



## 35th Annual Conference #NAHDO2020

### Presenter Bios

<b>Kofi Ampaabeng, PhD</b>	Kofi Ampaabeng is a research fellow and data scientist at the Mercatus Center at George Mason University. He specializes in curating data and generating policy relevant insights from data. Prior to joining the Mercatus Center, he worked for IMPAQ International, LLC, where he evaluated the efficacy of government programs. Dr. Ampaabeng received his PhD in Economics from Clark University, Massachusetts and his BA in Computer Science and Economics from the University of Ghana.
<b>Joel Ario</b>	With 30 years of experience shaping and implementing public health policy at the state and federal levels, Joel Ario provides strategic consulting and analysis on healthcare policies and institutions, with an emphasis on the evolving role of health insurers in delivering public and commercial coverage under various regulatory frameworks. He represents state governments, health plans, hospitals, foundations and other entities. Joel's experience includes two decades of leading health insurance reform efforts for state and federal governments. As director of the Office of Health Insurance Exchanges at the U.S. Department of Health & Human Services, he worked closely with states and other stakeholders to develop the regulatory framework for exchanges, including the rights and responsibilities of states and the federal government in expanding coverage. On the state level, Joel served as Pennsylvania Insurance Commissioner and Oregon Insurance Commissioner. He also served on the executive committee of the National Association of Insurance Commissioners and was an NAIC officer. The author of several articles on healthcare reform, Joel serves as an advisor to the Robert Wood Johnson Foundation in support of its work with states and has written extensively on 1332 state innovation waivers. Joel is based in Manatt's Albany office.
<b>Jim Auron, MPA</b>	Jim Auron is the Director of Customer Solutions for WHIO. He oversees the alignment of WHIO data users' needs with the development of solutions to meet them. Prior to joining WHIO, Jim was a Director of Enterprise Analytics at UW Health where he managed the implementation, maintenance, and upgrade of Epic's various data analysis capabilities. He also held analytics leadership positions at a health plan for 15 years, and early in his career interned with what is today known as America's Health Insurance Plans to research methods of standardizing the measure of health care quality across managed care plans.
<b>Vinita Bahl DMD, MPP</b>	Vinita Bahl joins CIVHC with decades of experience in analytics. Vinita most recently served as Director of Performance Assessment & Clinical Effectiveness at the University of Michigan Health System. Throughout her career, Vinita has been an expert at design and development of performance measurement systems, development of analytic capabilities to respond to new payment and care delivery models, analysis to drive performance improvement, and design of public reports. She holds Masters of Public Policy and Doctor of Dental Medicine degrees from Harvard University. Vinita is Vice President of Data and Analytics at CIVHC and has decades of experience directing analytical work at a variety of health care organizations. Prior to joining CIVHC in 2019, Vinita served as Director of Performance Assessment & Clinical Effectiveness at the University of Michigan Health System. Vinita has expertise in the design and development of performance measurement systems, development of analytic capabilities to respond to new payment and care delivery models, analysis to drive performance improvement, and design of public reports. She holds Masters of Public Policy and Doctor of Dental Medicine degrees from Harvard University.
<b>William Bailey</b>	William BAILEY has served as the Chief Privacy Officer for the Massachusetts Center for Health Information and Analysis [CHIA] since January of 2016, and previously worked in the Privacy and Compliance areas for the Massachusetts Department of Mental Health.
<b>Charles Betley</b>	Charles Betley, a senior policy analyst at The Hilltop Institute, contributes to Hilltop's analysis of costs of policy changes to public and private insurance programs. Prior to joining Hilltop, Mr. Betley had been with the Pennsylvania Health Care Cost Containment Council, at Ohio Medicaid, the Congressional Budget Office, the Maryland Health Services Cost Review Commission, the Employee Benefit Research Institute, and the Congressional Office of Technology Assessment. Mr. Betley earned an M.A. in political science from the University of Michigan and a B.A. in public policy studies from Duke University.
<b>Jane Beyer</b>	Jane Beyer has served as Senior Health Policy Advisor to the Washington State Insurance Commissioner since 2017. She began her career as a legal services attorney in Tacoma Washington. She was legal counsel to the Washington State House of Representatives for twenty years, working on a broad range of health and human services issues. She was Washington State's Medicaid Director from 1995 through 1998, and Washington State's Behavioral Health Commissioner from 2012 through 2015. She graduated with honors from the University of North Carolina School of Law and is admitted to the Washington State and District of Columbia bar.
<b>Nrupen Bhavsar, PhD</b>	Nrupen Bhavsar is a quantitative epidemiologist with methodological expertise in the design and analysis of observational studies that leverage data from cohort studies, registries, and the electronic health record (EHR). His background, training, and research is in the measurement and characterization of biomarkers, risk factors and treatment outcomes for chronic disease using real-world datasets. His ongoing work aims to integrate informatics, epidemiology, and biostatistics to reduce the burden of chronic disease. Dr. Bhavsar has a portfolio of research that aims to understand the impact of social determinants of health, including dynamic neighborhood changes, such as gentrification, on the health of adults and children.
<b>Beth Bortz, MPP</b>	Beth Bortz is the President and CEO of the Virginia Center for Health Innovation, a nonprofit established in 2012 to accelerate the adoption of value-driven health care in the Commonwealth.

<b>Janice Bourgault, CPC, CPB</b>	Janice Bourgault oversees Onpoint's product development, data quality control, and training and support for data users on APCD data use, bringing more than 25 years' experience in healthcare data and information technology. Ms. Bourgault's Certified Professional Coder (CPC) and Certified Professional Biller (CPB) certifications coupled with years of practical billing experience provide her with in-depth knowledge of insurance claims data, provider reimbursement policies, and adjudication systems. She has subject matter expertise in APCD design, development, and operation, has extensive knowledge of healthcare data standard transaction sets and provider coding/billing standards and has expertise in healthcare enrollment and claims processing.
<b>Melanie Boyd, MS</b>	Melanie Boyd, Director of Analytics, has been with AFMC for over 12 years. As director of Analytical Services at Arkansas Foundation for Medical Care, Ms. Boyd oversees a team of analysts who provide support which includes program evaluation, quantitative and qualitative data collection, survey design, population sampling, data entry and analysis, data mining of administrative claims data and reporting on various metrics for federal, state and private contracts. Ms. Boyd manages numerous program evaluations including several grants aimed at assessing substance use disorders. She holds a Master of Science in Applied Mathematics degree with an emphasis in statistics.
<b>Rachel Brodie</b>	Rachel Brodie is Senior Director of Measurement & Accountability at PBGH and leads patient-reported outcome measurement pilots in oncology care and depression remission, as well as a statewide patient experience measurement program at the medical group level. Previously she managed a statewide multi-payer claims database that was one of the first CMS Better Quality Information pilots and the California Joint Replacement Registry, an initiative to collect and report patient-reported outcomes for hip and knee replacement surgeries. She currently serves on the National Quality Forum PROMs Committee.
<b>Ray Campbell, JD, MPA</b>	Ray Campbell is the Executive Director of the Massachusetts Center for Health Information and Analysis (CHIA), an independent state agency that administers the state's APCD and provides objective analysis of the quality, affordability, utilization, and access to MA's health care system. He is an attorney with extensive, multi-disciplinary experience working in senior positions with public-sector and non-profit organizations on issues at the intersection of law, technology, public policy, and strategy. Prior to joining CHIA, Mr. Campbell served as the Acting Executive Director of the Massachusetts Group Insurance Commission, and the Executive Director and CEO of the Massachusetts Health Data Consortium.
<b>Leanne Candura, MPH</b>	As director of HSRI's Population Health Team, Leanne Candura oversees HSRI's services aimed at improving the quality, availability, and use of population health data for states, providers, policymakers, researchers, and consumers. She directs the organization's consulting and data system architecture activities for states' all-payer claims and hospital encounter databases and design of reporting tools, including health care cost and quality reporting websites. Leanne also has deep experience with vetting and remedying data quality issues and uncovering opportunities for system streamlining and efficiencies.
<b>Suman Challagulla, MS, MBA</b>	Suman Challagulla is a business intelligence and data analytics professional, currently managing Lewin's data warehouse and analytical solutions for state government clients. He has more than 15 years of experience in managing the development of analytical solutions through visualizations and machine learning that help state government agencies bend their health care cost curve, while providing better care for their constituents. Mr. Challagulla has an MBA from the Kelley School of Business, Indiana University, and an MS in Technology and an MS in Industrial Engineering from Arizona State University.
<b>Sam Chick</b>	Sam Chick is part of the process and product development team at Onpoint Health Data, spearheading data and analytic innovation for the organization. Mr. Chick has a strong background in healthcare claims analysis and data science, with specific expertise in the areas of data extraction, manipulation, analysis, and reporting. He is proficient in the development of summary reporting specifications and in the detailed methods for addressing client questions and needs based on technical knowledge and data sources.
<b>Andrea Clark</b>	Andrea Clark, Senior Analytics Manager at BerryDunn, is a senior economist and data scientist with a primary focus in public sector healthcare systems and finance. During her 20-year career, she has built deep and wide-ranging experience designing, managing, and analyzing large, complex healthcare databases, specializing in APCDs and other state health organization data sources. She is a member of this year's NAHDO Data Summit Program Planning Committee.
<b>Suzanne Condon</b>	Suzanne K. Condon currently serves as a Special Advisor to the Director of the US Centers for Disease Control's National Center for Environmental Health/Agency for Toxic Substances and Disease Registry. She retired from her position of Associate Commissioner and Director of the Bureau of Environmental Health at the Massachusetts Department of Public Health in 2015. During her tenure, she has led numerous nationally recognized epidemiological studies and has been a national leader in addressing health disparities and communicating environmental health risks, particularly those related to disease clusters and environmental exposures. Her current work is focused on evaluating the utility of surveillance systems in addressing emerging environmental threats. She holds a BS from Bridgewater State College and an MSM from Emmanuel College. She serves as a Special Advisor for APHA's National Environmental Health Partnership Council and as a member of the CDC's NCEH/ATSDR Board of Scientific Counselors. She holds a faculty appointment of Associate at the John's Hopkins Bloomberg School of Public Health.
<b>Scott Curley</b>	Scott Curley has served in a Privacy/Compliance capacity with an emphasis on data release matters at CHIA since 2015, and previously worked as a private-sector paralegal manager.
<b>Elizabeth Davidson, PhD</b>	Elizabeth Davidson is Professor of Information Technology Management and the W. Ruel Johnson Distinguished Professor at the Shidler School of Business, University of Hawai'i at Mānoa. She has a PhD in Management from Massachusetts Institute of Technology and an MBA from Clark University Graduate School of Management. Her research interests focus on social implications of information technologies in organizational settings, health information technology topics; health data governance, and digital innovation and social media in organizations.
<b>Maria de Jesus Diaz Perez, PhD</b>	Maria de Jesus Diaz Perez is the Director of Public Reporting at CIVHC. She is responsible for advancing CIVHC's capabilities in reporting health care performance measures publicly via civhc.org. She is also responsible for overseeing CIVHC's research partnership with the Network of Regional Healthcare Improvement and the National Bureau of Economics and Research. Prior to joining CIVHC, Maria was responsible for managing data reporting and analysis from Electronic Health Records for a Federally Qualified Health Center System. Maria has a doctoral degree in Health and Behavioral Sciences from the University of Colorado.
<b>Jesse Drummond, MS, PhD</b>	Jesse Drummond holds an MS and a PhD in developmental psychology. With over 10 years' experience using advanced analytics, he has extensive experience working in healthcare systems and accountable care organizations and in utilizing advanced statistical methods, data visualizations, and dynamic reporting techniques. Dr. Drummond is working with claims data from multiple APCDs to deliver analyses and reporting and has led stakeholder groups, authored peer-reviewed publications, and presented results nationally and internationally.

<b>Joanna Duncan, PhD, CPC</b>	Joanna Duncan leads the Data and Analytic Operations team at Onpoint Health Data, overseeing the client deliverables cycle from start to finish for clients across the country. Dr. Duncan has been responsible for the implementation of seven APCDs over the past six years and has been a part of the Washington APCD team since 2016. She brings expertise in healthcare claims data, including content and billing standards, data standardization, transformation, and adjudication processes as they relate to reporting and analysis using APCDs.
<b>Caprice Edwards</b>	Caprice Edwards leads system development activities for NAPHSIS as the Systems Director. Previously of the Association of Public Health Laboratories, her strong public health background, including a Bachelor of Science in Community Health, has merged with technology through a Master of Science in Information Technology, Informatics.
<b>Mary Ann Evans, PhD, MS, MPH</b>	Mary Ann Evans is an analyst for the Oregon Health Authority (OHA). All Payers All Claims (APAC) projects include leveraging race and ethnicity data from different data sources across agencies; calculating child medical complexity to identify children for care coordination; and health care cost trend analyses that support adoption of health care cost growth targets. Prior to APAC, she worked in OHA maternal child health and developed the Birth Anomalies Surveillance System and the Medicaid Mom Baby data base; evaluated home visiting programs; and conducted Title V assessments. She started her career as a research psychologist for the US Army.
<b>A. Mark Fendrick, MD</b>	A. Mark Fendrick directs the Center for Value-Based Insurance Design and a Professor of Internal Medicine in the School of Medicine and a Professor of Health Management and Policy in the School of Public Health at the University of Michigan.
<b>Karl Fernstrom, MPH</b>	Karl Fernstrom, Manager of the Health Care Data Service Center in the Health Economics Program at the Minnesota Department of Health: Karl Fernstrom leads the operational efforts for the acquisition and maintenance of health care administrative data for the Minnesota Department of Health which includes the MN APCD, MN HDD, and CMS data streams. In this role he also oversees the creation and release of MN APCD Public Use Files, collaborates with the Health Services Research unit on emerging research questions and policy issues relevant to health care research and health reform within the state. His background is in chronic disease epidemiology with areas of focus on conducting research using electronic health record and administrative data.
<b>Karl Finison, MA</b>	Karl Finison has been an integral member of Onpoint Health Data's research team since 1992, earning widespread recognition for his expansive knowledge and incisive analyses. His areas of expertise include statistical analysis, study design, and development of methods and measures. Mr. Finison leads Onpoint's analytic development, including supervising analytic data enhancements, measurement calculations, public-facing health data reporting, SAS-based analysis, and report design for multiple APCDs. Mr. Finison has helped much of Onpoint's research and serves as the lead analyst on several of the organization's largest reporting initiatives.
<b>John Freedman, MD, MBA</b>	John Freedman: President and CEO of Freedman HealthCare (FHC), a national leader in All Payer Claims Databases (APCDs). Dr. Freedman has 30 years' experience in care delivery, healthcare reform, performance measurement and improvement, and health data. He is a strategic leader with a breadth of expertise consulting to state governments, provider organizations, and non-profits on quality improvement, market analyses, and healthcare cost drivers. Prior to founding FHC, he held leadership roles at innovative provider, payer, and nonprofit healthcare organizations.
<b>Anja Fries</b>	Anja Fries is the Associate Director of Reporting and Analytics at CRISP. In this role, she manages the development of reports to support quality measurement, financial performance, and care coordination. She also assists users with training and interpretation of the reports. Prior to joining CRISP, Anja was the special Assistant to the Department of Population Health and Disease Prevention at the Baltimore City Health Department. At the health department, Anja worked on many population health initiatives including CMMI's Accountable Health Communities Grant, the renovation of a new clinical building, and a city-wide zika taskforce. She received a MPH from Johns Hopkins University and a BA from Davidson College.
<b>Bianca K. Frogner, PhD</b>	Bianca Frogner is an Associate Professor in the Department of Family Medicine in the School of Medicine at University of Washington (UW). She is the Director of the UW Center for Health Workforce Studies and Deputy Director of the Primary Care Innovation Lab, which are housed in the Department of Family Medicine. Dr. Frogner is a health economist with expertise in health services delivery, health workforce, labor economics, health spending, health insurance coverage and reimbursement, and international health systems. Dr. Frogner's has published nearly 100 peer-reviewed articles and reports. Her research has been shared in over 200 scholarly presentations and has appeared in popular media outlets including CNN, NPR, Wall Street Journal, Vox, and Politico. She serves on the editorial boards of Medical Care Research and Review and Health Systems.
<b>Robin Gelburd, JD</b>	Robin Gelburd is the President of FAIR Health, a national, independent nonprofit dedicated to transparency in healthcare costs and insurance information. FAIR Health possesses the nation's largest collection of private healthcare claims, including over 30 billion claim records contributed by payors and administrators who insure or process claims for plans covering over 150 million individuals. Certified by the Centers for Medicare & Medicaid Services as a Qualified Entity, FAIR Health receives data representing the experience of all individuals in traditional Medicare Parts A, B and D. Ms. Gelburd is a nationally recognized expert on healthcare policy, data and transparency.
<b>Şule Gerovich, PhD, MPP</b>	Şule Gerovich is a director of state health policy and a senior researcher at Mathematica. She is an expert in health care payment policy, alternative payment models, global budgets, all-payer models, and quality and performance measurement. She has extensive experience with state health policy working with several states such as Maryland, Pennsylvania, Vermont, and Massachusetts. Before joining Mathematica, Dr. Gerovich worked at the Maryland Health Services Cost Review Commission, where she led research and methodology projects for the all-payer hospital payment system; and led the implementation policies for the Maryland Total Cost Model Phase I. She was a member of the Milbank Foundation's Emerging State Leaders inaugural cohort. Dr. Gerovich also has a clinical background, having worked as a clinical nurse for six years in hospital inpatient settings. She has a Ph.D. in public health from the Johns Hopkins University Bloomberg School of Public Health and an M.P.P. from the same university.
<b>Subharati Ghosh</b>	Subharati Ghosh is a social work researcher, with more than 10 years of experience conducting health research globally, and using research insights to design innovative health interventions. Dr. Ghosh's experience spans, using of census data, as well as collecting primary data for various research purposes. She has widely published in high impact peer-reviewed journals and received several grants to conduct research globally. Dr. Ghosh currently serves as a senior program manager at SEIU775 Benefits Group, with the research insights and innovations team.

<b>Sara Hallvik, MPH</b>	Sara Hallvik is the senior director of analytic services, providing primary oversight to a dynamic and growing portfolio of analytic-based service offerings including research, quality, cost analytic services. She has over a decade of experience as a senior health data analyst, supporting quality improvement, quality assurance, and research projects. Previously, Sara led community health assessment projects in rural public health jurisdictions and implemented and analyzed quality improvement strategies across large behavioral health systems. Outside of work she volunteers with Girls on the Run and enjoys trail running, exploring the natural beauty of the Pacific Northwest.
<b>Valerie Hamilton</b>	Valerie Hamilton is a senior health policy manager who conducts policy analysis, including legislative and regulatory reviews. Valerie has a unique perspective of how policy translates into practice, as she began her career as a hands-on clinician and later served as a hospital quality improvement director, attorney, and risk manager. Currently, Valerie's efforts are concentrated on policy as it relates to mental health and substance use disorders, with a special interest in mental health parity analyses.
<b>Brad Hammill</b>	Brad Hammill is an Associate Professor in the Department of Population Health Sciences within the Duke University School of Medicine. He is a biostatistician by training and he currently oversees the Population Health DataShare team at Duke that uses national Medicare data and North Carolina Medicaid data for clinical and policy research.
<b>Amy Hawn Nelson, PhD</b>	Amy Hawn Nelson is Research Faculty and the Director of Training and Technical Assistance for Actionable Intelligence for Social Policy (AISP), an initiative of the University of Pennsylvania that focuses on the development, use, and innovation of integrated data systems (IDS) for policy analysis and program improvement. Prior to joining AISP in 2017, Dr. Hawn Nelson was the Director of Social Research for the UNC Charlotte Urban Institute and Director of the Institute for Social Capital, an IDS charged with supporting university research and data-informed decision-making in the Charlotte region.
<b>Charles W Hawley</b>	Charles William Hawley is a research consultant and healthcare analyst with experience in the public and private sectors. Charles has worked extensively with all-payer claims databases (APCD) and hospital discharge data. His work with the administrative healthcare data focuses on data governance, infrastructure development, analyzing the cost and quality of care and promoting transparency. Charles currently serves as the Director of Projects at the National Association of Health Data Organizations (NAHDO).
<b>Melissa Hillmyer</b>	Melissa Hillmyer: Project Manager at Health Services Research Institute (HSRI) and lead of the 'Price is Your Right' challenge professional grand prize-winning team. HSRI is a non-profit institute that provides research, support, and guidance to governmental and non-governmental organizations seeking to develop more efficient and responsive health and human services systems. Past and current HSRI projects include collaborations with the Maine Health Data Organization and the New Hampshire Insurance Department to develop CompareMaine.org and NH HealthCost, two user-friendly, public healthcare cost and quality transparency websites.
<b>Kathy Hines</b>	Kathy is the Senior Director of Partner Operations and Data Compliance at the Center for Health Information and Analysis (CHIA) in Massachusetts. In her role at CHIA she governs the data intake and validation of the hospital and MA APCD data sources using a unique Key Account Customer Service approach to ensure collaboration and promote quality, timely data submissions. She oversees the Data Quality team at CHIA which is heavily involved in quality assurance of all of CHIA's Data Releases as well as development of a new E-MA APCD data analytics and reporting tool. She is also serving as a NAHDO Board member.
<b>Sylvia Hobbs, MPH</b>	Sylvia Hobbs is a Manager for the Massachusetts Center for Health Information and Analysis which collects, analyzes and disseminates health care information to assist the State in the formulation of health care policy and cost transparency. For 12 years, she was Director of Research and Evaluation for the Massachusetts Department of Public Health's EMS. She has served as the liaison to GAO to assist in Federal review of State traffic data quality. She has a Bachelor's Degree from Oberlin College and a Master's Degree in Epidemiology and Biostatistics from Boston University School of Public Health.
<b>Emma Hoo</b>	Emma Hoo, Director, focuses on care redesign, measurement and payment reform initiatives, including assessment of Accountable Care Organizations, adoption of common ACO quality and efficiency measures, and expanding use of patient-reported outcomes measures. Current activities include a collaboration with the Integrated Healthcare Association to expand use and reporting of depression screening at the primary care level. She has also evaluated and implemented data warehouse and analytic solutions on behalf of large purchasers. She currently serves on the National Quality Forum MAP Coordinating Committee and the California Healthcare Payments Data Review Committee that is guiding development of a new statewide APCD.
<b>Katie Howard, MPH</b>	Katie Howard is a healthcare data scientist whose work is driven by a passion for health equity and prevention. She leads the Analytics and Quality Team for the Oregon All Payers All Claims and Colorado All Payers Claims Database contracts. Katie is particularly skilled at working with clients to understand their business and population health requirements, envision how healthcare data can be used to answer questions, and generate interactive tools and reports for diverse stakeholders. To help clients meet their healthcare reporting needs, Katie has experience pricing medical cost and procedures across multiple payers and facilities using Truven's Medical Episode Grouper (MEG) and the John Hopkins ACG system and using Tableau, HP Vertica, MS SQL Server and other data management and analytic tools.
<b>Melanie Jetter</b>	Melanie Jetter is an Environmental Analyst in the Massachusetts Department of Public Health (DPH) Bureau of Environmental Health's Environmental Epidemiology Program, where she collects, analyzes, interprets and summarizes health and environmental data for small area community environment health investigations related to Environmental Public Health Tracking (EPHT) or other program activities. Melanie has an M.S. from the University of Massachusetts Boston School for the Environment. Melanie came to DPH after working in the Massachusetts Department of Environmental Protection for the Brownfields & Environmental Justice programs. Her previous work experience was with the U.S. Census Bureau as a Survey Statistician.
<b>Steve Johnson, PhD</b>	Steven Johnson is a risk adjustment expert with over 37 years of experience working with health care data, primarily focusing on the analysis of Medicaid data. Dr. Johnson's work has included the development of methodologies to conduct validation and reasonableness checks for data sets received from outside vendors, and he has led efforts to develop programming logic to process claims data through risk adjustment algorithms in order to determine plan factors for risk adjusted payment projects. Dr. Johnson received his PhD in economics from the State University of New York, Albany.

<b>Melissa Jordan</b>	Melissa Jordan has worked at the Florida Department of Health, primarily in the field of applied epidemiology, since 2003. Since November of 2019, Melissa has served as the Interim Division Director of Community Health Promotion, managing an office of approximately 300 public health professionals and an annual budget of approximately \$1 billion in state and federal funding. In this role, she is responsible for a wide range of health promotion activities including tobacco and chronic disease prevention, family health services, and WIC. She is leading Florida's public health efforts to improve drug overdose surveillance and implement innovative prevention strategies.
<b>David Keller, MD</b>	David M. Keller is Professor and Vice Chair for Clinical Strategy and Transformation in the Department of Pediatrics at the University of Colorado School of Medicine and Children's Hospital Colorado, where he practices and teaches general pediatrics while working to develop innovative clinical programs and payment models that promote child health. He has held leadership positions in national pediatric organizations and chairs the Legislative/Policy Committee of the Colorado Chapter of the American Academy of Pediatrics, where he helped to pass Colorado HB 19-1233, "Promoting Investments in Primary Care to Reduce Health Costs". He is currently co-chair of the Colorado Primary Care Payment Reform Collaborative.
<b>Daniel Kurowski</b>	Daniel Kurowski is a senior researcher at the Health Care Cost Institute (HCCI) where he focuses on Medicare cost and utilization. Prior to joining HCCI, he worked at the Centers for Medicare & Medicaid Services where he managed fee-for-service claims data and the post-acute care quality assessment data, leading several spending transparency programs in the areas of post-acute care, hospice, and the Affordable Care Act's health insurance exchanges. Mr. Kurowski holds an MPH in health policy from the Boston University School of Public Health and is a graduate of the University of California, San Diego.
<b>Karla Lopez de Nava, PhD</b>	Karla López de Nava has over 15 years of experience conducting quantitative analysis and policy research with a focus on Centers for Medicare and Medicaid Services (CMS) payments, policy, and program evaluation. As part of the SIG Multi-Payer Operations effort, Dr. López de Nava currently leads a team of researchers in analyzing and monitoring Maryland's Total Cost of Care Model and Care Redesign Program. As part of this project, she has been responsible for leading the development and validation of multi-payer payment methodologies.
<b>Sydney Lufsey</b>	Sydney Lufsey is a Health Analyst supporting IMPAQ's Payment Models and Quality Measurement practice. She has a diverse experience in the public and private sectors with work focused on improving the U.S healthcare system. She graduated from the University of Maryland with a B.S. in Public Health and a minor in Sustainability. At UMD, her research surrounded SDOH related to firearm access and violence. Her work with IMPAQ focuses on data visualization strategies to inform SDOH interventions.
<b>Mackenzie Malone</b>	Mackenzie Malone is the data manager for the Environmental Public Health Tracking Program at the Centers for Disease Control and Prevention. She has been with the Tracking program since 2015 where she leads the collection, validation and maintenance of the many Tracking datasets. She holds a Masters in Public Health in Epidemiology from the Rollins School of Public Health at Emory University.
<b>Kevin McAvey</b>	Kevin McAvey, a Senior Manager at Manatt Health, partners with states and health systems across the country to develop and implement data strategies that connect policy, program, and clinical decision-making to the best available public and private data and analytic resources. Prior to joining Manatt, Kevin was Associate Director of Analytics at the Massachusetts Center for Health Information and Analysis.
<b>Anne P. Medinus, PhD</b>	Anne Medinus is a Senior Research Account Specialist at the Center for Health Information and Analysis. During twenty-six years in health policy, she has developed and analyzed State health policies, evaluated Federal policies to determine their impact on state programs, and as data administrator, determined the suitability of applications for the Massachusetts case mix and the APCD. As Chair of the African Community Health Initiatives, she has impacted access to health services by African immigrants and providers' responses to this target population. Dr. Medinus is a mother of four gainfully employed children and the grandmother of the cutest toddler.
<b>Ateev Mehrotra, MD, MPH</b>	Ateev Mehrotra: Associate Professor of health care policy and medicine at Harvard Medical School and a hospitalist at the Beth Israel Deaconess Medical Center. Dr. Mehrotra's research focuses on interventions to decrease costs and improve quality of care. Much of his work has focused on innovations in delivery such as retail clinics and e-visits and their impact on quality, costs, and access to health care. He is also interested in the role of consumerism and whether price transparency and public reporting of quality can impact patient decision making.
<b>Lisa Miller</b>	Lisa Miller manages programs for Comagine Health's analytic services division, including the Oregon Data Collaborative. The Collaborative reports on the quality, utilization and cost of Oregon's health care system. In this role, Lisa manages the provider and payer reporting portals; directs CPC+ data aggregation efforts for the Oregon region; convenes two advisory committees providing guidance to the Oregon Data Collaborative; and directs custom projects using Collaborative data. Prior to joining Comagine Health, Lisa led quality improvement efforts at CareOregon and Oregon Health & Science University. Outside of work she enjoys kayaking, hiking and cooking.
<b>Pat Merryweather-Arges</b>	Pat Merryweather-Arges is a NAHDO Board Member and Executive Director of Project Patient Care (PPC), a not-for-profit organization focused on bringing the voice of the patient, family, and caregiver into quality, safety, and policy discussions. From 2011 – 2016, Pat served as the Executive Director of the Medicare QIN-QIO for Illinois, Iowa, and Colorado. Pat served for 26 years as the Senior Vice President with the Illinois Hospital Association where she developed and directed the COMPdata system, Quality Care Institute, Midwest Alliance for Patient Safety PSO. Pat serves on several local, national, and international health and healthcare boards and committees and is an active volunteer working on healthcare, water and sanitation, and women enterprise initiatives in developing countries. Pat has a MA in community development and bachelor degree with majors in economics and sociology.
<b>Pamela Mink</b>	Pamela Mink is Director of Health Services Research in the Health Economics Program at the Minnesota Department of Health. In this role, she leads the research program for the Minnesota All Payer Claims Database. She earned her MPH and PhD in epidemiology from the University of Minnesota School of Public Health.
<b>Mary Kate Mohlman, MS, PhD</b>	Mary Kate Mohlman is the Health Services Researcher in Vermont's Blueprint for Health program. Her primary role is aligning research priorities with healthcare reform initiatives. Previously, she served as the state's Director of Health Care Reform in the Agency of Human Services. She holds a PhD in global infectious disease and an MS in biomedical science policy and advocacy from Georgetown University. Dr. Mohlman has authored papers in Maternal and Child Health, Nicotine & Tobacco Research, Population Health Management, BMC Public Health, and the Journal of Substance Abuse Treatment.

<b>Thea Mounts</b>	Thea Mounts is a Senior Forecast and Research Manager at the Washington State Office of Financial Management and recently directed and oversaw the successful implementation of the Washington All-Payer Claims Database (WA-APCD). In addition to her work on the WA-APCD, she oversees the development of the state's \$15 billion Medicaid expenditure forecast and has been the Director of the Washington State Statistical Analysis Center for criminal and juvenile justice research since 2007. She has 30 years of experience directing and conducting research and analyses on health and human services programs for the state of Washington.
<b>Gonza Namulanda</b>	Gonza Namulanda is a Health Scientist and has been working with the Centers for Disease Control and Prevention's Environmental Public Health Tracking Program for 14 years, where she applies both epidemiologic and informatics skills to the Tracking Program's activities. Gonza primarily works on biomonitoring and pesticide topic areas. She has also been providing leadership to the Tracking Program metadata, standard vocabulary, and electronic health records efforts. Before coming to CDC, Gonza worked with the Missouri Cancer Registry on projects implementing electronic laboratory (e-Path) reporting and web-based cancer reporting. Gonza holds a Doctor of Public Health degree, and a Master of Science degree in Health Informatics.
<b>Catherine Nwachukwu, MPH</b>	Catherine Nwachukwu is an Associate Manager of Research at the Massachusetts Center for Health Information and Analysis (CHIA). She helps manage a variety of the agency's analytic products, including work on the Massachusetts Employer Survey and unplanned hospital readmissions. Additionally, she is heavily involved with CHIA's efforts to incorporate social risk factors into CHIA's public reporting on hospital readmissions and revisits.
<b>Mike O'Neill</b>	Mike O'Neill is an IT industry leader with global entrepreneurial leadership embodied in decades of successful products and programs that are now the cornerstone of healthcare technology practice. Mike is Founder & Chairman of the Board of the Open Source Electronic Health Record Alliance (OSEHRA), and CEO MedicaSoft, overseeing solutions for both government and commercial healthcare clients. Mike has an extensive background with the U.S. Department of Veterans Affairs. Previously was senior leader in private and public technology companies such as IBM introducing new products while invigorating legacy product lines. Mike holds a BS, MS in Electrical Engineering, Virginia Tech.
<b>Alberto Ortega Hinojosa, PhD, MPH</b>	Alberto Ortega Hinojosa is a Senior Associate and Data Visualization Lead at IMPAQ who has been at the forefront of SDoH research. He has more than 12 years of research experience, including research on small-area SDoH individual and multilevel socio-physical environmental data. Prior to joining IMPAQ, Dr. Ortega was a Senior Policy Analyst at a long-term care provider where he evaluated policies and legislation affecting the regulatory landscape and reimbursement rates of Programs of All-Inclusive Care for the Elderly (PACE) in California. At IMPAQ, Dr. Ortega works on CDC projects targeting SDoH and leading the geospatial processing of small area environmental measures.
<b>TerriLynn Palmer</b>	
<b>Charles Patton, MPP</b>	Charles Patton is a research associate at IMPAQ International with 12 years of experience providing technical assistance, policy analysis, and project management services to federal, state and local government agencies. At IMPAQ, Mr. Patton has supported the Center for Medicare and Medicaid Services' (CMS) certification and oversight of Qualified Health Plans (QHP) offered on the Federally Facilitated Exchanges. Mr. Patton has drafted policy briefs to inform CMS's QHP certification processes and led business process design efforts to improve CMS's QHP data management and dissemination activities. He currently oversees research and project management support for the CMS Center of Program Integrity's Medicare Part C Risk Adjustment Data Validation project. In addition, Mr. Patton was the Director of Provider Integrity and Operations within MassHealth, Massachusetts' Medicaid agency, where he was responsible for audit and oversight activities for Massachusetts Medicaid providers. Mr. Patton received his Masters in Public Policy from Johns Hopkins University in 2013.
<b>Sterling Petersen</b>	Sterling Petersen is the lead analyst for the Office of Health Care Statistics at the Utah Department of Health, where he consults with internal and external stakeholders on healthcare data collection, analysis, and reporting. He also helps staff the Utah Health Data Committee, the Transparency Advisory Group, and the Data Use Subcommittee. Sterling received a Bachelor's of Science degree in Mathematics and Economics and a Master's of Public Policy degree with an emphasis in quantitative research methods from Brigham Young University.
<b>Erica Plante, MS</b>	Erica Plante is Senior Scientific Analyst with the Institute for Health Policy and Practice (IHPP) at the University of New Hampshire (UNH). She joined the team in 2018. She provides analytic, programming, project management and documentation support across various projects in the Health Analytics and Informatics focal group. Her background includes experience in design/visualization, data cleaning & analysis and product development for companies focused in health services, marketing/design and software-as-a service. She has a Master's of Science in Analytics degree from UNH.
<b>Jennifer Pooler</b>	Jennifer Pooler is a Senior Research Associate at IMPAQ International, LLC with more than 12 years of experience conducting social science research and program evaluation in the areas of food assistance programs and food security. She has designed and implemented mixed methods studies for Federal, state, and private clients, including Share Our Strength, AARP Foundation, and the State of Maine Office of Family Independence. Ms. Pooler seeks to inform food assistance and nutrition program policy by identifying actionable evidence for addressing food insecurity, social risk factors, and social determinants.
<b>Dana Richardson, RN, BSN, MHA</b>	Dana Richardson is the Chief Executive Office for the Wisconsin Health Information Organization (WHIO). In this capacity, she oversees Wisconsin's largest information system to improve the performance and value of Wisconsin's health care delivery system and the health of its citizens. Prior to joining the WHIO, Ms. Richardson was the Director of PCPI Operations for the American Medical Association. In this role, she staffed the PCPI Board of Directors and oversaw planning, operations and member services for the program. Ms. Richardson lead the development of the National Quality Registry Network, a learning system for organizations that support national clinical registries.
<b>Diane Rittenhouse, MD, MPH</b>	Diane Rittenhouse is a Senior Fellow at Mathematica and a Professor of Family Medicine and Health Policy at University of California, San Francisco, with extensive experience researching primary care organization, delivery, finance, and workforce – and translating that research into policy. Dr. Rittenhouse focus areas have included the patient-centered medical home model, accountable communities for health, health information technology, and graduate medical education, among others. She has been recognized in the United States and Europe as a leading primary care researcher. She has published in renowned journals, including the Journal of the American Medical Association and the New England Journal of Medicine, and has been cited in the New York Times, the Wall Street Journal, the Los Angeles Times, and USA Today. Rittenhouse received her M.D. from the University of California, Davis, and her M.P.H. with an emphasis in health policy and management from the University of California, Berkeley.

<b>Marcus Robinson, DCH</b>	Marcus Robinson is a transformational leader of non-profit management, talent development, corporate culture, and diversity with inclusion. Marcus serves as the Executive Director to Collaboraction, an award winning social change theatre company in Chicago. Robinson's extensive education compliments his years of experience as president and CEO of multiple corporations, including the Consortium of Community Development, Citizens for Progressive Change, Inc. and wetWare Inc. He also was founder and principal consultant of his own firm, Social Innovation Group, which worked to create inclusive cultures that drive sustainable high performance. Marcus lives in the Englewood community of Chicago and is part of the Englewood art development program that is being developed with assistance from Chicago and Cook County government agencies. Marcus is a former board member of Spectrum Health Lakeland health system in Michigan and is a current hospital member of the Patient and Family Advisory Council in Englewood
<b>Kyle Russell</b>	Kyle Russell oversees analytical reporting and strategic planning for all data collection programs administered by Virginia Health Information (VHI). He joined VHI in 2013 and has previously held roles in data analytics and administration for the Virginia All Payer Claims Database (APCD) program. Kyle began his career in revenue cycle management for Hospital Corporation of America (HCA), where he helped supervise operations in several back-end departments including insurance verification, billing, and claims collection. Kyle holds a Masters of Science in Decision Analytics and a Bachelors of Science in Finance from Virginia Commonwealth University where he was a Dean's Scholar awardee
<b>Erinn Sanstead, MPH</b>	Erinn Sanstead, Research Scientist in the Health Care Data Service Center in the Health Economics Program at the Minnesota Department of Health. Erinn Sanstead researches, develops, and evaluates procedures and strategies to produce Minnesota All Payer Claims Database Public Use Files (PUFs). In this role, she provides technical assistance on appropriate uses of administrative health care claims data and conducts data validation to assess PUF validity, completeness, and security. Her background is in infectious disease epidemiology with experience in decision modeling and cost effectiveness analyses.
<b>Caroline Schaefer, MPH</b>	Caroline Schaefer has been a Biostatistician at the UTHealth School of Public Health Center for Health Care Data for one year after previously working as a federal contractor for five years at NASA's Johnson Space Center focusing on both astronaut health surveillance and research studies. The Center is certified as a CMS Qualified Entity Currently using Medicare, Medicaid, and commercial claims. My current work has included projects to disseminate health care utilization and cost trends throughout Texas on public websites as well as the impact major disaster events had on vulnerable health populations in the Texas Gulf Coast region.
<b>David Schafer, MHA</b>	David Schafer has more than 20 years of experience working in the health care industry. As a Managing Consultant with The Lewin Group, his prior experience includes information technology management and analytics for large health care systems, provider clinics, and a regional and national managed care organizations. Mr. Schafer has led provider reporting development for Medicaid ACO programs and other alternative payment model programs. His work has also focused on quality and performance measurement. He is currently directing the development of data visualization tools to enhance the ability of health care leaders to make data-driven, fact-based decisions.
<b>Craig Schneider</b>	
<b>Elizabeth Schoyer, MPH</b>	Elizabeth Schoyer is a Senior Research Analyst at IMPAQ International and brings over eight years of experience working in substance use and mental health services as a contractor or employee of the San Francisco Department of Public Health. Her work has focused on vulnerable substance using populations in San Francisco such as homeless/marginally housed, uninsured, Medicaid/Medicare recipients, LGBTQI, women, mothers, people with HIV, and people of color; she worked as a Certified Addictions Treatment Counselor, CATC. At IMPAQ Ms. Schoyer has nearly three years of experience working on CMS project implementation and she supported Pennsylvania's efforts to ensure compliance with The Mental Health Parity and Addiction Equity Act (MHPAEA). She has conducted research and data analysis on naloxone access laws, safe consumption spaces, and mental health programs.
<b>Meekie Shin</b>	Meekie Shin is an epidemiologist working for CDC Environmental Tracking Program and working on data quality and improvement on administration data related to the Environmental Health Outcomes from 26 Tracking recipients.
<b>Tara Smith</b>	Tara Smith Tara Smith is the Primary Care and Affordability Director at the Colorado Division of Insurance (DOI), where she helps lead the DOI's payment system reforms to reduce health costs for consumers by increasing utilization of primary care. She is responsible for recruiting, convening, and facilitating activities of the Primary Care Payment Reform Collaborative established by Colorado HB19-1233, and assisting the DOI in the development of affordability standards and strategies to help ensure commercial insurance company investments in primary care drive better value and quality for consumers. Tara has been actively involved in efforts to reform state's health care system throughout her career, including Colorado's State Innovation Model (SIM) initiative - a 4-year, \$65 million initiative aimed at transforming health care delivery and payment structures through the integration of physical and behavioral health - and the implementation of the Affordable Care Act's health insurance marketplace reforms.
<b>Mandy Stahre, PhD, MPH</b>	Mandy Stahre leads research on trends in primary care cost and utilization, oral health services, and the impact of risky health behaviors on health outcomes. She has a background in epidemiology and is a former Epidemic Intelligence Service Officer with the Centers for Disease Control and Prevention (CDC). Her area of expertise is in excessive alcohol use, having helped develop the Alcohol-Related Disease Impact Application at CDC and continues to serve as a scientific advisor.
<b>Abigail Stamm</b>	Abigail Stamm is an epidemiologist for the NYS Department of Health (DOH) Environmental Public Health Tracking (EPHT) Program, where she manages data for the NYS EPHT online portal and maintains the NYS Geographic Aggregation Tool. Abigail also serves on a CDC workgroup that is developing methods and standards to protect confidentiality when implementing small area aggregation and is revising the aggregated areas for the NYS EPHT sub-county portal. Abigail coordinates and runs workshops for DOH employees and university students on using R for data management, data analysis, and geographic information systems.
<b>David Stern</b>	David Stern is the founder and president of Stern Consulting. In this capacity, and previous consultant roles, he has advised some of the pre-eminent companies in the healthcare industry. Prior to founding Stern Consulting, Mr. Stern spent six years advising hospitals at APM, then the country's largest healthcare management consulting firm. After APM's incorporation into CSC Healthcare, Mr. Stern helped run CSC's healthcare informatics subsidiary. Previously, he was a managing director with the Crescent Group, a healthcare analysis and litigation support firm. He earned an MBA from the Yale School of Management and a BA in economics from Yale College.

<b>Laurance Stuntz</b>	Laurance Stuntz: Director of the Massachusetts eHealth Institute at MassTech (MeHI), the Commonwealth's entity for health care innovation, technology, and competitiveness which helps Massachusetts leverage digital health innovation for better economic and care delivery outcomes. Prior to joining MeHI, Mr. Stuntz worked for 25 years in healthcare information technology product development, systems integration, and management consulting. He is an advocate for stronger patient engagement in healthcare information and decision making, and serves as a member of both the Massachusetts Health Information Technology Council and the Governor's Digital Health Council.
<b>Angela Taylor</b>	Angela Taylor is a Data Architect with the University of Kentucky and the Commonwealth of Kentucky, and has more than 20 years of experience in the information technology field. Mrs. Taylor has extensive knowledge of Medicaid data and extraction methodologies. Current work involves novel approaches to the study of the national opioid crisis. She has constructed analytics products involving opioid prescribing, opioid use disorder, opioid treatment, and quality measures related to treatment – all of which are used by Commonwealth leadership. Mrs. Taylor is involved in providing analytic data for state legislators, as well as data to evaluate Commonwealth bills.
<b>Jessie Tenenbaum, PhD, FACMI</b>	Jessie Tenenbaum is Chief Data Officer (CDO) for the North Carolina Department of Health and Human Services where she oversees Department-wide data strategy, governance, and analytics. Prior to taking on the role of CDO, Dr. Tenenbaum was a faculty member in Duke University School of Medicine's Department of Biostatistics and Bioinformatics where her research focused on informatics methods for precision medicine, particularly in mental health. She is also interested in ethical, legal, and social issues around big data, health disparities, and precision medicine.
<b>Norm Thurston, PhD</b>	Norm Thurston has a Masters and Ph.D. in economics from Princeton University. Dr. Thurston is currently the executive director at the National Association of Health Data Organizations (NAHDO). Dr. Thurston was a policy analyst and health economist for the Utah Department of Health from 2003 until 2013. From 2013 to 2019 he was the Director of the Office of Health Care Statistics which is responsible for the collection, analysis, and dissemination of data related to health care cost and quality for the State of Utah. In previous roles he served as policy adviser and executive staff for health system reform efforts in the State of Utah. Before joining the state, Dr. Thurston worked for eight years as an assistant professor of economics at Brigham Young University. Dr. Thurston was elected to the Utah House of Representatives in 2014 from District 64 (Provo, Springville).
<b>Julia Tremaroli</b>	Julia Tremaroli has worked as the data intake analyst for the CO APCD at the Center for Improving Value in Health Care (CIVHC) for almost two years. Day-to-day, she engages data submitters to ensure their submissions to the CO APCD are timely, accurate, and of the highest quality. She also works as an analyst on several projects that utilize data from the CO ACPD, including the support for HB19-1174 Surprise Medical Billing legislation. Julia holds a degree from the University of Denver in Business Information and Analytics.
<b>Neli Vasquez Rowland</b>	Neli Vasquez Rowland is a pioneering architect for one of the most lauded models in the world that helps break the cycle of homelessness. She's a fearless advocate, entrepreneur, author, speaker and the co-founder of A Safe Haven (ASH), the organization she co-founded with her husband. Since its inception, Neli has worked towards changing the paradigm of helping those in crisis and fighting to change the inefficiencies and gaps in government services by advancing an elegant solution to complex problems. Her organization's innovative, comprehensive, vertically-integrated approach provides individualized, community-based, state- licensed food, shelter, substance abuse treatment, healthcare, education, job training, placement, and phased-housing programs to those in need. ASH has moved more than 130,000 people into social and economic crisis to independent living and self-sufficiency with pride and purpose over the past 25 years.
<b>Ashley Wilder, MPH, PMP</b>	Ashley Wilder is a Project Director with the Institute for Health Policy and Practice (IHPP) at the University of New Hampshire (UNH). She joined the team in 2010 after working with the NH Department of Health and Human Services in the Communicable Disease Surveillance Section as a Disease Surveillance Intern. Ashley's work is focused in the Health Analytics and Informatics focal group at the Institute. She currently provides research and project management support to a variety of projects, including the All-Payer Claims Database Council (APCD Council). Ashley has a Master's of Public Health degree from UNH.
<b>Brian Williams</b>	Brian Williams directs the data acquisition and analysis functions at Stern Consulting. Mr. Williams has over 30 years of experience in healthcare decision support and the use of public and proprietary data. He previously managed the analytic staff for the Decision Technologies group of CSC Healthcare, providing clinical resource management solutions for individual hospitals and networks. He also co-founded Utilization Management Associates, Inc. (UMA), working with healthcare organizations to eliminate barriers to the appropriate use of resources. Mr. Williams earned an MBA with concentration in healthcare management from Boston University and a BA in political science from Holy Cross College.
<b>Claudine Williams</b>	Claudine Williams is the Associate Director of Clinical Data Administration at Health Services Cost Review Commission. In this role, Claudine manages the collection, aggregation, and dissemination of the HSCRC hospital abstract data. She also manages the development and implementation of analytic projects that convert raw data into more usable forms and generate analytics rather than data results. Prior to joining the Commission, Claudine was a Program Evaluator for the Sickle Cell Association of America, a national membership organization for community-based Sickle Cell programs. Claudine received her B.A. Degree from UMBC and her M.A. degree from American University
<b>Jenifer Sunrise Winter</b>	Jenifer Sunrise Winter is a professor in the School of Communications and Co-Director of the Pacific Information and Communication Technology for Development Collaborative (PICTDC) at the University of Hawaii-Manoa. She is PI of an NSF-funded grant addressing one of the grand challenges of this big data era—how we can harness health data resources for societal good amidst many competing claims on the value to be derived from these data. She also explores the governance of AI and personal health information (PHI), assessing the increasing challenges to governing the PHI essential for advancing AI/machine learning innovations in healthcare.
<b>Elisa X. Wong</b>	Elisa Wong serves as the National Program Lead for Social Health in Kaiser Permanente's Community Health department. In that role, Elisa provides leadership on the organization's multi-component strategy to address the social needs of members and improve the conditions in communities that contribute to those needs. Previously, Elisa led projects advancing the organization's economic opportunity strategy, addressing homelessness in Kaiser Permanente communities, as well as efforts related to impact measurement and regulatory reporting. She also helped to launch and advance Kaiser Permanente's national Community Health Initiatives to improve policies, systems, and environments for healthy eating and active living in low-income communities, and Kaiser Permanente's Thriving Schools initiative. Elisa received her Masters of Public Health with a concentration in Health Policy and Management from University of California, Berkeley's School of Public Health. She is a native of San Francisco and lives there with her husband and two tireless children.



**Dolores Yanagihara, MPH**

Dolores Yanagihara led the development and transition of the California Pay for Performance (P4P) program to Value Based P4P, now the suite of Align. Measure. Perform. (AMP) programs which incentivize, recognize, and publicly report provider organization performance on quality, cost, and utilization. She also led the development of the California Cost & Quality Atlas which publicly displays benchmarking performance information for regions and various market segments. Dolores has a passion for advancing healthcare value, and a track record for building consensus among stakeholders to build data infrastructure and programs related to standardized performance measurement, transparency, and alignment of incentives.

**Zi Zhang, MD, MPH**

Zi Zhang is the Senior Director of Research at the Massachusetts Center for Health Information and Analysis. He oversees the Massachusetts Health Insurance Survey and Massachusetts Employer Survey, and directs the agency's analytic work on hospital readmissions/revisits and behavioral health. He has over 25 years of experience working in the fields of public health and health service research.

**Annetta R. Zhou, PhD**

Annetta Zhou is currently a post-doctoral researcher at the National Bureau of Economic Research. She is an economist who studies the strategy and productivity of health care organizations. Her work has appeared in academic journals such as Health Affairs and New England Journal of Medicine. She received her PhD in Health Policy and BA in Economics, both from Harvard University.