ways in which the Medicare program can serve its beneficiaries more effectively and efficiently. Prior to joining The Commonwealth Fund, Bishop founded SB Health Policy Consulting to provide strategic consulting related to Medicare and the Affordable Care Act, including policy development and outreach to Congress and the administration. Before her consulting practice, she served as senior vice president of research for the Marwood Group, offering financial services firms and others analysis of political, legislative, and regulatory environments, with an

emphasis on managed care markets and implementation of the Affordable Care Act. From 2005 through 2010, Bishop served as professional staff with the U.S. Senate Finance Committee. She had principal responsibility for provisions of the Affordable Care Act related to the Medicare Advantage, Medicare prescription drug benefits, comparative effectiveness research, federal assistance and health programs for beneficiaries dually eligible for Medicare and Medicaid, and administrative simplification of the health system. She also developed major provisions of the Medicare Improvements for Patients and Providers Act, the Medicaid Medicare State Children's Health Insurance Program Extension Act, and other Medicare laws. Before joining the Senate Finance Committee, she was a principal analyst at the Congressional Budget Office and held policy positions at the Centers for Medicare and Medicaid Services, Price Waterhouse, LLC, and the Prospective Payment Assessment Commission. Bishop holds a B.A. in English Literature from the University of California, Irvine, and an M.P.P. from the University of California, Berkeley.



**BASTIAAN BLOEM, M.D., Ph.D.**, is a medical director and consultant neurologist at the Department of Neurology, Radboud University Medical Centre in Nijmegen, The Netherlands. He received additional training as a movement disorders specialist during fellowships at the Parkinson's Institute in Sunnyvale, California and at the Institute of Neurology, Queen Square, London. In September 2008, he was appointed Professor of Neurology, with movement disorders as special area of interest. Bloem is on the editorial board for several national and international journals, and has published more than 600 publications, including more than 450 peer-reviewed international papers. He served as the president of the International Society for Gait and Postural Research and is, currently, also member of the International Executive Committee of the Movement Disorder Society. In 2009, he joined the board of ZonMw (The Netherlands Organization for Health Research and Development). In 2011, he was elected the National Healthcare Hero by the Dutch Ministry of Health and Citizen of the Year for the city of Nijmegen in 2012. He has just been appointed to serve on the Executive Scientific Advisory Board of The Michael J. Fox Foundation for Parkinson's Research. In 2002, Bloem founded and became medical director of the Parkinson Centre Nijmegen, which has been recognized from 2005 onwards as a Centre of Excellence for Parkinson's disease. Together with Marten Munneke, he also developed ParkinsonNet, an innovative healthcare concept that now consists of 64 professional networks for Parkinson's disease patients, covering all of the Netherlands. Because of the evidence-based quality improvement and significant cost reduction, ParkinsonNet has received multiple awards, including the Best Pearl for Healthcare Innovation prize in 2011. In 2015, ParkinsonNet was awarded with the Value-Based Health Care Prize. Bloem has two main research interests: cerebral compensatory mechanisms, especially in the field of gait and balance; and healthcare innovation, aiming to develop and scientifically evaluate patient-centered collaborative care. He received his medical degree, with honours, at Leiden University Medical Centre in 1993 and obtained his Ph.D. degree in 1994. He trained as a neurologist between 1994 and 2000, also at Leiden University Medical Centre.



**DAVID BLUMENTHAL, M.D., M.P.P.**, is president of The Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues. Blumenthal is formerly the Samuel O. Thier Professor of Medicine at Harvard Medical School and chief health information and innovation officer at Partners Healthcare System in Boston. From 2009 to 2011, he served as the national coordinator for health information technology, with the charge to build an interoperable, private, and secure nationwide health information system and to support the widespread, meaningful use of health IT. He succeeded in putting in place one of the largest publicly funded infrastructure investments the nation has ever made in such a short time period, in health care or any other field. Previously, Blumenthal was a practicing primary care physician, director of the Institute for Health Policy, and professor of medicine and health policy at Massachusetts General Hospital/Partners Healthcare System and Harvard Medical School. He is the

author of more than 250 books and scholarly publications, including most recently, *Heart of Power: Health and Politics in the Oval Office*. He is a member of the Institute of Medicine and serves on the editorial boards of the *New England Journal of Medicine* and the *Journal of Delivery Science and Innovation*. He has also served on the staff of the U.S. Senate Subcommittee on Health and Scientific Research; is the founding chairman of AcademyHealth, the national organization of health services researchers; and a trustee of the University of Pennsylvania Health System. With his colleagues from Harvard Medical School, he authored the seminal studies on the adoption and use of health information technology in the United States. He has held several leadership positions in medicine, government, and academia, including senior vice president at Boston's Brigham and Women's Hospital and executive director of the Center for Health Policy and Management and lecturer on public policy at the Kennedy School of Government. He served previously on the board of the University of Chicago Health System and is recipient of the Distinguished Investigator Award from AcademyHealth, an Honorary Doctor of Humane Letters from Rush University and an Honorary Doctor of Science from Claremont Graduate University and the State University of New York Downstate. Blumenthal received his undergraduate, medical, and public policy degrees from Harvard University and completed his residency in internal medicine at Massachusetts General Hospital.



**MARTIN BOWLES PSM** was appointed as Secretary of the Department of Health in October 2014. He is currently leading reforms in primary health care and mental health service arrangements, access to medical and pharmaceutical benefits, aged care, hospital funding and digital health. Bowles is focused particularly on patient-centred care; efficient and effective use of health system funding; and improving capacity to respond to future challenges. He is an advocate of data driven policy and performance and outcome driven spending. Previously Bowles was the Secretary of the Department of Immigration and Border Protection, overseeing the management of migration, humanitarian, citizenship and visa policy and programmes. Prior to this role Bowles held the positions of Deputy Secretary in the Department of Climate Change and Energy Efficiency, and the Department of Defence, respectively. In 2012 he was awarded a Public Service Medal for delivering highly successful energy efficiency policies and remediation programmes for the Home Insulation and Green Loans programmes. He has held senior executive positions in the education and health portfolios in the state government public sector, prior to joining the Commonwealth Public Service. Bowles has a bachelor of business degree, a graduate certificate of public sector management and is a Fellow of the Australian Society of Certified Practising Accountants.



**CAROLIN CHARLOTTE BRIEM** has been serving as private secretary to State Secretary Lutz Stroppe since September 2016. Before being head of his team, she worked on innovations within the Directorate-General 'General Health Policy Planning; Telematics' at the Ministry of Health. From February 2014 to April 2016 she served as personal secretary to the German Federal Minister of Health, Hermann Gröhe. Before joining the Federal Ministry of Health, she was manager of the Bundestag office of Hermann Gröhe for more than five years. Briem holds a degree in Political Science from the University of Münster and from Sciences Po Lille.



**AGNÈS BUZYN, M.D., Ph.D.**, is president of the French National Authority for Health, France, and professor of Hematology at the University Pierre-and-Marie-Curie in Paris. She spent a large part of her career as an academic hematologist and clinician at the University Paris Descartes-Necker Hospital, where from 1992 to 2011 she headed the adult hematology intensive care and bone marrow transplants unit. In addition, from 2002 to 2006, Buzyn was the director of a research team on tumor immunology at the National Institute of Health and Medical Research-Institut Cochin-Paris Descartes. Her research activities have focused on bone marrow transplants, acute lymphocytic leukemia and chronic myeloid leukemia. She has published numerous scientific papers and reviews in this

area. Throughout her career, Buzyn has served as president or board member of a number of national organizations: the Biomedicine Agency, the Blood Institute, and the French Society of Bone Marrow Transplantation and Cell Therapy. From 2008 to 2013, she served as chair of the Executive Board of the Radioprotection and Nuclear Safety Institute and since 2009 she has been a member of the Atomic Energy Committee. Buzyn was president of the French National Cancer Institute from May 2011 until February 2016. She has been appointed chairman of the French National Authority for Health by a decree of the President of France on March 7, 2016. She received an M.D. from University Pierre-and-Marie-Curie in Paris and a Ph.D. in immunology from the University Paris Descartes.



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



**N.T. CHEUNG, M.D., M.Sc.**, is the head of information technology and health informatics and chief medical informatics officer of the Hong Kong Hospital Authority and also the consultant for eHealth for the Hong Kong government. He has taken the Health Authority from an institution with little to no clinical computing to today's situation where clinical information systems have become ubiquitous and indispensable in the care delivery process for more than 38,000 clinical staff. His current work focuses on taking the Hospital Authority's Clinical Management System on a generational leap to the next level of computerized record system functionality to improve the already world-class facilities in the Clinical Management System for the documentation and effective management of disease. He works closely with clinicians and executives in the Hong Kong Hospital Authority to ensure that the Clinical Management System supports organizational and service model innovation initiatives and that patient benefits are being realized. He also works with the government and other stakeholders to develop the recently launched territory-wide Electronic Health Record Sharing System in Hong Kong. Cheung is active in the informatics research and education communities, and is a frequent speaker at international conferences. He holds a medical degree from the University of Sydney and a master's degree in computing science from Imperial College, London.



**CHAI CHUAH** has been the Director-General of Health since March 2015. Before joining the Ministry in February 2010 as the National Director of the National Health Board, Chai was chief executive of Hutt Valley District Health Board, a senior position he held since 2002. Prior to that, Chai held a number of positions at Canterbury District Health Board. Originally from Malaysia, Chai studied Commerce at The University of Canterbury before commencing a career with PricewaterhouseCoopers in New Zealand and internationally. He has a passion for building, together with partners, a health system that is powered by the needs of the

people it serves and that is prepared for rapid changes in technology and demographics. He is focused on changing the way the health system works with other public services, communities and other non-public service partners to improve health outcomes, increase access to quality care, improve financial and clinical sustainability, and develop a unified health system.



**CAROLYN M. CLANCY, M.D.**, is the deputy under secretary for health for organizational excellence of the U.S. Veterans Health Administration, the United States' largest integrated health care system, with more than 1700 sites, including hospitals, clinics, long-term care facilities, and Readjustment Counseling Centers. In addition, the Veterans Health Administration is the nation's largest provider of graduate medical education and a major contributor to medical research. She previously served as interim under secretary for health for the Department of Veterans Affairs. Prior to assuming the duties of the interim under secretary for

health, Clancy was the assistant deputy under secretary for health, for quality, safety and value where she served as the chief quality management officer for the Veterans Health Administration – planning, directing, coordinating, and evaluating the Veterans Health Administration's national quality, safety, and value-producing programs and approaches. Clancy also served as director of the Agency for Healthcare Research and Quality, from February 2003 through August 24, 2013. Before joining the Agency for Healthcare Research and Quality in 1990, she was also an assistant professor in the Department of Internal Medicine at the Medical College of Virginia. Following clinical training in internal medicine, Clancy was a Henry J. Kaiser Family Foundation Fellow at the University of Pennsylvania. Clancy holds an academic appointment at George Washington University School of Medicine (clinical associate professor, Department of Medicine) and serves as senior associate editor of *Health Services Research*. She serves on multiple editorial boards including *JAMA*, *Annals of Family Medicine*, *American Journal of Medical Quality*, and *Medical Care Research and Review*. She is a member of the Institute of Medicine and was elected a Master of the American College of Physicians in 2004. In 2009, she was awarded the 2009 William B. Graham Prize for Health Services Research. Her major research interests include improving health care quality and patient safety, and reducing disparities in care associated with patients' race, ethnicity, gender, income, and education. As director, she launched the first annual report to the Congress on health care disparities and health care quality. Clancy, a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School.



**FRANCESCA COLOMBO, M.Sc.**, is Head of the Health Division at the Organisation for Economic Co-operation and Development in Paris. She is responsible for work on health, which aims at providing internationally comparable data on health systems and applying economic analysis to health policies, advising policy makers, stakeholders and citizens on how to respond to demands for more and better health care. Major activities of the Organisation for Economic Co-operation and Development Health Division cover trends in health spending; measuring of health care outcomes, activities and inputs; health care quality policies; assessing health system efficiency and value for money; long-term care systems and ageing; the economics of public health; pharmaceutical policies and new technologies; and health workforce. Major publications resulting from the work of the Division she manages

includes *Health at a Glance*, *Tackling Harmful Alcohol Use*, *Making Mental Health Count*, *Health Data Governance*, and *Cardiovascular Disease and Diabetes: Policies for Better Health and Quality of Care*. Colombo has more than 20 years of experience leading international activities on health and health systems. She has led projects covering a wide range of topics, including quality of health care policies, health financing and the impact of private health insurance on health systems, health workforce and the international migration of doctors and nurses. She has been responsible for the Organisation for Economic Co-operation and Development Asian Social and Health activities with non-member countries, working with the Organisation for Economic Co-operation and Development /Korea Policy Centre. She was responsible for a major review of health care quality policies across more than a dozen Organisation for



Economic Co-operation and Development countries. She is a leading international expert on health and care issues for elderly populations and also held responsibilities for coordinating Organisation for Economic Co-operation and Development involvement at high-level meetings such as on diabetes, dementia and health workforce. Colombo joined the Organisation for Co-operation and Development in 1999. Prior to that, she was seconded to the Ministry of Health and Labour of Guyana as acting head of the Planning Unit, where she was instrumental to the implementation of financing and governance reforms of the health system, and also worked at the United Nations Conference on Trade and Development. Over her career, she has travelled extensively in Europe, South America and Asia, advising governments on health system policies and reforms. She holds a M.Sc. in development studies from the London School of Economics and Political Science and a B.Sc. in economics and management from Bocconi School of Economics.



**PROFESSOR THE LORD DARZI OF DENHAM, OM, KBE, PC, FRS, IOM,** is director of the Institute of Global Health Innovation at Imperial College London. He also holds the Paul Hamlyn Chair of Surgery at Imperial College London, and the Institute of Cancer Research and is executive chair of the World Innovation Summit for Health in Qatar. He is a consultant surgeon at Imperial College Hospital NHS Trust and the Royal Marsden NHS trust. Darzi leads a large multidisciplinary team across a diverse and impactful portfolio of academic and policy research. His work drives the identification, development, and adoption of innovation across international healthcare systems and champions high quality care. He has published more than 950 peer-reviewed research papers to date and has developed his status as a leading voice in the field of global health policy and innovation. In recognition of his achievements, Darzi was elected a Fellow of the Academy of Medical Sciences, an Honorary Fellow of the Royal Academy of Engineering, a Fellow of the Royal Society and most recently, a foreign associate of the Institute of Medicine. He was knighted for his services in medicine and surgery in 2002. In 2007, he was introduced to the United Kingdom's House of Lords as Professor the Lord Darzi of Denham and appointed Parliamentary Under-Secretary of State at the Department of Health to lead a major review of the NHS, which culminated in the publication of his report, "*High Quality Care for All: NHS Next Stage Review,*" in 2008. Upon relinquishing this Ministerial role in 2009, Darzi was appointed by the Prime Minister as the United Kingdom's Global Ambassador for Health and Life Sciences until March 2013. He currently sits as a Council Member for the U.K.'s Engineering and Physical Sciences Research Council and a non-executive director of NHS Improvement, and has been a member of Her Majesty's Most Honourable Privy Council since June 2009. In 2016 he was awarded the Order of Merit by Her Majesty the Queen.



**PARTHA DAS, M.B.B.S., M.R.C.P, M.Sc.,** is a 2016-17 U.K. Harkness Fellow in Health Care Policy and Practice. He completed his training in nephrology in 2015 and has been working as a consultant nephrologist in Brighton, England. He has previously worked alongside the National Clinical Director for Kidney Care with the UK Department of Health and the quality improvement organization National Health Service Kidney Care on initiatives to boost the standard of care delivered to people suffering from kidney disease. Das has been a National Institute for Health and Care Excellence Scholar, examining how the relationship and interactions between primary and secondary care professionals affect the management of chronic kidney disease. He has been chairperson of the UK and Ireland Nephrology SpR Club which represents all doctors training in renal medicine in the UK. He holds a first class degree in Neuroscience, received his medical degree from Guy's, King's & St Thomas' Hospitals School of Medicine, holds membership of the Royal College of Physicians with specialization in nephrology (M.R.C.P.Neph.), and most recently obtained a M.Sc. in Health Policy, Planning and Financing from the London School of Hygiene and Tropical Medicine and the London School of Economics and Political Science.



**KAREN DAVIS, Ph.D.**, is the Eugene and Mildred Lipitz professor in the Department of Health Policy and Management and Director of the Roger C. Lipitz Center for Integrated Health Care at the Bloomberg School of Public Health at Johns Hopkins University. The center strives to discover and disseminate practical, cost-effective approaches to improving the health and quality of life for people with complex health care needs. She has served as president of The Commonwealth Fund, chairman of the Department of Health Policy and Management at The Johns Hopkins Bloomberg School of Public Health, and deputy assistant secretary for Health Policy in the Department of Health and Human Services. Davis also serves on the Board of Directors of the Geisinger Health System and Geisinger Health

Plan. She is a member of the Kaiser Commission on Medicaid and the Uninsured. She was elected to the Institute of Medicine in 1975, has served two terms on the Institute of Medicine governing Council (1986 to 1990 and 1997 to 2000), and is a member of the Institute of Medicine Committee on Geographic Variation in Health Care Spending. She is also a former member of the Agency for Healthcare Quality and Research (AHRQ) National Advisory Council for Health Care Policy, Research and Evaluation, of the Panel of Health Advisers for the Congressional Budget Office, and a past chairman of AcademyHealth. She received her Ph.D. from Rice University.



**THE HONORABLE KAREN B. DESALVO, M.D., M.P.H., M.Sc.**, the acting assistant secretary for health in the U.S. Department of Health and Human Services, is a physician who has focused her career toward improving access to affordable, high quality care for all people, especially vulnerable populations, and promoting overall health. She has done this through direct patient care, medical education, policy and administrative roles, research, and public service. Her commitment to improving the public's health includes leveraging public-private partnerships to address the social determinants of health through environmental, policy and systems level changes. The Office of the Assistant Secretary for Health, which DeSalvo directs, oversees 12 core public health offices — including the

Office of the Surgeon General and the U.S. Public Health Service Commissioned Corps — as well as 10 regional health offices across the nation and 10 Presidential and Secretarial advisory committees. The office is charged with leadership in developing policy recommendations as they pertain to public health issues that cut across HHS agencies and operating divisions. DeSalvo also served as the National Coordinator for Health Information Technology from January 2014 through August 2016, where she set high level policy and the strategic direction of the office, including efforts related to interoperability. Under her leadership, the Office of the National Coordinator has advanced interoperability across the health system — which underpins progress on a wide range of Department and Administration priorities. She has also made significant advances to the Health Information Technology Certification Program to promote and expand the safe and secure flow of electronic health information when and where it matters most for individuals and clinicians. During her tenure, the Office of the National Coordinator has worked with other federal partners and the private sector to update the Federal Health Information Technology Strategic Plan and develop a Nationwide Interoperability Roadmap, both of which chart a person-centered path for improving health outcomes by unlocking health data through tools like open application programming interfaces. She has also co-chaired the Department's Delivery System Reform efforts, which set historic goals and worked to leverage the resources of the Department to build a more person centered health system that encourages more coordinated care. Before joining the U.S. Department of Health and Human Services, she was health commissioner for the City of New Orleans, and senior health policy advisor to New Orleans mayor Mitchell Landrieu, from 2011 to 2014. While there, she transformed the outmoded health department to one that has since achieved national accreditation and recognition, and restored health care to devastated areas of the city, including leading the establishment of a public hospital. Following Hurricane Katrina, DeSalvo was a community leader in building an innovative and award-winning model of neighborhood-based primary care and mental health services for low-income, uninsured and other vulnerable individuals. DeSalvo was also a professor of medicine and

vice dean for community affairs and health policy at Tulane University School of Medicine. She served as president of the Louisiana Health Care Quality Forum, the state's lead for the health information exchange, and the National Association of Chiefs of General Internal Medicine. She has also served on the boards of the National Association of County and City Health Officials and the Society of General Internal Medicine. She has received many honors, including recognition as a "Woman of Excellence in Health Care" by the Louisiana Legislative Women's Caucus. In 2013, *Governing Magazine* named her one of nine Public Officials of the Year. The American Medical Student Association recognized her with a Women's Leader Award in 2014. *Modern Healthcare* named her one of the 50 most influential physician executives and leaders in 2015 and 2016. She was in the National Health Service Corps Scholarship program, a U.S. Department of Health and Human Services/Health Resources & Services Administration program that supports the development of students pursuing primary care health professions who are committed to working in underserved communities. DeSalvo earned her M.D. and M.P.H. from Tulane University, and her M.Sc. in clinical epidemiology from Harvard School of Public Health. She has an honorary doctorate from her alumnus institution, Suffolk University.



**JENNIFER DIXON, CBE, M.B.Ch.B., Ph.D., F.F.P.H., F.R.C.P.,** joined the Health Foundation as chief executive in October 2013. Dixon was chief executive of the Nuffield Trust from 2008 to 2013. Prior to this, she was director of policy at The King's Fund and was the policy advisor to the chief executive of the National Health Service between 1998 and 2000. Dixon has undertaken research and written widely on health care reform both in the U.K. and internationally. Originally trained in medicine, Dixon practiced mainly pediatric medicine, prior to a career in policy analysis. In 1990, Dixon was a Harkness Fellow based in

New York. She has served on the boards of national regulators, the Audit Commission, the Healthcare Commission, and the Care Quality Commission. In 2009, Dixon was elected a fellow of the Royal College of Physicians. She was awarded a CBE for services to public health in 2013, and a Doctor of Science from Bristol University in 2016. She has a master's in public health and a Ph.D. in health services research from the London School of Hygiene and Tropical Medicine.



**MICHELLE M. DOTY, Ph.D.,** is vice president of survey research and evaluation for The Commonwealth Fund. She is responsible for survey design, administration, and analysis across the Fund's program areas and works closely with the executive vice president for programs and other senior program staff to design research projects and manage survey data analysis. Her research interests include culture change in nursing homes, international health system comparisons, health care access and quality among vulnerable populations, the underinsured and uninsured, and the extent to which the lack of health insurance contributes to

barriers to care and inequities in quality of care. Prior to joining the Fund in June 2001, Doty worked at the University of California, Los Angeles, School of Public Health as research manager on a National Institutes of Health-funded multisite research project. Doty holds a B.A. in anthropology from Barnard College and an M.P.H. and a Ph.D. in public health from the University of California, Los Angeles.



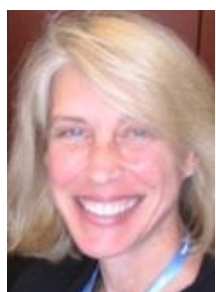
**PAUL DOURGNON, Ph.D., M.Sc.,** is a 2016-17 French Harkness Fellow in Health Care Policy and Practice. He is currently Research Director at the Institut de Recherche et Documentation en Economie de la Santé, as well as an Associate Researcher at Hospinnomics, and Paris Dauphine University research Center for Health Economics. His research topics include social inequalities in health and health care utilization, policy evaluation, and survey sciences. Since 2014, he has been head of the Health and Welfare Policy unit at the Institut de Recherche et Documentation en Economie de la Santé, where he is leading research on equity,

health insurance, and health in the workplace, as well as developing tools for measuring access to healthcare services and patient experiences. He has also been involved in the Migrant Integration Policy

Index and projects around financial protection in European health systems, funded by the World Health Organization. Dourgnon received a Ph.D. in economic sciences from Université Paris IX Dauphine, and a master's degree in statistics with a specialization in health economics from Ecole Nationale de la Statistique et de l'Analyse de l'Information.



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



**JOAN DZENOWAGIS, Ph.D.**, is an international health policy specialist at the World Health Organization, with more than 20 years of experience in information and communication technology and public health, policy and strategy development. She has held posts in disease surveillance, strategy and research, as well as managing an international public-private partnership in information and communications technology and health. Currently she is responsible for eHealth governance, with a focus on national eHealth strategy development, eHealth policy and ethics, and health Internet affairs.



**GABRIEL J. ESCOBAR, M.D.**, is a research scientist III, equivalent to a full professor, at the Kaiser Permanente Division of Research in Oakland, California. He joined The Permanente Medical Group in 1990 and was appointed to the Division of Research in 1991. Between 1991 and 2009, he developed a very successful research program in neonatology, the Division of Research Perinatal Research Unit, which is now directed by one of his mentees. Beginning in 2001, he developed a research program, known as the Systems Research Initiative, which focuses on adult hospital outcomes, predictive analytics, and informatics. Escobar has published 151 peer reviewed papers and is also Kaiser Permanente Northern California's Regional Director for Hospital Operations Research. In this latter capacity, his primary roles are to improve Kaiser Permanente Northern California's internal measurement capability and to serve as a methodological consultant to Kaiser Permanente Northern California leadership. He received his M.D. at Yale University, completed a pediatrics residency at the University of California, San Francisco, and then was a Robert Wood Johnson Clinical Scholar at Stanford.



**ANDERS EKHOLM, M.P.P.**, is vice president of the Institute for Future Studies in Sweden, where he has responsibility over policy issues, to support political and civil servant on all level to engage in evidence based policy making. Previously, he has served as head of research at the Ministry of Social Affairs where he focused on the future needs for health care. In addition, Ekholm has worked at the Ministry of Finance, Ministry of Labour and Ministry of Education. He is a frequent speaker at conferences and trainings on topics including demographic trends and how shifts in values and technology impact the welfare sector. Ekholm received his M.P.P. from Stockholm University.



**HELLE FORDYCE, M.A.**, has been working as an interpreter at the Federal Ministry of Health since January 2016. From 2009 through 2015, she was employed as an interpreter at the Federal Ministry of Food and Agriculture. Immediately after her degree, Fordyce lived and worked as a freelance interpreter in Hamburg, Germany where she focused on both simultaneous and consecutive interpreting in different fields. She obtained an M.A. in interpreting and political science from the University of Leipzig, Germany.



**SAIRA GHAFUR, M.B.Ch.B., M.R.C.P., M.Sc.**, is a 2016-17 U.K. Fellow in Health Care Policy and Practice. Ghafur is a physician approaching the end of her specialist training in Respiratory and General Internal Medicine at the Yorkshire Deanery. She is also currently an honorary fellow at NHS England. Previously, Saira served as a Clinical Fellow to the National Medical Director at NHS England, Professor Sir Bruce Keogh. This prestigious fellowship allowed her to work closely with the primary care and innovation teams on the development of strategies to engage clinicians and the wider healthcare industry. Ghafur was subsequently the

workforce lead for the New Care Models program, an NHS initiative including more than 260 health and social care organizations acting as vanguards to develop locally designed care models to serve as blueprints for the National Health Service in England. Ghafur has completed a M.Sc. in Health Policy from Imperial College, London. Ghafur has previously completed a fellowship in quality improvement at Sheffield Teaching Hospitals where she was trained by the Dartmouth Institute as an improvement coach. Ghafur received her medical degree from University of Dundee Medical School.



**BIRGITTE GRAVERHOLT, Ph.D., M.S.N.** is a 2016-17 Norwegian Harkness/Research Council of Norway Fellow in Health Care Policy and Practice. In addition to her current role as Head of the Centre for Evidence-Based Practice at Bergen University College, she serves as an advisor in the Research and Development Department at Helse-Bergen Health Trust, Haukeland University Hospital. Since 2014, Graverholt also has a role as Associate Editor of the *Journal of Clinical Nursing*. She currently serves on a 5-year steering committee reciprocal competence program between the municipality of Bergen and Helse-

Bergen Health Trust, which was developed as a result of her Ph.D. work around acute hospital admissions from nursing homes, to address the needs of acutely ill nursing home residents. Graverholt has a background in nursing and received a Ph.D. from the University of Bergen, and a masters in clinical nursing from Flinders University, Australia.



**BRADFORD H. GRAY, Ph.D.**, is a senior fellow at the Urban Institute in Washington D.C. He was editor of the *Milbank Quarterly* for 13 years. He is also the senior fellowships advisor for the Harkness Fellowships in Health Care Policy and Practice at The Commonwealth Fund and author and co-editor in the Fund's international case studies and issue briefs. He was the founding director in 1997 of the Division of Health and Science Policy at the New York Academy of Medicine. From 1989 to 1996 he was a professor at Yale University, where he also directed the Institution for Social and Policy Studies (and its Program on

Nonprofit Organizations), as well as a health services research training program in the Department of Epidemiology and Public Health. Earlier, he spent 13 years as a study director at the Institute of Medicine and as a staff member for two national commissions concerned with the ethics of research with human subjects. He has written extensively about for-profit and nonprofit health care, including *The Profit Motive and Patient Care: The Changing Accountability of Doctors and Hospitals* (Harvard University Press, 1991), and has also published research on Medicaid, managed care, ethical issues in research and health care, the politics of health services research, and innovative health care organizations. He is an elected fellow of AcademyHealth and The Hastings Center, where he is also on the board of trustees. He

is member of the National Academy of Medicine (formerly Institute of Medicine) and serves on the Report Review Committee of the National Academies. His Ph.D. in sociology is from Yale University.



**LOVISA GUSTAFSSON, M.B.A.**, joined The Commonwealth Fund in September 2016 as the program officer for Breakthrough Health Care Opportunities. In this role, she is responsible for developing and managing all aspects of the program, identifying new breakthrough opportunities, and developing a strategy to build on the current initiatives already underway. Prior to joining the Fund, Gustafsson served as senior vice president for the Marwood Group, a health care advisory organization, where she managed various outsourced private equity due diligence and strategy consulting engagements. In this role her work focused on federal and state reimbursement and regulatory trends and outlook, market research, and corporate strategy advisory services for investor, corporate, and non-profit clients. Before her role at the Marwood Group, she worked as a manager in corporate strategy and business development at McKesson, a senior consulting associate in quality and operations support for Kaiser Permanente, a senior policy analyst at the Commonwealth of Massachusetts Office of Medicaid, and a manager at Avalere Health LLC. Gustafsson earned a M.B.A. in healthcare management from the Wharton School at the University of Pennsylvania and a B.A. in sociology from Harvard University.



**JANE HALL, Ph.D.**, is the director of strategy for the Centre for Health Economics Research and Evaluation and professor of health economics in the University of Technology Sydney Business School in Australia. She was the founding director of CHERE and held that position until 2012. She is a fellow of the Academy of Social Sciences in Australia; and a fellow of the Australian Academy of Health and Medical Sciences. She was named as one of the top 100 Women of Influence in *The Australian Financial Review* and Westpac 100 Women of Influence Awards for 2016. Among other awards she holds a University of

Technology Sydney Vice-Chancellor's Award for Research Excellence in Research Leadership, the inaugural Professional Award made by the Health Services Research Association of Australia and New Zealand. Her current work centers on funding and financing issues and evaluation of new approaches to care delivery. She is actively involved in policy analysis and critique, and is a regular commentator on health funding and organizational issues in Australia. Hall has represented Australia in many international health policy forums. She is a member of the board of the Bureau of Health Information and a member of the Independent Hospital Pricing Authority. She is the Australian representative of the Harkness Fellowship in Health Policy and Practice and director of the Australian-American Health Policy Program. She is an associate editor of *Health Economics and of Health Policy*. She holds a Ph.D. from University of Sydney.



**C. WILLIAM HANSON III, M.D.**, is a professor of anesthesiology and critical care, surgery and internal medicine at the Hospital of the University of Pennsylvania. He is the section chief for critical care in the Department of Anesthesiology and Critical Care. An internist and anesthesiologist, he is also medical director of the Surgical Intensive Care Unit, devoted to the care of surgical and trauma patients. Hanson also has extensive experience in medical informatics and previously was visiting professor in the Princeton University Department of Computer Science, where he taught between 2002 and 2005. He serves as the medical director of Penn E-Lert eICU, a remote video and audio monitoring program for intensive care patients designed to augment staffing on the unit. This

eICU program is one of the largest in the nation, having recently added monitoring capabilities for Good Shepherd Penn Partners, a new Long Term Acute Care unit. His research using “electronic nose” technology to detect diseases such as pneumonia by breath analysis has been featured in *Scientific American*. Last fall he published *The Edge of Medicine: The Technology That Will Change Our Lives*, a

non-fiction book profiling innovations in biotechnology that are changing the delivery of medical care and the ways in which they're altering the human experience. His work has been profiled in *USA Today*, *US News and World Report*, *Popular Science* and by the BBC. Hanson received his undergraduate degree from Yale University, and earned a M.D. from the University of Pennsylvania Medical School.



**MARGJE HAVERKAMP, M.D., Ph.D.**, is currently a research associate at the Harvard T.H. Chan School of Public Health where is working with Meredith Rosenthal on the spread of evidence-based innovations in health care organizations. She was a 2015-16 Commonwealth Fund/VWS Harkness Fellow in Health Care Policy and Practice, based at the Harvard University T.H. Chan School of Public Health. During her fellowship, she completed two projects: one focused on cost considerations behind the reduction of unnecessary medical services in the context of the Choosing Wisely Initiative, and the second project focused on leading

examples of antibiotic stewardship in the U.S. that could be used to improve stewardship efforts in the Netherlands. In the Netherlands, she was a practicing internist and infectious disease specialist in the department of Infectious Diseases of the Leiden University Medical Center (LUMC). In addition, she was a senior advisor to the Council for Health and Society. In this advisory role, she contributed to reports for the Dutch Ministry of Health on topics such as shared decision making, the future of healthcare, and governance. Haverkamp also founded the Alumni Committee for The Netherland-America Foundation (NAF) in The Netherlands, which she currently is chairing, and co-founded the Young Professionals group of the American Chamber of Commerce in Amsterdam, both with an aim to expand on trans-Atlantic issues with like-minded professionals and researchers. Haverkamp has been awarded a number of grants to support her research, including a Fulbright Scholarship at the Laboratory of Clinical Infectious Diseases within the National Institutes of Health (NIH) from 2003 to 2005. Haverkamp received her M.D. from the University of Utrecht and her Ph.D. from the University of Leiden in primary immunodeficiencies.



**NICLAS JACOBSON** is the deputy director-general and head of the Division for European Union and International Affairs within the Swedish Ministry of Health and Social Affairs, a position he has held since 2011. From 2011 through 2014 he also served as chairman of the European Union Social Protection Committee Working Group on Ageing. From 2004 to 2010 he worked specifically on issues related to ageing and elderly care. In 2008 he was appointed Administrative Head of the special commission to draft minimum standards of competence to work within elderly care. Since 1992 he has held different positions within the Swedish Government Offices, including the Ministry for Foreign Affairs and the Ministry of

Health and Social Affairs. Jacobson received his bachelor's degree in political science from Uppsala University.



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



**ROELOF JANSSENS** is the chief spokesperson for The Honorable Edith Schippers, Minister of Health, Welfare and Sport in the Netherlands.



**MARK P. JARRETT, M.D., M.B.A., M.S.**, is senior vice president of clinical excellence and chief quality officer for Northwell Health. As part of this role he is responsible for system-wide initiatives in quality and safety. He previously served as chief medical officer and designated institutional officer at Staten Island University Hospital. Prior to that appointment, Jarrett was director of rheumatology at Staten Island University Hospital from 1982 to 1999. Jarrett is professor of medicine at the Hofstra Northwell School of Medicine. He has extensive research experience, and has been published on the subject of the immune response in systemic lupus erythematosus. He is board certified in internal medicine, rheumatology and geriatrics. He is a fellow of the American College of Physicians and the American College of Rheumatology, and past president of the Richmond County Medical Society. Jarrett earned his medical degree from New York University School of Medicine. He completed his residency in internal medicine at Montefiore Medical Center, and a fellowship at Montefiore Medical Center and Albert Einstein College of Medicine. Jarrett also holds an M.B.A. from Wagner College and a M.S. from Northwestern University.



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



**MEETALI KAKAD, M.B.Ch.B., M.P.H., M.F.P.H.**, is a public health physician and the director of eHealth at the South-Eastern Norway Regional Health Authority. Kakad was a 2015-16 Commonwealth Fund Harkness Fellow in Health Care Policy and Practice. During her fellowship, she worked with David Bates at Brigham and Women's Hospital to compare learnings across organizations that have utilized predictive analytics to improve health outcomes and quality of care. Kakad has worked at all levels of health policy, from the global down to the regional. She has worked at the United Nations World Health Organization, the National Health Service in the U.K., and in the hospital sector in Norway. She was also the youngest member of the third Norwegian Commission on Priority-Setting, convened by the Minister of Health in order to review criteria and mechanisms for prioritization within the Norwegian health system. Kakad received her medical degree from the University of Birmingham and a master's of public health from the University of Cambridge.





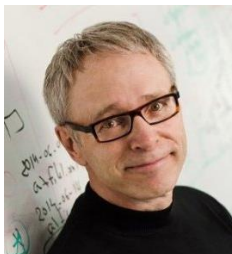
**STEVEN KEATING, Ph.D., M.Sc.**, is research affiliate at the Massachusetts Institute of Technology. He has developed novel platforms for 3D printing buildings, biological wearables, and designed growth of the next generation of products through his doctoral work at the Massachusetts Institute of Technology. Curiosity drove his research and also saved his life through the accidental discovery of a large astrocytoma brain tumor found in a voluntary academic scan. With his tumor successfully removed through awake brain surgery in 2014, Keating is an advocate for open patient data and curiosity. He is interested in exploring new design possibilities, open health data networks, and asking if we can have a “share” button for health. His work has been covered by outlets such as *The New York Times*, CNN, and *The Boston Globe*. Keating is on the Board of Directors for the Open Humans Foundation, has participated as a member of the Precision Medicine Task Force, and he was recently named on the Forbes 30 Under 30 List for Healthcare. He received his Ph.D. and M.Sc. from the Massachusetts Institute of Technology, and dual undergraduate degrees from Queen’s University.



**OLIVER KIM, J.D., L.L.M.**, is the executive director of the Cross-Border Health Foundation which seeks to bring together government and stakeholders from Canada and the United States to discuss and act upon common priorities in healthcare. He is also co-founder to the Cross-Border Health Dialogue, an organization that supports dialogue between the United States and other nations around common health priorities. Kim served as deputy director for the Senate Aging Committee under Chairman Bill Nelson. Prior to his tenure with the Aging Committee, Kim served as legislative director for Planned Parenthood Federation of America, overseeing congressional relations during one of the most critical times in the organization’s history. He also served as senior counsel to Senator Debbie Stabenow for eight years, working primarily on health and human service issues. During his time with Senator Stabenow, he worked on several critical initiatives such as the Affordable Care Act, the Medicare Modernization Act, the American Revitalization and Recovery Act and reauthorizations of the Children’s Health Insurance Program, the Child Nutrition programs and the Farm Bill. He was selected for the Woodrow Wilson Foreign Policy Fellowship, the AcademyHealth Health Policy in Action award, and the American Council of Young Political Leaders’ exchange program. Kim has his B.A. from Indiana University, J.D. from the University of Minnesota, and L.L.M. from Georgetown University.



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



**TOM LAWRY** is a director of worldwide health and leads global product strategy for Advanced Analytics in Health at Microsoft. In this role he works with health providers, payers, and governments in planning and implementing innovative technology solutions that improve the quality and efficiency of health services delivered around the globe. He focuses on strategies for health information modernization, business intelligence, and performance optimization. He previously served as director of organizational performance for the Microsoft Health Solutions Group. Prior to Microsoft Lawry served as a senior director at GE Healthcare with global responsibilities for the development of enterprise-wide revenue cycle management and operational

performance solutions. Lawry was founder and chief executive officer of a United States-based healthcare software company named as one of the Top 100 Fastest-Growing Washington Companies for three consecutive years and to the Deloitte Fast 500 Technologies list. He has served in various executive management roles in hospitals and integrated delivery networks in the United States and has published more than 30 articles on topics relating to use technology and software to innovate healthcare. Lawry holds undergraduate and graduate degrees from Ball State University.



**NATACHA LEMAIRE, M.B.A., M.P.A., M.Sc.**, is a 2016-17 French Harkness Fellow in Health Care Policy and Practice. She has over 15 years of experience in health policy in different capacities, within the French Ministry of Health and Caisse Nationale de l'Assurance Maladie des Travailleurs Salariés, the French national health insurance fund. In her current role at the French Ministry of Health, she is responsible for the coordination of Ministry directorates to implement the National Health Strategy, and supports the Secretary General in monitoring the network of the 26 regional health agencies. Within the ministry, she has also served as Head of the regulating division for the Directorate of Healthcare Supply, where she worked on hospital pricing and developing a national guide for regional schemes of health organizations. Her previous work at Caisse Nationale de l'Assurance Maladie des Travailleurs Salariés was timed with the implementation of the health insurance reform in 2004, where she worked on setting up the pilot for the first disease management program in France. The pilot was launched in October 2008 and was extended nationwide for diabetic patients in 2012, with more than 600,000 beneficiaries today. Lemaire received a master's in business administration from ESSEC Business School, a master's in health sociology from the Université Paris-Sorbonne, and a master's in public administration from École Nationale d'Administration.



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



**YU-CHUAN (JACK) LI, M.D., Ph.D., F.A.C.M.I.**, is a professor and dean at the College of Medical Science and Technology at Taipei Medical University in Taiwan. Li has been a pioneer of Medical Informatics research in Asia. He served as a Vice President of Taipei Medical University from 2009 to 2011. Li has also been the dean of the College of Medical Science and Technology since 2011 and distinguished professor of the Graduate Institute of Biomedical Informatics since 1998. Due to his achievement in establishing electronic health record exchange models among hospitals and his dedication to information technology applications in patient safety and care, he was named as one of the Ten Outstanding Young Persons of the Year in 2001. He has been principal investigator of many national and international projects in the domain of electronic health records, patient safety informatics, and medically-focused big data. Li has authored 130 scientific papers and three college-level textbooks. He became an elected fellow of American College of Medical Informatics and the Australian College of Health Informatics in 2010. He also served as president of the Asia Pacific Association for Medical Informatics from 2006 to 2009. Currently, he is the editor-in-chief of two internationally renowned journals - *Computer Methods and Programs in Biomedicine* and the *International Journal for Quality in Health Care*. His main areas of

expertise are: artificial intelligence in medicine, patient safety informatics, and medically-focused big data analytics. He obtained his M.D. from Taipei Medical University in 1991 and his Ph.D. in medical informatics from the University of Utah in 1994.



**KRISTIN LOSSIUS, M.D., Ph.D.**, is a special advisor at the Norwegian Royal Ministry of Health and Care Services. She focuses primarily on specialist and hospital services. Lossius works specifically with quality and patient safety, acute care, hospital structure, and maternity services. Lossius has both a M.D. and Ph.D. with a specialty in pediatrics.



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



**MARK MCCLELLAN, M.D., Ph.D.**, is the Robert J. Margolis, M.D. Professor of Business, Medicine, and Policy, and Director of the Duke-Margolis Center for Health Policy at Duke University with offices at Duke and in Washington, DC. McClellan is a doctor and an economist, and his work has addressed a wide range of strategies and policy reforms to improve health care, including such areas as payment reform to promote better outcomes and lower costs, methods for development and use of real-world evidence, and more effective drug and device innovation. Before coming to Duke, he served as a Senior Fellow in Economic Studies at the Brookings Institution. McClellan is a former administrator of the Centers for Medicare & Medicaid Services and former commissioner of the U.S. Food and Drug Administration, where he developed and implemented major reforms in health policy.



**KATJA MEIJAARD, M.Sc.**, is a junior policy advisor for health, welfare and sport at the Embassy of the Kingdom of the Netherlands in Washington D.C. Previously she worked on alcohol and tobacco policy at the Ministry of Health in the Netherlands. She holds a M.Sc. degree in global health from University College London.



**JENNIFER E. MOORE, Ph.D., R.N.**, serves as the founding executive director of the Institute for Medicaid Innovation. An experienced critical care and emergency department nurse, she brings her clinical expertise and focus on improving access to quality care for priority populations. She combines her love of research, policy, and clinical practice in women's and maternal child health by maintaining an active appointment as a research professor at the University of Michigan's Medical School in the Department of Obstetrics & Gynecology. Moore comes to the Institute for Medicaid Innovation from the U.S. Department of

Health and Human Services, Agency for Healthcare Research and Quality where she was appointed as the Patient-Centered Outcomes Research Fellow before assuming her role leading the Office of Women's Health and Gender Research. There she represented the Agency for Healthcare Research and Quality on national women's and maternal child health initiatives, including the development of maternal health quality measures, spearheading efforts to develop a maternity Consumer Assessment of Healthcare Providers and Systems, and leading the \$46 million national perinatal quality and safety initiative. Additionally, she managed a \$113 million portfolio of patient-centered outcomes research grants and maintained a rigorous program of research on maternal child health outcomes, economic analysis, and racial/ethnic disparities utilizing the Healthcare Cost and Utilization Project dataset. Moore's research funded by the National Institute of Health led to the development of the "Evidence Informed Decision Making through Engagement Model" that emphasizes the critical role of patients and shared, informed decision making when implementing evidence-based practices into health care. Most notably, while at the Department of Health and Human Services, she was appointed to serve on the Secretary's Advisory Committee on Infant Mortality, the Secretary's Advisory Committee on Chronic Fatigue Syndrome, and the Department of Health and Human Services Federal Workgroup on Maternal Health. Within her role at the Institute, Moore is responsible for providing national leadership on planning, development, and implementation of strategies and initiatives to better understand and improve Medicaid. Moore has been appointed to serve as the chair of the Women and Gender Health Advisory Group at AcademyHealth and serves as a clinical and research subject matter expert on the National Quality Forum Standing Committee on Reproductive and Perinatal Health, U.S. Department of Health and Human Services Healthy Start National Quality Evaluation Technical Expert Panel, U.S. Department of Health and Human Services Collaborative Improvement and Innovation Network to Reduce Infant Mortality Quality Measures & Data Committee, Agency for Healthcare Research and Quality's National Healthcare Quality and Disparities workgroup, and U.S. Health Resources and Services Administration's Women's Preventive Services Quality Measures Expert Review Panel. Moore volunteers as a nurse at a federally qualified health center in Washington, DC. She received her B.S. in nursing and her M.S. and Ph.D. in health administration and health policy from the University of Michigan.



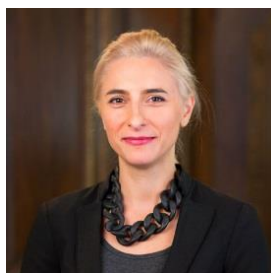
**ELIAS A. MOSSIALOS, M.D., Ph.D., F.F.P.H., F.R.C.P.**, is the Brian Abel-Smith professor of health policy, and director of LSE Health at the London School of Economics and Political Science. He is also professor of health policy and management at Imperial College London. His particular research focus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

Public Policy, University of Chicago and an honorary professor at the University of Copenhagen, the London School of Hygiene and Tropical Medicine, and L'Ecole des Hautes Etudes en Santé Publique in France. He is a member of the Health, Demographic Change and Well-being Advisory Group for the Horizon 2020 Research Programme of the European Commission and was a member of the management board of the European Medicines Agency from 2000 to 2003. He was the 2002 and 2007 recipient of the Baxter Award from the European Health Management Association for the best publication in health policy and management in Europe. In 2010, he was awarded the Andrija Stampar Medal by the Association of Schools of Public Health in Europe for contributions to European public health. LSE Health was honored with the prestigious Queen's Anniversary Prize for Higher Education in 2009. Mossialos has been an active participant in policy debates, advising the World Health Organization; the European Parliament; the European Commission; the World Bank; the United Kingdom Office of Fair Trading; ministries of health and social affairs in Austria, Belgium, Brazil, China, Finland, Ireland, Russia, Slovenia, South Africa, Spain, and Sweden; and health insurance funds in Croatia, France, Hungary, and South Korea. From 2009 to 2012 Mossialos was an M.P. in the Greek Parliament. He has

served as a member of four Parliamentary Select Committees (Social Affairs, Educational Affairs, Defence and Foreign Affairs and European Affairs) and chaired the Parliament's Special Permanent Committee on Monitoring the Social Security System from 2010 to 2011. He was appointed Minister of State in 2011. As a minister he participated in all major negotiations in Brussels, Berlin and Paris on restructuring the Greek debt and presented a comprehensive plan on the reorganisation of Greek state TV and radio channels. This plan included the modernisation, downsizing and reorganisation of public broadcasting services, and led to the closure of two unproductive organisations which had been funded by the tax-payer, the only state enterprises to have been closed by the Government in the last few years. While in office in 2011, Mossialos managed to reduce the budget of his Ministry by 40% and of his personal ministerial office by 70%.



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



**ALICE MURRAY, B.Sc., M.B.B.S, M.R.C.S.** is a 2016-17 U.K. Harkness Fellow in Health Care Policy and Practice. She recently completed a clinical research fellowship in Academic Surgery under Professor Lord Ara Darzi at Imperial College, a Colorectal Research Fellow at Columbia University's Center for Innovation and Outcomes Research, and is a General Surgery Registrar at London Deanery, North East Thames. Murray spent five years in the National Health Service as a surgical trainee, and ranked second out of 536 candidates across the U.K. for her senior post. She is now pursuing a Ph.D. at Imperial College, where she is evaluating the utility of international comparisons of the quality of surgical care. In addition to her Ph.D. work, she researched surgical outcomes in the U.S. and designed and developed an electronic outcomes database at New York Presbyterian that is being rolled out to all surgical departments. After a year as a research fellow at Columbia University, she helped

create an established fellowship, which going forward will support U.K. surgical trainees to undertake one year at New York Presbyterian and two years at Imperial College as part of an ongoing U.S./U.K. collaboration. Murray was awarded an academic scholarship from Oxford University for her pre-clinical medical studies and received her final degree from Royal Free and University College London Medical School.



**HERMANN NEHLS** has been counselor for labor, health, and social affairs at the German Embassy in Washington, DC since June 2014. For more than 10 years he has been responsible for the development of strategic proposals in the field of vocational education and training at the national and European levels as viewed from the trade union perspective. This includes accountability for the development and implementation of educational policy in relation to basic and advanced training and continuing education, with a particular emphasis on implementation of the European Qualifications Framework in the European Union member states and in Germany; support for quality control and validation of non-formal and informal learning; and, scientific networking and cooperation with ministries and the European Commission.



**CHRISTIAN NØHR, Ph.D., M.Sc.**, is a professor of technology analysis and health care planning within the Department of Development and Planning at Aalborg University in Denmark. In addition, he is director for the Danish Centre for Health Informatics and an adjunct professor at the School of Computing & Information Systems, University of Tasmania, and the School of Health Information Science at University of Victoria, BC in Canada. His main research field is organizational change, implementation, and evaluation of information systems in health care. His main efforts have been to develop methodologies for national monitoring of development and dissemination of eHealth technologies. He is currently working with the Danish eHealth Observatory, the Nordic eHealth Research Network, and an OECD taskforce on developing national indicators for eHealth dissemination and use. Nøhr received his M.Sc. and Ph.D. from Aalborg University.



**ERIK KREYBERG NORMANN, M.D.**, is president of the International Hospital Federation and President of the Norwegian Hospital and Health Service Association. He is a paediatrician but has also held various management roles in organizations across Norway, including chief executive officer of various hospitals, chief executive officer of the Oslo Municipal Child and Family Services, director of the Department of Hospital Services in The Norwegian Directorate of Health, secretary-general of the Norwegian Air Ambulance Foundation, and chief executive officer of Curato Røntgen A.S., the largest private diagnostic imaging company in Norway. Normann holds a medical degree, with a specialty in paediatrics.



**THE HONORABLE LISBETH MARIE NORMANN** is State Secretary at the Norwegian Royal Ministry of Health and Care Services, representing the Conservative Party. She assists the Minister in developing policies in the field of health and food safety and primary health care services. She has a varied background in the field of health, both as a nurse and in management positions. She also served for four years, from 2007-2011, as the president of the Norwegian Nurses' Association. Normann holds a university degree in nursing science.



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

of Oslo 1988).



**ZIV OFEK** is the founder and chief executive officer of the Center for Digital Innovation – Negev, a leading non-profit created through the collaborative efforts of some of Israel’s most outstanding digital health entrepreneurs and Ben-Gurion University of the Negev. Ofek is also the founder and chief executive officer of MDCIone, a research platform powered by a patented technology for producing synthetic data that liberates valuable clinical data enabling researchers and organizations around the globe fast and easy access to clinical data, while fully protecting patients’ privacy. Ofek is a serial entrepreneur, the founder and former

chief innovation officer of dbMotion, which was later acquired by Allscripts. He is the originator of the dbMotion concept for clinical information integration and semantic interoperability that includes advances applications and tools for coordinated care and population management. His 20 years of expertise in the field of innovation and medical informatics covers a wide range of areas, both in theory and in practice, including in-depth understanding of the different approaches and initiatives in international markets. Prior to dbMotion, Ofek served as vice president of research and development and business development at Ness-ISI, a subsidiary of Ness Technologies. In this role, he initiated and oversaw development and implementation of multiple large-scale healthcare information technology solutions for data warehousing, business intelligence and interoperability. The dbMotion platform is successfully in use today by many healthcare organizations around the world, including the entire Israeli health system where all physicians, hospitals, community clinics, health management organizations, and citizens in Israel are part of the dbMotion national network. Ofek has a B.S. in industrial management engineering, specializing in information systems, from Ben-Gurion University in Beer-Sheva, Israel.



**SALLY OKUN, R.N., M.M.H.S.**, is vice president for advocacy, policy and patient safety at PatientsLikeMe, an online patient powered research network. She is responsible for bringing patient voice and insight to diverse advocacy and policy discussions at national and global levels, and is the company’s liaison with government and regulatory agencies. Okun joined the company in 2008 as the manager of health data integrity and patient safety overseeing the medical ontology and development of the Drug Safety Platform. She is a member of numerous

advisory and expert panels including the Patient Centered Outcomes and Research Institute Patient Engagement Advisory Panel, Scientific Advisory Committee for Reagan-Udall Foundation's Innovation in Medical Evidence Development and Surveillance program, National Academy of Medicine, National Quality Forum, Agency for Health Care Research and Quality, The Commonwealth Fund, and the Precision Medicine Initiative’s Engagement and Communications Work Group. Previously, she practiced patient-centered palliative and end-of-life care for more than three decades in community and home-based settings engaging with patients and families living with the challenges of illness, caregiving and complicated aging. She received her M.M.H.S. from The Heller School for Social Policy and Management at Brandeis University, was a Salzburg Global Fellow as well as a fellow at the National Library of Medicine Program in Biomedical Informatics.



**ROBIN OSBORN, M.B.A.**, is vice president and director of The Commonwealth Fund's International Health Policy and Practice Innovations program. In these roles she has responsibility for the Fund's annual International Symposium on Health Policy, annual international health policy surveys of 11 countries and comparisons of health systems data; program on Frugal Innovations; bilateral meetings on health care quality and efficiency with the U. S. and U.K., France, Canada, and Israel; the Fund's International Working Group on High Need/High Cost Patients; the Harkness Fellowships in Health Care Policy and Practice; the Australian–American Health Policy Fellowships, and 22 international partnerships with Ministries of Health, research organizations, and health foundations. The core countries participating in the Fund's international program are: Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Sweden, Switzerland, the United Kingdom, and the United States. Currently she serves on Price Waterhouse Coopers Health and Care System Architecture Advisory Group and World Health Organization Global Health and Ageing Working Group. Prior to joining the Fund in 1997, Osborn was director of fellowship programs at the Association for Health Services Research (now AcademyHealth), where she directed the Picker/Commonwealth Scholars Program and served as deputy director of the Robert Wood Johnson Foundation Investigator Awards in Health Policy Research Program. While living in London from 1986-1992, she held management positions at BUPA, the largest private health insurer in the United Kingdom, with responsibility for developing managed care programs. Her previous positions include founding managing director of the Miller Institute for Performing Artists at St. Luke's-Roosevelt Hospital Center; executive director of Blue Cross and Blue Shield of Greater New York's corporate foundation; special assistant to the vice president of Blue Cross and Blue Shield for the division charged with quality improvement and cost containment; and assistant director of Jacobi Hospital Center, a 1,400-bed, public safety net hospital. She earned a B.S. with honors at Tufts University and an M.B.A. from Columbia University.



**CHRISTINA PAGEL, Ph.D., M.Sc.** is a 2016-17 U.K. Harkness Fellow in Health Care Policy and Practice. She is currently a Reader (Associate Professor) in Operational Research at University College London. Pagel's previous work includes the development of the Partial Risk Adjustment in Surgery model (PRAiS) for 30-day mortality following pediatric cardiac surgery, which has been adopted across the U.K. The model was published in 2012, and she subsequently led a large National Institute of Health Research-funded project to develop a web-tool to help families and non-specialists interpret published mortality outcomes. Pagel has also led projects at the local hospital level, implementing a mathematical model to forecast demand for beds within the Cardiac Intensive Care Unit at Great Ormond Street Hospital, and building a model and accompanying software to signal the annual winter surge for the pediatric intensive care unit. She received a Ph.D. in space physics from Imperial College London, an M.Sc. in mathematical physics from King's College London, an M.Sc. in applied statistics from University of London, a undergraduate in mathematics from University of Oxford, and two M.A. degrees in medieval history and classical civilization from the University of London.



**DIMITRA PANTELI, M.D., M.P.H., Dr.P.H.** is a 2016-17 German Harkness Fellow in Health Care Policy and Practice. She is currently a research fellow at the Department of Health Care Management at Berlin University of Technology, a role she has held for the past six years. Her work focuses on evidence-based decision-making in health care, primarily health technology assessment, and health systems research, most recently on pharmaceutical regulation and quality assurance. She is also a collaborator of the European Observatory on Health Systems and Policies, where she serves as editor for the *Health Systems in Transition* series and contributes to various thematic



studies as well as active knowledge-brokering. Her work has led to collaborations with diverse stakeholders, including Ministries of Health, regulatory institutions, insurers, national institutes for public health and quality assurance, health technology assessment agencies, and professional associations. She is a member of the extended Board of the German Network on Evidence-Based Medicine and the German Society for Technology Assessment in Health Care. Panteli received her doctorate in public health from Berlin University of Technology, her M.P.H. from the Charité Medical University in Berlin (as a scholar of the German Academic Exchange Service) and her medical degree from the Aristotle University of Thessaloniki in Greece.



**MAHESH PATEL, M.B.B.S., D.Obs., F.R.N.Z.C.G.P.,** is the founding director of Nirvana Health Group, and currently serves as the director of clinical operations. Nirvana Health Group is a New Zealand- and Australia-based primary care provider that sees more than 200,000 regular patients across a network of 78 business units. Nirvana Health Group is the largest private provider of primary care for Maori, Pacific, Asian and the High Needs communities in New Zealand. Patel is a general practitioner focused on training clinicians and supporting ongoing professional development at all levels within primary care. He has developed systems for chronic care management that form the basis of creating quality standards and monitoring performance, and has been a proponent of using information technology systems to develop more effective and sustainable models of care. Moreover, he has led diabetes and cardio-vascular projects for Nirvana which have been recognized as providing leading solutions for management of chronic diseases across the largest network of primary care clinics in New Zealand. Previous to Nirvana Health Group, Patel served in senior positions at Auckland District Health Board and Counties Manukau District Health Board (Secondary Care). He holds a M.B.B.S. from M.S. University, as well as a Diploma in Obstetrics from University of Auckland and is a Fellow of the Royal New Zealand College of General Practitioners.



**JOSE F. PEÑA, M.D., F.A.C.P.,** is the chief executive officer and chief medical director of the Rio Grande Valley Accountable Care Organization Health Providers, L.L.C. He has served in these roles since the organization's inception in 2012. His primary areas of focus include process improvement, population health, and innovations in patient-centered diabetes management. His work also focuses on creating a better understanding of the top 10% of high-risk patients that consume 50% to 60% of expenditures in any given population. His organization has become one of the most successful Medicare Shared Savings Program Accountable Care Organizations, as measured by both quality metrics and cost savings. Prior to working with the Rio Grande Valley Accountable Care Organization, Peña served in a variety of leadership roles, including chief of staff at Doctors Hospital at Renaissance, chief of staff at Weslaco Rehab Hospital, and chief of medicine at Knapp Medical Center. He has previously served on the Board of Directors at Weslaco Rehab Hospital and Doctors Hospital at Renaissance. In 2017 he will become a fellow of the American College of Health Care Executives. He is board certified in internal medicine, and hospice and palliative medicine. Peña received medical degree from the Autonomous University of Santo Domingo, and completed his post-graduate training in internal medicine at St. Barnabas Hospital in New York City, where he was named "Resident of the Year."



**HOANGMAI H. PHAM, M.D., M.P.H.,** is a general internist and the chief innovation officer at the Center for Medicare & Medicaid Innovation, where she is responsible for implementation of the alternative payment model provisions of the Medicare and Children's Health Insurance Plan Reauthorization Act, and other cross-cutting initiatives for the Center. Pham was previously Director of the Seamless Care Models Group in the Center for Medicare & Medicaid Innovation, where she oversaw the design and testing of models on accountable care organizations and advanced primary care, including the Pioneer Accountable Care Organization Model, Comprehensive Primary Care

Initiative, Next Generation Accountable care Organization Model, and Comprehensive End Stage Renal Disease Care Initiative. Before coming to the Centers for Medicare & Medicaid Services, Pham was senior health researcher and co-director of research at the Center for Studying Health System Change and Mathematica Inc. She has published extensively on care fragmentation and coordination, quality reporting and improvement, health disparities, and provider market trends, and the intersection of each of these with payment policy. Pham provided primary care at safety net organizations for many years.



**STEVEN POSNACK, M.S., M.H.S.**, serves as the director of the Office of the National Coordinator's Office of Standards and Technology, a role he has held since June 2014. He is now responsible for leading the Office of the National Coordinator's Health Information Technology Certification Program, Standards and Interoperability Framework, and advising the National Coordinator for Health Information Technology on all matters related to health information technology standards and technology. Prior to serving in this role, Posnack led the Office of the National Coordinator's Federal Policy Division within the Office of Policy and Planning from 2010 to 2014. In this capacity, he led regulatory affairs, legislative analysis, and several federal policy development and coordination activities. He earned a B.S. in computer science from Worcester Polytechnic Institute, a M.S. in security informatics from Johns Hopkins University Information Security Institute, and a M.H.S. in health policy from Johns Hopkins University Bloomberg School of Public Health.



**LOIS QUAM, M.Phil.**, is an associate member of the faculty in the Division of Health Policy and Management at Columbia University's Mailman School of Public Health and a member of The Commonwealth Fund's Board of Directors. She previously served as chief operating officer of The Nature Conservancy. Prior to joining the Conservancy, Quam was executive director of the Global Health Initiative at the U.S. Department of State, reporting to Secretary of State Hillary Clinton, before serving as special advisor to Secretary John Kerry, with a focus on global health and public-private partnerships. Prior to joining the State Department, she held a distinguished 17-year career at UnitedHealth Group, where she led the company's efforts to serve older and low-income Americans. Her leadership roles included developing UnitedHealth's relationship with AARP, Inc., launching the company's international operations, and overseeing Medicare- and Medicaid-based businesses serving more than 10 million Americans. As chief executive officer of Ovations, a division she founded at UnitedHealth in 1998, she grew the company's revenues from inception to more than \$30 billion in the span of eight years, leading more than 20,000 employees. Quam chaired the Minnesota Health Care Access Commission from 1989 to 1991. The Commission's recommendations resulted in legislation that created Minnesota Care bringing health insurance to tens of thousands of Minnesotans. Quam has appeared three times on *Fortune* magazine's list of the 50 most powerful women in American business. She previously served on the Board of Editors for the *British Medical Journal*, and the boards of General Mills, the Committee for Economic Development, Macalester College and the George C. Marshall Foundation. She is member of the Council on Foreign Relations, an advisory council member of the Hubert H. Humphrey School of Public Affairs at the University of Minnesota, vice chair of The Performance Theater, which convenes chief executive officers and thought leaders to address global business challenges, and a member of the Presiding Bishop's Advisory Council of the Evangelical Lutheran Church. Quam received a master's in philosophy, politics and economics at Oxford University as a Rhodes Scholar and is a graduate of Macalester College.



**ROBYN RAPOPORT, M.A.**, is vice president of health care, public policy, and international research at SSRS, where she designs and oversees health and public policy survey research projects that inform the public and guide policy decisions. For nearly 10 years, Rapoport has directed survey research in the areas of health, public policy, and religion. She manages all aspects of survey research, from sample and

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



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



**UWE E. REINHARDT, Ph.D.**, is the James Madison Professor of Political Economy and professor of economics at Princeton University. Recognized as one of the leading U.S. authorities on health care economics and health policy, Reinhardt serves, or has served, on a number of government commissions and advisory boards, among them the Physician Payment Review Commission, a commission established by the U.S. Congress to advise it on issues related to physician payment; the National Council on Health Care Technology of the U.S. Department of Health, Education and Welfare (now Department of Health and Human Services or HHS); the Special Advisory Board of the VA; and the National Advisory Board of the Agency for Health Care Quality and Research, HHS. Reinhardt is a member of the Institute of Medicine of the U.S. National Academy of Sciences, on whose Governing Council he served in the 1980s. He is a past president of the Association of Health Services Research, and

serves as chairman of the international advisory group of AcademyHealth. He is the president of the International Health Economics Association, and a member of the New York Academy of Medicine. He is a trustee of the National Bureau of Economic Research (NBER), and a trustee of Duke University and the Duke University Health System. He also serves as a commissioner on the Kaiser Commission on Medicaid and the Uninsured. He is also on the board of the National Institute of Health Care Management. He is a senior associate of the Judge Institute for Management of Cambridge University, U.K. He served on the World Bank External Advisory Panel for Health, Population and Nutrition. In October 2006, Reinhardt was appointed by Governor John Corzine of New Jersey to chair the health reform commission for the state. Reinhardt is or was a member of numerous editorial boards, among them the *Journal of Health Economics*, *Milbank Quarterly*, *Health Affairs*, *New England Journal of Medicine*, and *Journal of the American Medical Association*.



**THOMAS RENNEN** is head of the Division of General Aspects of Health Policy, Financing and Statistics in the German Federal Ministry of Health. Prior to his work at the Federal Ministry of Health, Renner worked for the International Labour Organization in Geneva, where he developed health financing projection tools for different countries and worked on the methodology of such tools together with the World Health Organization and the World Bank. From 2000 to 2002, Renner worked in the Ministry of Labour and Social Affairs. Renner holds a degree in economics and studied at the University of Regensburg and the University of Bonn.



**PAMELA RILEY, M.D., M.P.H.**, is assistant vice president for Delivery System Reform at The Commonwealth Fund. Her area of focus is on transforming health care delivery systems for vulnerable populations, including low-income groups, racial and ethnic minorities, and uninsured populations. Riley was previously program officer at the New York State Health Foundation, where she focused on developing and managing grantmaking programs in the areas of integrating mental health and substance use services, addressing the needs of returning veterans and their families, and diabetes prevention and management. Earlier in her career, Riley served as a clinical instructor in the Division of General Pediatrics at the Stanford University School of Medicine. In this capacity, she was a general pediatrician and associate medical director for Pediatrics at the Ravenswood Family Health Center, a federally qualified health center in East Palo Alto, Calif. Riley served as a Duke University Sanford School of Public Policy Global Health Policy Fellow at the World Health Organization in Geneva, Switzerland, and has served as a volunteer physician in Peru and Guatemala. Riley received an M.D. from the University of California, Los Angeles David Geffen School of Medicine in 2000, and completed her internship and residency in pediatrics at Harbor- University of California, Los Angeles Medical Center in Torrance, Calif., in 2003. Riley received an M.P.H. from the Harvard School of Public Health as a Mongan Commonwealth Fund Fellow in Minority Health Policy in 2009.



**JESSICA ROACH, M.P.H.**, joined the Centers for Medicare and Medicaid Services Innovation Center in 2014. As a member of the State Innovations Group, she serves as a project officer working with state governments to test their ability to use regulatory and policy levers to accelerate health care transformation. Prior to joining the Centers for Medicare and Medicaid Services Innovation Center, Jessica worked at MedStar Health, serving first as the community health analyst, and then as the community health system manager. In this capacity, she managed the annual community benefit reporting process, ensuring the integrity of data collection and validation. She also provided training and oversight concerning community health programming and evaluation, making certain that programs and services are tailored to the needs of vulnerable and underserved populations. In 2010, Jessica served as a Global Health Service Fellow at the AIDS Support Organization in Mbale, Uganda, where she conducted research on the prevalence of malnutrition among

HIV-positive pediatric clients. She received an M.P.H. with a focus in global health from The George Washington University and a B.S. in biology from the University of Michigan.



**NATASSIA M. ROZARIO, J.D., M.P.H.**, is associate counsel and senior director of external affairs at the Camden Coalition of Healthcare Providers. Applying her background in law, public health, and political science, she works with local, state, and national partners to promote evidence based healthcare policies and programs that provide good quality and efficient healthcare for vulnerable populations. At the state level, she helps manage the Good Care Collaborative, a joint initiative among diverse healthcare stakeholders committed to ensuring better care at lower costs for all New Jersey Medicaid beneficiaries. Prior to joining the Coalition, Rozario served as a Fulbright-Nehru Research Fellow in India, a William J. Clinton Service Fellow in India, and a research associate at the Center for Medicine as a Profession at Columbia University. Over the past decade, her career at the intersection of health, human rights, and social justice has combined academia, policy, advocacy, and community engagement. She is passionate about social justice issues and is committed to improving access and quality of health care for vulnerable populations. She is a member of the New York and New Jersey Bar Associations. Rozario has a J.D. *cum laude* from American University, where she was awarded a Public Interest Public Service Scholarship; a M.P.H. from Johns Hopkins University, where she concentrated in biostatistics and epidemiology; and a B.A. from Columbia University, where she majored in political science.



**JULIET RUMBALL-SMITH, M.B.Ch.B., Ph.D.**, is a 2016-17 New Zealand Harkness Fellow in Health Care Policy and Practice. She is currently a public health physician and medical officer of health in the Northland District Health Board. In her role at Northland District Health Board, she works on the development and implementation of public health policies, with a particular focus on the use of health analytics and maximizing the effectiveness of population-based strategies such as immunization. Rumball-Smith has held previous international positions, including as a senior research fellow in the Institute for Health Policy, Management and Evaluation at the University of Toronto, where she worked on analysis, interpretation, and reporting of cross-national primary care survey data, investigating the association between quality of care for patients with chronic disease and multi-disciplinary provider teams. She was also awarded a post-doctoral research fellowship in the Institute for Health and Social Policy at McGill University, where she focused on investigating unemployment and health outcomes; and a clinical training fellowship from the Health Research Council of New Zealand, to explore ethnic disparities in hospital quality of care. Rumball-Smith received a degree in medicine and surgery, a Ph.D. in epidemiology, and an M.P.H., all from the University of Otago. She is a Fellow of the Faculty of Public Health Medicine, Royal Australasian College of Physicians.



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



**LEWIS G. SANDY, M.D., F.A.C.P.**, is executive vice president, clinical advancement at UnitedHealth Group. His work focuses on clinical innovation, payment/delivery reforms to modernize the health care system and physician collaboration. He also is a principal in the UnitedHealth Center for Health Reform and Modernization, with a focus on payment/delivery innovation and policy. From 2003 to 2007, he was executive vice president and chief medical officer of UnitedHealthcare, UnitedHealth Group's business focusing on the employer/individual health benefits market. From 1997 to 2003, he was executive vice president of The Robert Wood Johnson Foundation, responsible for the Foundation's program development and management, strategic planning and administrative operations. He is a senior fellow of the University of Minnesota School of Public Health, Department of Health Policy and Management. An internist and former health center medical director at the Harvard Community Health Plan in Boston, Massachusetts, he received his B.S. and M.D. degrees from the University of Michigan and an M.B.A. degree from Stanford University. Dr. Sandy served his internship and residency at the Beth Israel Hospital in Boston.



**MARCEL SAULNIER, M.Sc.**, Marcel Saulnier is associate assistant deputy minister of the Strategic Policy Branch at Health Canada, where he oversees work focused on the development of a new health accord. He has held other senior positions at Health Canada, including director general of health care strategies, and director general of policy coordination and planning. He played a key role in supporting the work of the federal Advisory Panel on Healthcare Innovation which released its report in June 2015. His career has included policy leadership positions at the Canadian Medical Association, the Prime Minister's Office, Finance Canada, the National Forum on Health, and Health and Welfare Canada. Saulnier has a master's degree in economics from l'Université de Montreal, and a bachelor's in economics from the University of Ottawa.



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



**OLIVER SCHENK** has been Head of the Directorate-General "General Health Policy Planning; Telematics" at the German Federal Ministry of Health since March 2014. From 2010 to 2014, he was head of the Department of Political Programmes and Analysis at the Federal party headquarters of the CDU (Christian Democratic Union) Germany. Until then, he had served as director-general for E-Government in Saxony's State Ministry of the Interior and its State Ministry of Justice and European Affairs from 2009 to 2010. He was head of departmental coordination as well as head of policy planning and international relations in the State Chancellery of Saxony from 2005 to 2008. Between 1994 and 2005, he occupied various positions as senior policy advisor, head of office, and director-general in the Land of Saxony, including at the Ministry of Environment, the Ministry of the Interior, and the Ministry of Finance as well as at the State Chancellery.



**THE HONORABLE EDITH SCHIPPERS** is the Minister of Health, Welfare and Sport in the Netherlands. On November 5, 2012 she was appointed the Minister of Health, Welfare and Sport in the Rutte-Asscher government. Before that, she was appointed the Minister of Health, Welfare, and Sport in the Rutte-Verhagen government on October 14, 2010. On June 3, 2003, Schippers became a member of the House of Representatives for the VVD (People's Party for Freedom and Democracy). She was the party's spokesperson on health and development cooperation. From March 2006 she was also deputy leader of the parliamentary party. From June 2009 to September 2010 she was a member of the parliamentary committee investigating the financial system. Schippers joined the Confederation of Netherlands Industry and Employers VNO-NCW in 1997, where she worked as secretary for health and the labour market until 2001 and secretary for spatial planning until 2003. In 1993 Schippers worked as personal assistant to Dick Dees, a member of the House of Representatives for the VVD. From 1994 to 1997 she was a policy officer for the parliamentary party in the field of health, welfare and sport. Schippers was co-founder and board member of the Benedictus de Spinoza Foundation (1996-1998), secretary of the VVD health committee (1998-2000) and member of the VVD executive board (2000-2002). In 2002 she was a member of VVD committee (on standards and values). She also co-authored the VVD's policy document proposing improvements to the Dutch healthcare system (2008). She studied at Leiden University.



**PETER SCHMEISSNER, Ph.D.**, is the director of the Office of Europe and Eurasia in the Office of Global Affairs at the U.S. Department of Health and Human Services. His office covers the Department's engagement on health issues with European and Eurasian countries, the European Commission, the Organisation for Economic Cooperation and Development, the G7, the G20 and the Arctic Council. Prior to this position, he served as acting director of the Division of Science and Communications in the Office of the U.S. Surgeon General, where he worked on the development of documents and actions related to public health priorities of the Surgeon General. Schmeissner also served in the Immediate Office of the Secretary at the U.S. Department of Health and Human Services, where he oversaw the review and coordination of policy documents from multiple U.S. Department of Health and Human Services agencies, including the U.S. Food and Drug Administration, the U.S. Centers for Disease Control and Prevention, and the U.S. National Institutes of Health. Prior to working at the U.S. Department of Health and Human Services, he served as a senior policy analyst in the White House Office of Science and Technology Policy, covering life science issues, and as a senior science advisor in the U.S. Department of Agriculture, covering international research and regulatory policy issues. Schmeissner holds a Ph.D. in pathobiology from Columbia University's College of Physicians and Surgeons, where he focused on basic medical research related the biology of cancer and immunology. He also has conducted biomedical research at several other universities and institutes, on topics ranging from the pathology of infectious diseases to the genetics of aging.



**ERIC SCHNEIDER, M.D., M.Sc.**, is senior vice president for policy and research at The Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues. A member of The Commonwealth Fund's executive management team, he provides strategic guidance to the organization's research on topics in policy, health services delivery, and public health as well as scientific review of its initiatives, proposals, projects, and publications. Trained in primary care general internal medicine and health services research, Schneider is among the nation's leading health services researchers. His research has spanned health policy, quality measurement, quality improvement, delivery system innovation, primary care, health information technology, program evaluation, clinical sciences, and the effects of health insurance and access to care for vulnerable populations. Prior to joining the Fund, Schneider was principal researcher at the RAND Corporation and he held the RAND Distinguished Chair in Health Care Quality. In 2009, he was the first director of RAND's Boston office, building a highly

successful multidisciplinary health services research team. From 1997, he was faculty of Harvard Medical School and Harvard School of Public Health where he taught health policy and quality improvement in health care and practiced primary care internal medicine at the Jen Center for Primary Care at Brigham and Women's Hospital in Boston. Schneider has held several leadership roles including editor-in-chief of the *International Journal for Quality in Health Care*, co-chair of the Committee for Performance Measurement of the National Committee for Quality Assurance, member of the editorial board of the National Quality Measures and Guidelines Clearinghouses sponsored by the Agency for Healthcare Research and Quality, as a member of the scientific advisory board of the Institute for Healthcare Improvement, as chair of the Performance Measurement Committee of the American College of Physicians, and as a methodologist on the executive committee of the Physician Consortium for Performance Improvement of the American Medical Association. He is an elected fellow of the American College of Physicians. Schneider holds a B.S., *cum laude*, in biology from Columbia University, a M.Sc. from the University of California, Berkeley, and a M.D. from the University of California, San Francisco.



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



**ISABELLE SCHOLL, Ph.D.** is a 2016-17 German Harkness/B. Braun Stiftung Fellow in Health Care Policy and Practice. She is currently head of the research group "Patient-Centered Care: Evaluation and Implementation" within the Department of Medical Psychology at the University Medical Center Hamburg-Eppendorf. In this role, she focuses on measuring and implementing shared decision-making and patient-centered care. As part of her Ph.D. thesis, she developed and psychometrically tested the "9-item Shared Decision Making Questionnaire," which has been translated into thirteen languages and used in both studies and quality improvement initiatives worldwide. Scholl has held a number of prestigious fellowships, including the Academy for Early Career Researchers in Health Services Research, a fellowship which she held in 2010, awarded by the German Research Foundation for early career researchers. Within the European Association for Communication in Healthcare, she is also the co-founder of the Young European Association for Communication in Healthcare committee, which aims to stimulate networking and collaboration, and deliver mentorship to early career professionals. Scholl received her doctorate from the University of Hamburg, has a degree in psychology from the University of Freiburg, and is a licensed psychotherapist.





**HENNE SCHUWER** is the current ambassador of the Kingdom of the Netherlands to the United States of America. In a 36-year career with the Netherlands Ministry of Foreign Affairs, Schuwer has focused his work on the European Union and transatlantic relations. He was involved in the Netherlands' presidency of the European Economic Community since it began in 1986, ending with his chairmanship of Coreper I in 2004. He has chaired various working groups in the fields of structural funds and common foreign and security policy, and was secretary of the European Union-Coordination Committee in the Netherlands. Schuwer also has extensive knowledge of U.S. politics and trade issues due to two assignments in the U.S. While at NATO, he was responsible for the Bucharest Summit in 2008 and the Strassbourg-Kehl Summit in 2009.



**KAREN SCOTT, M.D., M.P.H.**, joined the Office of the Assistant Secretary for Health in the U.S. Department of Health and Human Services in March 2016 as the chief medical officer. In this role, she collaborates with offices within the Department of Health and Human Services and across Departments to improve public health and health care service delivery for all Americans. Her Office of the Assistant Secretary for Health portfolio includes infectious diseases, preventive health services, disease prevention, and minority health, as well as health care quality and patient safety. Prior to joining the Department of Health and Human Services, Scott was part of the quality and safety leadership team at New York Presbyterian Hospital in New York City, where she served as vice president for quality and patient safety. In this role, she led innovation and improvement work across the hospital's six campuses. Her achievements include hospital-wide improvement on core measures, implementation of patient safety culture surveys and implementation of hospital-wide quality and patient safety goals, including improving medication safety, communication, rapid response systems, and reducing readmissions. From 2002 to 2007, Scott was deputy chief medical officer for the New York City Health and Hospitals Corporation, creating the first office focused on improvement and safety for the entire public hospital system. She was also vice president of the Commonwealth Fund from 1994 to 2002, and worked extensively on issues related to minority and women's health, access to care, and quality of care. Scott has published widely on quality improvement, healthcare disparities and access to care. In April 2002, she received the Healthcare Hero award from the Congressional Black Caucus. Scott has a bachelor's degree in the history of science from Harvard University, a medical degree from Cornell University Medical College, and a master of public health degree from the Bloomberg School of Public Health at Johns Hopkins University.



**AZIZ SHEIKH, O.B.E., M.D., M.Sc., F.R.C.G.P., F.R.C.P., F.R.C.P.E., F.F.P.H., F.R.S.E., F.Med.Sci., F.A.C.M.I.**, is professor of primary care research and development and co-director of the Centre of Medical Informatics at the Usher Institute of Population Health Sciences and Informatics at The University of Edinburgh. He is an editorial board member of *Medical Care* and *Health Informatics Journal*, Guidelines and Guidance section adviser to *PLOS Medicine*, and editor-in-chief of *npj: Primary Care Respiratory Medicine*. He has advised the governments of Scotland, United Kingdom, United States and Saudi Arabia on health information technology and patient safety, was an adviser to NHS Connecting for Health's Evaluation Programme, served as a member of the Information Technology for Patient Safety Expert Working Group of the World Health Organization's World Alliance for Patient Safety from 2009 to 2010, and is now co-chairman of the World Health Organization's Patient Safety in Primary Care Expert Working Group and an adviser to the World Health Organization's Office for the Eastern Mediterranean Region. He served as a member of the United Kingdom Government's Research Excellence Framework panel for Medicine. He is a co-investigator in the Farr Institute and is director of the 14-university Asthma United Kingdom Centre for Applied Research. He served on the Wachter Review of HIT in England from 2015 to 2016 and is co-director of Harvard Medical School's Safety, Quality, Informatics

and Leadership Program. Together with his colleagues, Sheikh has held research grants in excess of \$65 million, has more than 950 peer-reviewed publications, and more than 25,000 citations to his work with an H-index of 85. He has published in top-tier journals such as *The Lancet*, *BMJ* and *PLOS Medicine*. He completed a Harkness Fellowship in Health Policy and Practice in 2013 to 2014 while based at Brigham and Women's Hospital and Harvard Medical School in Boston, Massachusetts. He holds visiting chairs at: the University of Birmingham, Queen Mary's University of London, Maastricht University and was recently appointed as visiting professor of medicine at Harvard Medical School. Sheikh was made an Officer of the Order of the British Empire for Services to Medicine and Health Care by Her Majesty Queen Elizabeth II in 2014. Sheikh holds a M.Sc. in epidemiology from the London School of Hygiene & Tropical Medicine, a M.D. from the University of London, as well as a B.Sc. and an M.B.B.S. degree from University College London.



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



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



**DAVID A. SQUIRES, M.A.**, is senior researcher to The Commonwealth Fund's president. His responsibilities include researching literature, analyzing data, creating quantitative models, and drafting material for Fund publications, journal articles, and presentations. He also handles special projects on an as-needed basis. He was previously a senior researcher for the Fund's Program on International Health Policy and Practice Innovations. Before joining the Fund, Squires worked for Abt Associates as associate analyst, domestic health, where he provided research and analytic support on domestic and international health projects. He holds a master's degree in bioethics from New York University, and graduated *magna cum laude* with a B.A. (honors) in English and minors in economics and philosophy from Bates College.



**RICHARD A. STONE, M.D., M.A.**, was appointed as principal deputy under secretary for health in the Department of Veterans Affairs on February 29, 2016, where he leads clinical policies and programs for the Veterans Health Administration, the United States' largest integrated health care system. Almost nine million veterans are enrolled in VA's health care system, which provides a broad range of primary care, specialized care, and related medical and social support services that are uniquely related to veterans' health or special needs. In addition, the Veterans Health Administration is the nation's largest provider of graduate medical education and a major contributor to medical research. Prior to this appointment, Stone was a principal at Booz Allen Hamilton, and was widely recognized for his expertise in civilian and Department of Defense health and health care business reengineering. He provided strategic input across the Federal and civilian health portfolio and supported programs to

enhance the overall health of service members, veterans, and military families. Stone is retired from the U.S. Army where he served as the Army's deputy surgeon general and the deputy commanding general of support for U.S. Army Medical Command. His final assignment was leading the operations cell of the Defense Health Agency Transition Team that developed business case analysis and business process reengineering for the 10 "shared services" assigned to the new Defense Health Agency. With extensive experience in civilian health care, Stone served multiple non-profit regional health care systems and has owned multiple businesses over his career. Currently a practicing dermatologist, he obtained his training from Wayne State Affiliated programs in Detroit and the Veterans Affairs Health system, and is a Board Certified fellow in the American Academy of Dermatology. He has a number of awards and honors to his credit including Distinguished Alumnus of Western Michigan University College of Arts and Sciences; the Legion of Merit, Bronze Star, and Combat Action Badge; and was a member of the Department of Defense Recovering Warrior Task Force from 2011 to 2015. He holds a B.S. in biology and chemistry from Western Michigan University, a M.D. from Wayne State University, and a M.A. from the Army War College in Strategic Studies.



**JONATHAN STOUT, M.S.**, is vice president of strategy and business development at AbleTo. Stout is a passionate business leader with an innate ability to approach complex healthcare topics with authenticity and integrity. He leads corporate strategy, business development and product development activities at AbleTo, where the focus is to make reliable behavior change therapy available to the those who need it, right when they need it, wherever they may be. Prior to joining AbleTo, Stout held leadership positions at Horizon Blue Cross Blue Shield of New Jersey, where he led the development and execution of

enterprise-wide strategies during a period of unrivaled market disruption. Prior to Horizon, Stout spent several years in consulting with Deloitte where he oversaw complex financial transactions. He holds a B.S. and a M.S. in accounting and taxation from Seton Hall University and is a Certified Public Accountant.



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



**THE HONORABLE PASCAL STRUPLER** is Secretary of State for Health and directs the Swiss Federal Office of Public Health. Previous to this role, he pursued a career in the federal administration of Switzerland, where he took on various positions in four different ministries, including the Federal Department of Finance, Federal Office for Foreign Economic Affairs, Swiss Embassy in Moscow, and the European Integration Office. He also worked at the Federal Department of Economic Affairs as a personal advisor to the Minister and spent eight years as the Secretary-General of the Federal Department of Home Affairs. He studied law at the University of Berne and has a lic. iur. and diploma from the Swiss Graduate School of Public Administration.



**PAUL TANG, M.D., M.S.**, is vice president and chief health transformation officer at IBM Watson Health, and is consulting associate professor of medicine at Stanford University. His professional career has been dedicated to leveraging health information technology and public policy to improve the quality of health care and to enhance the health and wellbeing of individuals and communities. He is an elected member of the National Academy of Medicine (formerly, Institute of Medicine) and chaired its patient safety committee which published two reports: *Patient Safety: A New Standard for Care*, and *Key Capabilities of an Electronic Health Record System*. He has served as board chair on several health information technology professional organizations, including past-chair of the Board for the

American Medical Informatics Association. He currently serves on the boards of the National Quality Forum and AcademyHealth. Tang has served on numerous committees of the National Institutes of Health, National Research Council, National Academy of Sciences, Institute of Medicine, and Computer Science and Technology Board. He is a fellow of the American College of Physicians, the American College of Medical Informatics, the College of Healthcare Information Management Executives, and the Healthcare Information and Management Systems Society. Tang has published numerous papers in medical informatics, especially related to electronic health records, personal health records, and health care quality, and has delivered more than 340 invited presentations to national and international organizations and associations. Previously he held positions at Northwestern Memorial Hospital, Northwestern University Medical School, Stanford University School of Medicine, and Hewlett-Packard Labs. He received his M.D. from the School of Medicine at the University of California, San Francisco. He received his undergraduate degree and his M.S. in electrical engineering from Stanford University.



**MARIT TANKE, M.D., Ph.D.**, is a 2016-17 Dutch Harkness/VWS Fellow in Health Care Policy and Practice. She currently serves as deputy chief of the Celsus Academy of Sustainable Health Care, a collaboration of the VWS Dutch Ministry of Health, Welfare and Sport and Radboud University Medical Center Nijmegen. Her research portfolio includes outcome measurement and value-based purchasing strategies, health policy, healthcare reform, reimbursement design, and large-scale healthcare transformations. Tanke is also responsible for Celsus' educational program. In this role, she has co-developed an interactive online master course on

'value' in health care for medical specialists and residents; an intensive seminar on sustainable health care systems for the National Academy, a training institution for the Dutch ministries; as well as several conferences. Tanke founded the coassistantmonitor (internmonitor), a web-based tool to promote leadership and improve feedback culture in hospitals. From 2010-2015, she was a Manager at KPMG Healthcare NL and the KPMG Global Center of Excellence, where she worked on a number of large-scale initiatives, including the development of a nation-wide program on outcome based measurements using Patient-Reported Outcome Measures. She was member of the Dutch National ThinkTank in 2008 and worked at the pediatric department of the Haga-hospital in The Hague. Tanke received a medical degree, as well as a Ph.D. in biological psychiatry in a joint program at the University Medical Center Groningen.



**ANDREW THOMPSON, M.S., M.Ed., M.B.A.**, is co-founder, president, and chief executive officer of Proteus Digital Health. His vision for digital medicine is focused on expanding global access to care, dramatically increasing the value delivered by drugs and creating a sustainable model for innovation that leverages the cell phone in everyone's pocket. Thompson serves on the World Economic Forum Technology Pioneers selection committee and is also a co-founder and board member of Summit Schools, a leading Charter High School organization with a unique digital platform. He is active in digital humanities innovation with

Stanford University and Cambridge University and a co-founder of Parker Library Online – the leading destination for digital medieval studies. He holds an M.S. from Cambridge University, and a M.Ed. and M.B.A. from Stanford University.



**NINA HORG THORESEN** is assistant director general working with international affairs in the Norwegian Royal Ministry of Health and Care Services. Thoresen particularly works with activities related to the health sector within the European Union, but she also works with issues related to the World Health Organization, Council of Europe, Nordic Ministerial Council, and OECD. Thoresen holds a university degree in law.



**CLAUDIA FONTANA TOBIASSEN** is the commercial attaché at the Embassy of Switzerland in Washington, D.C. Her portfolio includes Swiss direct investment in the U.S., customs relations, immigration issues, aviation policy, health policy and foreign aid policy, climate change and the environment, as well as developments in internet governance and regulation and telecommunications. From 2009 to 2013, she was deputy chief of mission at the Embassy of Switzerland in Accra, Ghana, where she was in charge of the entire Consular and Administrative Section and cultural affairs. From 2005 to 2009, she held the same position at the Consulate General of Switzerland in Rio de Janeiro, Brazil. Prior to that, she served as a consular officer in various positions at the Swiss representations in Atlanta, Georgia, Vienna, Austria, Rabat, Morocco, Stockholm, Sweden, and Amsterdam, The Netherlands, over a period of 15 years. Before joining the Swiss Federal Department of Foreign Affairs, she worked in the international client division at the head office of the Swiss Bank Corporation and in the accounting department at Basler Versicherungen, both based in Basel, Switzerland.



**EFFY VAYENA, Ph.D.**, is the division head of the Health Ethics and Policy Lab in the Department of Public Health at the University of Zurich. From 2000-2007 she worked at the World Health Organization, focusing on ethical and policy issues relating to reproductive health, and assisted reproduction as well as on health research ethics. She remains a consultant to the World Health Organization and is a visiting faculty member at the Harvard Center for Bioethics, Harvard Medical School and faculty associate at the Berkman Klein Center for Internet and Society at Harvard Law School. In 2015 she was named a Swiss National Science Foundation professor of health policy. Vayena's current research focuses on ethical and policy questions in personalized medicine and digital health. At the intersection of multiple fields, she relies on normative analyses and empirical methods to explore how values such as freedom of choice, participation and privacy are affected by recent developments in personalized medicine and in digital health. She is particularly interested in the issues of ethical oversight of research uses of big data, ethical uses of big data for global health, as well as the ethics of citizen science. Using the ethics lens in innovative ways, her work aims to provide concrete policy recommendations and frameworks that facilitate the use of new technologies for a better and more just health system. Vayena studied medical history and bioethics at the University of Minnesota and completed her habilitation in bioethics and health policy at the University of Zurich.



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

started his career as a surgeon and has studied medicine in Freiburg, London, and Boston.



**FRANCK VON LENNEP** has been the director of research, studies, assessment and statistics at the French Ministry of Social Affairs and Health since 2012. The Department of Research, Studies, Assessment and Statistics has 180 employees, including primarily economists and statisticians, and covers health and healthcare, welfare, pensions, disability policies, and family policies. Prior to joining the Ministry of Social Affairs and Health, he was an advisor to the Minister of Budget and Public Accounts. Among other positions, he also worked for the Pensions Advisory Council and for the French National Health Insurance Fund as head of department of strategy. He is a graduate of the Paris Graduate School of Economics, Statistics and Finance.



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



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

of the National Academy of Medicine and spent six years on the NAM (and its predecessor, the Institute of Medicine) Board on Health Care Services. He is an appointed member of MACPAC, the Medicaid and CHIP Payment and Access Commission. A member of the Kaiser Commission on Medicaid and the Uninsured and of the board of trustees of the Consumer Health Foundation in Washington, D.C., Weil earned his bachelor's degree from the University of California at Berkeley, a master's degree from Harvard's Kennedy School of Government, and a J.D. from Harvard Law School.



**ANDERS WESTLIE** is a senior advisor in the department of e-health in the Norwegian Royal Ministry of Health and Care Services and is primarily working within the field of organizational and economic issues for promoting e-health in the Norwegian healthcare sector. Norway established the Directorate for e-health in 2016 and Westlie has the operational responsibility for the Directorate. He holds a university degree in health economics, policy, and management.



**MATTHEW WILLIAMS** is the assistant secretary of the international strategies branch in Australia's Department of Health. In this role, Matthew leads the Department's engagement in multilateral and regional international health fora such as the World Health Organization and Asia-Pacific Economic Cooperation, and the department's bilateral engagement with other countries and global bodies on a broad range of health, policy and trade issues. Prior to joining the Department, Williams was a senior diplomat with the Department of Foreign Affairs and Trade. During this time he held the role of Minister-Counsellor in Australia's Embassy in Washington, D.C. and head of partnerships in the innovationXchange. Previously he held roles as Australia's senior civilian representative in the North Atlantic Treaty Organization's (NATO) Regional Command Headquarters (South) in Kandahar, Afghanistan; director/commander of the provincial reconstruction team in Uruzgan, Afghanistan; head of Australia's Aid Program to Africa based in Pretoria, Harare, Maputo and Nairobi; head of policy in AusAID (the Australian Government's Aid Program); and chief of staff to the director general of AusAID. Williams has an extensive history in public service, aid/development and diplomacy. He has also been at the helm of several technology-based social enterprise start-ups in Australia and the U.S. Williams has an academic background in law, international relations, Arab studies, and innovation from Harvard University, the Australian National University and the University of Queensland.



**MITCHELL WOLFE, M.D., M.P.H.**, is the deputy assistant secretary for global affairs at the U.S. Department of Health and Human Services. In this role he oversees the International Relationship Division of the Office of Global Affairs, providing guidance and leadership for its bilateral work, operations, and supervision of U.S. health attaches stationed in India, Brazil, South Africa, China, Mexico and Geneva. In addition, Wolfe manages the U.S. Department of Health and Human Services' governing relationship with the World Health Organization and its regional bodies providing strategic direction on policy as well as supporting technical input and analysis. As a member of the U.S. Public Health Service since 1998, Wolfe has worked at the U.S. Centers for Disease Control and Prevention in a number of capacities. From 2004 to 2014 he was director of the U.S. Centers for Disease Control and Prevention Thailand Office, director of the U.S. Centers for Disease Control and Prevention Global AIDS Program Thailand/Asia Regional Office, and director of the U.S. Centers for Disease Control and Prevention Vietnam Office. Before moving to Asia, Wolfe served as a medical epidemiologist, and then team leader, for the Clinical Outcomes Team, Behavioral and Clinical Surveillance Branch, National Center for HIV/AIDS, Viral Hepatitis, Sexually Transmitted Diseases, and Tuberculosis Prevention. Wolfe has performed several special assignments with the U.S. Centers for Disease Control and

Prevention, including at the Bioterrorism Preparedness and Response Branch supporting, in 2001, the Center's response to the anthrax attacks and participating in the first national population-based survey of mortality, disability, and mental health in Afghanistan. Wolfe joined the U.S. Centers for Disease Control and Prevention as an epidemic intelligence service officer with the National Center for Environmental Health, leading investigations on infectious disease mortality, heat-related mortality, rotavirus vaccine-related intussusception in infants, syphilis in prisons, and exposures to heavy metals related to a large forest fire. Wolfe earned a B.A. in English literature from the University of California, Santa Barbara; a M.P.H. from the University of California, Berkeley; and his M.D. from the University of Vermont College of Medicine. He has an American Board Certification in General Preventive Medicine and Public Health.



**DORIEN ZWART, M.D., Ph.D.**, is a 2016-17 Dutch Harkness Fellow in Health Care Policy and Practice. Zwart is currently an associate professor in the Department of General Practice in the Julius Center for Health Sciences and Primary Care at University Medical Center Utrecht. She also practices as a Family Physician at the Primary Health Care Center De Bilt. She primarily focuses on patient safety in general practice, and within this scope, is developing and supervising a research portfolio on patient safety in primary care, as part of healthcare innovation research in Julius Center of Health Science and Primary

Care. This portfolio includes projects on the Transitional Incident Prevention Program, which centers on safety in patient transitions between primary and secondary care, a trial on pharmacotherapy optimization through integration of a non-dispensing pharmacist in a primary care team, and a study aiming at analysis and improvement of telephonic triage of patients with complaints that are suspect for acute cardiovascular disease (Safety First). Beside her research on patient safety, she co-supervises the academic medical education research within her department, where she is responsible for innovation and development for the master's program. Zwart received her medical degree from the University of Groningen, her medical specialty degree from the University Medical Center Utrecht, and her doctorate from the Graduate school of Life Sciences at the University of Utrecht.



## Commonwealth Fund International Program Staff



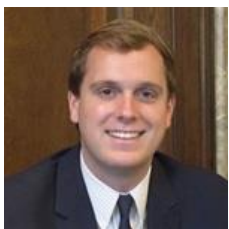
**MOLLY FITZGERALD, M.P.H.**, joined The Commonwealth Fund in August 2016 as program associate for fellowships and research within the International Program in Health Policy and Practice Innovations. In this role, FitzGerald supports the Harkness Fellowships, annual international health policy survey,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



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



**JAMIE HILL** is the program associate for administration and grants management in The Commonwealth Fund's International Program in Health Policy and Practice Innovations. Hill joined the Fund in May 2015 as program assistant and was promoted in July 2016. She was most recently at Democracy Now! Productions, an award-winning daily global news hour and independent media organization, where she was the development and administrative assistant. In her role at the Fund, Hill has primary responsibility for management of board and small grants, all international program budgets, and accounting functions. She also has day-to-day administrative responsibility for the program's internal activities as well as the Harkness Fellowship program. Another key responsibility is managing contractual and reporting requirements for 23 country cofunding partners on the Fund's annual international survey and Harkness Fellowships. In addition, Hill provides administrative and research support to the director, Robin Osborn, and supports all external Fund-sponsored program meetings, including all Harkness Fellowship Selection Meetings and seminars. Hill graduated *magna cum laude* with a B.A. in History from Quinnipiac University in May 2012. She is currently pursuing an M.B.A. in the evenings at NYU's Stern School of Business.



**GREGORY KUZMAK, M.P.H.**, is the deputy director for the International Program on Health Policy & Practice Innovations. He is responsible for the day-to-day activities of this program, providing daily supervision of the staff and standing in for the vice president and director, Robin Osborn, at key meetings as needed. His responsibilities include oversight of the annual international program's calendar, its budget, website content, Harkness marketing, communication and publications, and events management. From June 2010 to August 2014, he worked at Chemonics International Inc., an employee-owned for-profit international development organization, where for nearly 40 years they have partnered with local and international organizations to promote social and economic

change around the world. Kuzmak was program manager and program associate for the Rwanda Family Health Project, one of the largest public health-focused programs, where he was responsible for supporting home office oversight of program and operational management, business development activities, and supervision of project management team staff. From October 2015 to April 2015, Kuzmak worked at ICAP at Columbia University, a global health leader, where he was a consultant supporting implementation of global quality improvement trainings. In his final semester of the master's program, he worked at two different internships. With the Clinton Health Access Initiative, he served as a consultant on the monitoring and evaluation team, supporting an audit of South Africa's antiretroviral treatment and HIV program monitoring and evaluations system, and developing an automated workforce planning tool. For Janssen Pharmaceutical Companies of Johnson & Johnson, he brainstormed and developed content for a blog on global health issues, as well as supported measurement plans and processes for crowdfunded global public health programming. Kuzmak graduated with a M.P.H. from Columbia University in May 2016 and holds a B.A. in International Affairs and Geography, with a concentration in global public health, from The George Washington University.



**CHRISTINA RAMSAY, M.P.H.**, is a program associate for The Commonwealth Fund's Cost Control and Medicare programs in the Washington, D.C., office. In this role, Ramsay assists Shawn Bishop, vice president for cost control and medicare, with issue monitoring and research, writing, editing, data analysis, and presentations for internal research projects. She also provides support for proposal development and external grants management. During the summer of 2015, Ramsay worked for the New York City Department of Health and Mental Hygiene as a policy intern in the Bureau of Children, Youth and Families where she was responsible for analyzing regulations regarding Medicaid managed care, Delivery System Reform Incentive Payment Program, and Head Start. She created a communications strategy report for educating beneficiaries on expanded Medicaid behavioral health services. She also created a survey to evaluate the quality of clinics' technical assistance, and she researched barriers and steps toward primary care and behavioral health care integration. While at Yale, Ramsay was a research assistant to Chima Ndumele in investigating provider network overlap among Medicaid managed care plans and the implications for patients' continuity of care. Ramsay recently completed a five-year program at Yale University where she obtained a B.S. in psychology with a concentration in neuroscience, and an M.P.H. in health policy.



**DANA O. SARNAK, M.P.H.**, is the senior research associate for The Commonwealth Fund's International Program on Health Policy and Practice Innovations, having been promoted from program associate for research and fellowships. In her role, Sarnak provides the international program with ongoing research, writing, and analytic support. She is a key member of the international survey team, playing an important role in designing and analyzing the data for the Fund's annual international health policy surveys, and coauthoring the Fund's major article as well as subsequent articles. In addition to the survey, Sarnak will author selected international issue briefs and the annual Organization for Economic Co-operation and Development data brief, coedit the country profiles and *International Health News Briefing* newsletter, track health care policy developments in industrialized countries for program development, and contribute content on international policy and delivery system innovations. Sarnak joined the Fund in February 2013 having previously served as a policy analyst for the Institute for Children, Poverty, and Homelessness, where she wrote policy briefs, cleaned and prepared survey data from national longitudinal datasets, and conducted statistical analyses related to poverty, homelessness, and social policies. Sarnak holds a B.A. in Spanish languages and literatures from Princeton University and a M.P.H. in international community health from New York University.



**GABRIELLE WUOLO, M.Sc.**, is the director of administration at The Commonwealth Fund, with responsibility for benefits administration, payroll, recruiting, supervision of office staff, temporary services, program assistant/associate orientation and training, and oversight for both internal and external meeting services. Previously, Wuolo served as Program and Marketing Manager (2015) and Program Associate (2013-2015) with the Commonwealth Fund's International Health Policy and Practice Innovations Program, where she managed the day-to-day operations of

the program and all logistics for the Fund's annual International Symposium on Health Care, bilateral country meetings, and all annual meetings for the Harkness Fellowships in Health Care Policy and Practice. She also designed and implemented formal marketing strategies for 9 countries (Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, Sweden, and the U.K.) for each round of the Harkness Fellowships. Prior to joining the Fund, Wuolo worked in various management and operational roles at OP3/The Avon Walk for Breast Cancer, Freelancers Union, and AARP. She received a M.Sc. in social work degree from Columbia University, and a B.A. degree, *magna cum laude*, from Hamline University, where she was elected Phi Beta Kappa.