

Health Care 2022: Challenges and Opportunities in the Years Ahead

Thursday, November 17, 2022 | 7:30 a.m. – 2:00 p.m. | Seaport Hotel, Boston



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LETTER FROM MAHP'S PRESIDENT



Dear Friends:

On behalf of the Massachusetts Association of Health Plans (MAHP), I welcome you to our 2022 Annual Health Policy Conference, *Health Care 2022 – Challenges and Opportunities in the Years Ahead*. I am excited that after two years, we can be together in person and spend time with friends and colleagues who share a commitment to high-quality, affordable, and equitable health care for our state's residents.

While we are better equipped as a nation to respond to COVID-19 outbreaks, thanks to coverage and availability of vaccines and therapeutics, the pandemic revealed both new and long-standing challenges for our country and our health care system. Health care costs continued to challenge employers and consumers, while health inequities that existed prior to the pandemic exacerbated the virus's impact by race, ethnicity, and socioeconomic status. Our conference agenda this year shines a light on these challenges and the work that so many are doing to meet them head-on.

This morning, we are truly honored to have both Governor Baker and Secretary Sudders joining us. Their leadership, particularly their work to guide our state through the COVID-19 pandemic, has been extraordinary. Both the Governor and the Secretary will share reflections on the past eight years and offer us their thoughts about what lies ahead as a new administration takes office.

Our keynote address will be delivered by Michael Osterholm, PhD, MPH, Epidemiologist, Director of the Center for Infectious Disease Research and Policy at the University of Minnesota. Dr. Osterholm is hailed by CNN as "the infectious disease expert who has been warning us for a decade and a half that the world will face a global pandemic." As the go-to expert on the public health impact of COVID-19 and a member of President Biden's advisory board on COVID-19, he will speak about living with COVID-19 and opportunities to improve the public health system in America.

For MAHP and our member plans, increasing health equity is one such opportunity. Individually and collectively through MAHP, our plans are working to identify and address gaps in areas such as telehealth, maternal health, diabetes and breast cancer, with programs designed for targeted populations. In the early months of the pandemic, our Board of Directors authorized a research study to identify gaps in telehealth usage among Massachusetts residents. This morning, we will hear from Alon Peltz, MD, Assistant Professor of Population Medicine, Harvard Medical School, Harvard Pilgrim Health Care Institute. Dr. Peltz is the lead researcher of this two-year study – the most comprehensive of its kind relative to trends in telehealth usage pre-pandemic, during the pandemic and now as we enter a new phase. Dr. Peltz will announce key findings from the report and recommendations to close health equity gaps identified in the delivery of telehealth services.

We will then be joined by a panel of Massachusetts health equity leaders, reacting to the findings and recommendations of Dr. Peltz's study, and expanding the conversation to include the impacts of social determinants of health on overall health outcomes. We are delighted that Dr. Mallika Marshall, MD, Medical Reporter, WBZ 4, CBS News Boston, will moderate the panel and serve as emcee throughout the Conference.

We know that health care cannot truly be equitable unless it is affordable for employers and consumers. Rising health care costs, inflationary pressures and other COVID-related economic issues continue to challenge Massachusetts residents. We will be joined by a panel of experts including Stuart Altman, former chair of the Massachusetts Health Policy Commission, Robert Berenson, MD, Fellow at the Urban Institute, Maureen Hensley-Quinn, Senior Program Director of Coverage, Cost and Value, at the National Academy for State Health Policy, and Robert Murray, President of Global Health Payment LLC, who will provide an overview of the key cost drivers in our marketplace and offer solutions to constrain continued price growth. The panel will be moderated by John McDonough, Professor of Public Health Practice, at the Harvard T.H. Chan School of Public Health.

Finally, we are honored to be joined by Governor-elect Healey, who will share with us her vision for the Commonwealth and her priorities for the new administration. On behalf of the MAHP Board of Directors, I pledge our commitment to work closely with Governor-elect Healey on her priorities, including addressing the behavioral health crisis. To that end, MAHP will be releasing a comprehensive report next month on ways to improve the delivery of children's behavioral health services in the Commonwealth. After interviewing over 25 stakeholders, including parent groups, physicians, children's behavioral health specialists, advocates, educators, and state officials, the report will highlight the extraordinary efforts to date to address children's behavioral health needs and provide a framework and recommendations for further meaningful improvement.

In closing, I would like to thank our sponsors for making this Annual Conference possible, especially our presenting sponsor, Charles River Recovery LLC, and our platinum sponsor, Novo Nordisk. On behalf of the MAHP Board and staff, I hope you find MAHP's 2022 Health Policy Conference informative and thought-provoking, and I thank you for taking the time to join us.

Sincerely,

A handwritten signature in black ink, appearing to read "Lora M. Pellegrini".

Lora M. Pellegrini
President & CEO – MAHP

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AGENDA

7:30 a.m. – 8:00 a.m. — Registration and Breakfast

8:00 a.m. – 8:05 a.m. — Introduction and Welcome

Lora Pellegrini, *President & CEO, Massachusetts Association of Health Plans*

8:05 a.m. – 8:10 a.m. — Overview of the Day

Mallika Marshall, MD, *Medical Reporter, WBZ 4, CBS News Boston*

8:10 a.m. – 8:30 a.m. — Reflections on the Past Eight Years and What Lies Ahead for the Commonwealth

Governor Charlie Baker

8:30 a.m. – 9:30 a.m. — The COVID-19 Pandemic and the Future of Public Health in America – Where do we go from here?

Michael Osterholm, PhD, MPH, *Epidemiologist, Director of the Center for Infectious Disease Research and Policy, University of Minnesota*

9:30 a.m. – 10:45 a.m. — A Discussion on Provider Prices – Price Regulations and Competition in the Health Care Market

Stuart Altman, PhD, *Sol C. Chaikin Professor of National Health Policy, Brandeis University Heller School of Public Health; Former Chair, Massachusetts Health Policy Commission*

Robert Berenson, MD, *Institute Fellow, Urban Institute*

Maureen Hensley-Quinn, *Senior Program Director of Coverage, Cost and Value, National Academy for State Health Policy*

Robert Murray, *President, Global Health Payment LLC*

Moderator: John McDonough, DrPH, MPA, *Professor of Public Health Practice, Department of Health Policy & Management, Harvard T.H. Chan School of Public Health*

10:45 a.m. – 11:00 a.m. — Break

11:00 a.m. – 11:30 a.m. — Bridging the Digital Divide - Advancing Telehealth Equity (Report Release)

Alon Peltz, MD, MBA, MHS, *Assistant Professor of Population Medicine, Harvard Medical School, Harvard Pilgrim Health Care Institute*

11:30 a.m. – 12:00 p.m. — Reflections by the Secretary and What Lies Ahead for Health Care in the Commonwealth

Marylou Sudders, MSW, ACSW, *Secretary, Executive Office of Health and Human Services*

12:00 p.m. – 12:50 p.m. — A Discussion on Health Equity – Progress and Challenges in an Endemic World

Michael Curry, Esq., *President & CEO, Massachusetts League of Community Health Centers*

Thea James, MD, *Vice President of Mission and Associate Chief Medical Officer, Boston Medical Center, Associate Professor of Emergency Medicine, Boston University School of Medicine*

Kirby Lecy, MPH, *Manager of Health Community Initiatives, Division of Community Health Planning and Engagement, Department of Public Health*

Danna Mauch, PhD, *President & CEO, Massachusetts Association for Mental Health*

Moderator: Mallika Marshall, MD, *Medical Reporter, WBZ 4, CBS News Boston*

12:50 p.m. – 1:30 p.m. — Lunch Break

1:30 p.m. – 2:00 p.m. — Health Care Priorities for 2023 and Beyond

Governor-elect Maura Healey

2:00 p.m. — Wrap Up

Lora Pellegrini, *President & CEO, Massachusetts Association of Health Plans*

2:10 p.m. — Cocktail Reception – Plaza Lobby

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SPEAKER BIOGRAPHIES

OPENING REMARKS



Governor Charlie Baker is the 72nd Governor of the Commonwealth of Massachusetts. He was sworn in for a first term in January 2015, and for a second term in January 2019. Throughout his tenure, Governor Baker has focused on moving Massachusetts forward through bipartisan, results-driven leadership. Governor Baker has prioritized spurring economic development, reformed the state's regulatory environment, and delivered critical tax relief by doubling the Earned Income Tax Credit. Responding to the historic challenges related to the COVID-19 pandemic, Governor Baker acted quickly to support Massachusetts' health care system and launch a nation-leading vaccination program that has protected residents and allowed the Commonwealth's economy to reopen and grow. Some of his other priorities have included investing in K-12 education, vocational and technical schools and early college opportunities for high school students; reforming the MBTA and investing in infrastructure improvements; and fighting the opioid epidemic. He has also focused efforts to diversify the Commonwealth's energy portfolio to help address the challenges of rising energy costs and climate change. Prior to his election, Governor Baker was a highly successful leader of complex business and government organizations, serving as a cabinet secretary to both Governor William Weld and Paul Cellucci, and leading Harvard Pilgrim Health Care, as CEO, from the brink of bankruptcy to one of the nation's highest ranked health care providers.

KEYNOTE SPEAKER



Michael Osterholm, PhD, MPH, is an epidemiologist, COVID-19 Expert and Director of the Center for Infectious Disease Research and Policy at the University of Minnesota. Hailed by CNN as "the infectious disease expert who has been warning us for a decade and a half that the world will face a pandemic," Dr. Michael Osterholm quickly became the go-to expert on the public health impact of COVID-19. A sharp critic of the complacency that led to the current global pandemic, he points to current shortfalls in our system, individual and public health strategies, and an urgent need to mobilize our healthcare system.

Dr. Osterholm currently serves as Regents Professor, McKnight Presidential Endowed Chair in Public Health, the director of the Center for Infectious Disease Research and Policy (CIDRAP), Distinguished Teaching Professor in the Division of Environmental Health Sciences, School of Public Health, a professor in the Technological Leadership Institute, College of Science and Engineering, and an adjunct professor in the Medical School, all at the University of Minnesota. Between June 2018 to May 2019, he served as a Science Envoy for Health Security on behalf of the U.S. Department of State. In 2008, he was appointed to the World Economic Forum Working Group on Pandemics. In 2005, he was appointed to the newly established National Science Advisor Board of Biosecurity. Between 2001 and 2005, he served as Special Advisor to the Health and Human Services Secretary on issues related to bioterrorism and public health preparedness. Previously, he served for 24 years in various roles at the Minnesota Department of Health, the last 15 as state epidemiologist and chief of the Acute Disease Epidemiology Section. An expert in bioterrorism, Dr. Osterholm provided a pointed review of America's current state of preparedness for a bioterrorism attack in his New York Times bestselling book, *Living Terrors: What America Needs to Know to Survive the Coming Bioterrorist Catastrophe*. The author of more than 315 papers and abstracts, Dr. Osterholm also serves on the boards of nine epidemiology and infectious disease journals and is a reviewer for *The New England Journal of Medicine*. He is a frequent consultant to the World Health Organization, the National Institutes of Health, the Centers for Disease Control, a fellow of the American College of Epidemiology and the Infectious Diseases Society of America and has received six major research awards from the NIH and the CDC.

SPEAKERS



Stuart Altman, PhD, Sol C. Chaikin Professor of National Health Policy at The Heller School for Social Policy and Management, Brandeis University, is an economist with five decades of experience working closely with issues of federal and state health policy within government, the private sector, and academia. He has demonstrated leadership in health care through service on numerous government advisory boards on both the federal and state levels, including service as the Deputy Assistant Secretary for Planning and Evaluation/Health at the U.S. Department of Health Education and Welfare (HEW) from 1971 to 1976; as Chairman of the Prospective Payment Assessment Commission (ProPac) from 1984 to 1996; and in 1997 as an appointed member of the National Bipartisan Commission on the Future of Medicare. In total, Dr. Altman acted as advisor to five U.S. presidential administrations. He also served as Chair of the Institute of Medicine's Committee for the Evaluation of the Future of Nursing Campaign for Action in 2015. Dr. Altman served as inaugural chair of the Massachusetts Health Policy Commission from 2012 until July 2022. Dr. Altman has also been recognized as a leader in the health care field by Health Affairs and by Modern Healthcare, which named him in 2006 among the 30 most influential people in health policy over the previous 30 years, and which from 2003 to 2011 named him one of the top 100 most powerful people in health care. He has served on the Board of Directors of several for-profit and not-for-profit companies, and he is a member of The Institute of Medicine and chairs the Health Industry Forum at Brandeis University. He is a published author of numerous books and journal articles, the most recent, *Beyond Antitrust: Health Care and Health Insurance Market Trends and the Future of Competition* (2017) and *Power, Politics and Universal Health Care: The Inside Story of a Century-Long Battle* (2011). In addition to teaching at Brandeis, Dr. Altman has taught at Brown University and at the Graduate School of Public Policy at the University of California at Berkeley and the University of North Carolina. He served as Dean of the Heller School from 1977 to 1993 and from 2005 to 2008. He also served as interim President of Brandeis University from 1990 to 1991.



Robert A. Berenson, MD, is an institute fellow at the Urban Institute. He is an expert in health care policy, particularly Medicare, provider payment, and provider market consolidation, having authored or coauthored 100 publications. He practiced medicine, served in senior positions in two administrations, and helped organize and manage a successful preferred provider organization. From 1998 to 2000, he was in charge of Medicare payment policy and managed care contracting in the Centers for Medicare and Medicaid Services. In the Carter Administration, he served as an assistant director of the White House Domestic Policy Staff. He served on the Medicare Payment Advisory Commission (MedPAC) from 2009–2012, the last two years as vice chair. He was an initial member of the Physician-Focused Payment Model Technical Advisory Committee, created by the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA). Dr. Berenson is a board-certified internist who practiced for 12 years in a Washington, D.C. group practice. He helped found and was co-medical director of National Capital PPO, a rental model PPO that served 150,000 lives in the Washington D.C. metropolitan area. He was coauthor, with Walter Zelman, of *The Managed Care Blues & How to Cure Them*, published in 1998, and with Rick Mayes, of *Medicare Prospective Payment and the Shaping of U.S. Health Care in 2008*. He is an adjunct professor at the Milken Institute School of Public Health at George Washington University. He serves on the Board of DCPCA and Catalyst for Payment Reform.



Michael Curry, Esq., is the CEO of the Massachusetts League of Community Health Centers, which represents 52 health centers, serving over 1 million patients out of over 300 practice sites throughout the state. He previously served as Deputy CEO & General Counsel for the Mass League. Prior to joining the League in 2008, Michael worked for 16 years at Blue Cross and Blue Shield of Massachusetts, most of that time as Senior Policy Advisor in the Corporate Affairs Division, which included government, public, internal and community affairs. He has served on the health care transition teams for former Massachusetts Governor Deval Patrick and former Boston Mayor Marty Walsh and was involved in the passage of Massachusetts health reform and the Affordable Care Act. Mr. Curry is the past president of the Boston Branch of the NAACP (2011–2016) and has over twenty years of dedicated service to the NAACP at the city, state-area conference and national levels. He was elected to the National NAACP Board of Directors in 2014 and reelected twice in 2017 and 2020. He now serves as Chair of the National Board's Advocacy & Policy Committee, Vice-Chair of the Political Action and Legislation Committee, as well as a member of the Executive and Legal Committees. Mr. Curry served on the City of Boston's COVID-19 Health Inequities Task Force, Mayor Walsh's Reopening Advisory Group, co-chaired the Legislature's Health Equity Task Force, and was appointed to Governor Baker's COVID-19 Vaccine Working Group. In addition, he continues to serve on the Massachusetts Public Health Association's Task Force on Coronavirus & Equity, while also coordinating the community health center response to the pandemic, in conjunction with the state Attorney General's Office, Executive Office of Health and Human Services, various municipalities, and other partners. Mr. Curry earned a Bachelor of Arts from Macalester College in St. Paul, Minnesota, a JD from New England School of Law, and graduated from the inaugural class of the Executive Leadership Council's Pipeline to Leadership Program.

SPEAKER BIOGRAPHIES



Maura Healey is the Attorney General and the Governor-elect for the Commonwealth of Massachusetts. She ran for Governor to bring people together and make Massachusetts more affordable. Prior to her election as Attorney General, she served as a business lawyer at Wilmer Hale, before joining the Attorney General's Office as chief of the Civil Rights Division. There, she led the first state challenge to the Defense of Marriage Act and stood up to the banks that took advantage of Massachusetts homeowners during the mortgage crisis. As Attorney General, Healey has protected student borrowers and homeowners from predatory lenders, sued Exxon Mobil for lying about climate change, and held Purdue Pharma and the Sackler family accountable for their role in fueling the opioid epidemic. Her office has generated more than \$7 billion in savings and recoveries for Massachusetts and saved ratepayers \$4.5 billion in energy costs by taking on the utility companies. She's the oldest of five children raised by their mother, a school nurse, in Hampton Falls, New Hampshire, and she played basketball professionally in Austria after graduating from Harvard.



Maureen Hensley-Quinn, Senior Program Director, at the National Academy for State Health Policy (NASHP) leads the Coverage, Cost and Value team that focuses on states' efforts to finance, provide, and improve coverage and care through public and publicly subsidized health programs. Maureen leads and participates in multiple projects that support states working to ensure people across ages and incomes have access to comprehensive, affordable health coverage and care. She also supports NASHP's Center on Prescription Drug Pricing and directs the Center on Health System Costs, both of which aim to provide states with policies, research, analysis, and strategy for lowering and containing high health care costs. In addition to research and analysis of federal and state laws and regulations, Maureen has designed and implemented technical assistance for states that includes state-to-state peer learning activities. Prior to joining the staff of NASHP in 2007, Maureen worked at a national non-profit organization focused on the public's access to health care through analysis of Medicaid and state and federal transportation policies. Maureen started her career as a Mediator and Legal Analyst within the Insurance Division of the Massachusetts State Attorney General's Office where she provided education to consumers and advocated on their behalf for improved treatment and coverage, particularly in health care. Maureen received a bachelor's degree in Political Science from Merrimack College and earned a master's degree in Public Affairs from the John W. McCormack School of Public Policy at the University of Massachusetts in Boston.



Thea James, MD, is Vice President of Mission, Associate Chief Medical Officer and Co-Executive Director of the Health Equity Accelerator at Boston Medical Center. She is an Associate Professor of Emergency Medicine and Director of the Violence Intervention Advocacy Program at BMC. Dr. James is a founding member of the Health Alliance for Violence Intervention (HAVI). In 2011, she was appointed to Attorney General Eric Holder's National Task Force on Children Exposed to Violence. As Vice President of Mission, Dr. James works with caregivers throughout BMC. Additionally, she has primary responsibility for coordinating and maximizing BMC's relationships and strategic alliances with a wide range of local, state and national organizations including community agencies, housing advocates, foundations, and multisector industries that partner with BMC to meet the full spectrum of patients' needs. The goal is to foster innovative, upstream, and effective new models of care that are rooted in racial equity and economic mobility. Dr. James served on the Massachusetts Board of Registration in Medicine from 2009-2012, where she served as chair of the Licensing Committee. In 2020, Dr. James received the American College of Emergency Medicine Lifetime Achievement Award. Also, in 2020, The History Project presented her with a History Maker Award. Dr. James recently received the inaugural 2020 Thea James Social Emergency Medicine Award from the American College of Emergency Physicians. Dr. James' passion is in public health both domestically and globally. She is a Supervising Medical Officer on the Boston Disaster Medical Assistance Team (MA-1 DMAT), under the Department of Health and Human Services. She has been deployed to post 9/11 in NYC, Hurricane Katrina in New Orleans in 2005, Bam, Iran after the 2003 earthquake, and Port-Au-Prince, Haiti after the earthquake of 2010. A graduate of Georgetown University School of Medicine, James trained in Emergency Medicine at Boston City Hospital, where she was a chief resident.



Kirby Lecy, MPH, is the Manager of Healthy Community Initiatives at the Massachusetts Department of Public Health. She has extensive experience working in rural health collaborations at the local and regional levels with a focus on community engagement and empowerment. She helps support efforts to build capacity to address the Social Determinants of Health and root causes of inequities, particularly focusing on how we ensure people with lived experience of inequities have meaningful roles in decision-making. A lifelong resident of rural Massachusetts, she also owns and manages a small farm. As a passionate advocate for rural communities, she serves in executive roles on the boards of the National Organization of State Offices of Rural Health and the New England Rural Health Association.



Mallika Marshall, MD, is an Emmy-award-winning journalist and physician who has served as the HealthWatch Anchor for CBS Boston/WBZ-TV for over 20 years. A practicing physician Board Certified in both internal medicine and pediatrics, Dr. Marshall serves on staff at Harvard Medical School and practices at Massachusetts General Hospital at the MGH Chelsea Urgent Care and the MGH Revere Health Center, where she is currently working on the frontlines caring for patients with COVID-19. She is also a host and contributing editor for Harvard Health Publications, the publishing division of Harvard Medical School. Dr. Marshall has been a regular contributor on the CBS Early Show, the CBS Evening News, CBS Newspath, the digital streaming news service CBSN, and was the Medical Contributor on Katie Couric's daytime talk show "Katie." She also served as the Medical Director for *Everyday Health*, digital media's popular source of medical news. Dr. Marshall hosted "Dr. Mallika Marshall," a series of health news reports that was nationally syndicated. She was also an Associate Editor of the Harvard Medical School *Family Health Guide* and a contributing editor for the Harvard Medical School-affiliated website, *InteliHealth*. Dr. Marshall is the recipient of numerous awards and was recently named one of Boston's Most Impactful Black Women. Her outstanding health reporting was recently recognized with a New England Emmy Award. Dr. Marshall is writing a series of children's books that will deliver healthy messages in entertaining stories for school-age children. A graduate of Harvard College, Dr. Marshall received her medical degree with high honors at the University of California, San Francisco School of Medicine. She completed her medical residency at Harvard in both internal medicine and pediatrics.



Danna Mauch, PhD, is President and CEO of the Massachusetts Association for Mental Health (MAMH). Dr. Mauch brings organizational leadership, operations management, evaluation research, and strategic consulting experience gained in private and public sector enterprises to inform her public policy, knowledge dissemination, and legislative advocacy work for MAMH. She is dedicated to the MAMH mission - eliminating stigma and discrimination to ensure full social, economic, and political inclusion for people at risk for or living with behavioral health conditions. Her prior service in the private sector includes ten years as Senior Fellow/Principal at Abt Associates, Inc. Prior to joining Abt, Dr. Mauch was Chief Administrative Officer for Comprehensive NeuroScience, Inc., Founding President and Chief Executive Officer for Magellan Public Solutions, Inc., and Founder and President of Integrated Health Strategies, Inc. In her private sector leadership work, Dr. Mauch served government and private insurers, and health foundations, providing specialty health plan services on policy, evaluation, and implementation assistance, as needed by clients in multiple states across the U.S. Dr. Mauch has a long career in public service. She presently serves as Court Monitor for the U.S. District Court of Western Washington, addressing forensic and health services reforms at the intersection of the health, disability, and criminal legal systems. Dr. Mauch's prior service includes Special Master for the U.S. District Court of the District of Columbia; Executive Director of the Rhode Island Department of Mental Health, Retardation and Hospitals; and Assistant Commissioner of the Massachusetts Department of Mental Health, overseeing the Divisions of Mental Health, Drug Rehabilitation, and Forensic Medicine. Dr. Mauch is a published author of government and foundation reports, book chapters and journal articles on the organization, financing and delivery of care to vulnerable populations. To support health promotion, illness prevention and early intervention, she has served as a volunteer officer of several governing boards. She is also a member of the CEO Alliance for Behavioral Health Reform. Dr. Mauch holds a PhD in Social Policy from the Heller School at Brandeis University.

SPEAKER BIOGRAPHIES



John E. McDonough, DrPH, MPA, is a professor of practice at the Harvard TH Chan School of Public Health in the Department of Health Policy & Management and Director of the HSPH Center for Executive & Continuing Professional Education. Between 2008 and 2010, he served as a Senior Advisor on National Health Reform to the U.S. Senate Committee on Health, Education, Labor and Pensions where he worked on the writing and passage of the Affordable Care Act. Between 2003 and 2008, he was Executive Director of Health Care For All, Massachusetts' consumer health advocacy organization where he played a leading role in the passage of the 2006 Massachusetts health reform law. From 1998 through 2003, he was an associate professor at the Heller School at Brandeis University. From 1985 to 1997, he was a member of the Massachusetts House of Representatives where he co-chaired the Joint Committee on Health Care. He holds a doctorate in public health from the University of Michigan and a master's in public administration from the Kennedy School of Government at Harvard.



Robert Murray was appointed by the Governor of Maryland to be the Executive Director of the Maryland Health Services Cost Review Commission (HSCRC), a state regulatory agency charged with setting and controlling Maryland hospital rates for all payers. Serving in this role from 1994 to 2011, he negotiated directly with Maryland hospitals both individually and collectively, on matters relating to the implementation of the HSCRC's payment policies. Under Mr. Murray's leadership, the HSCRC continued to evolve the Maryland hospital payment system with the development of several innovative payment models including a quality-based pay-for-performance incentive system and Global Budget Rate arrangements for 10 isolated rural hospitals in the state in 2009. This payment model was the basis for Maryland's current payment demonstration waiver with the Centers for Medicare/Medicaid Innovation. Since leaving the HSCRC, Robert has been a consultant on payment model development for Vermont, Oregon, Tennessee, Washington, and several other states. He has written extensively on the history of hospital regulated payment systems such as caps on out-of-network hospital prices and all-payer hospital global budgets. He operates his own consulting company and is also a Senior Policy Researcher for The Source on Healthcare Price and Competition at the University of California Hastings College of the Law.



Lora M. Pellegrini, Esq., has been President and CEO of the Massachusetts Association of Health Plans (MAHP) since February 2010. Under her leadership, MAHP has focused on providing access to high-quality, affordable, and equitable health care for all Massachusetts residents. During her tenure at MAHP, Lora has served as a member of the Health Policy Commission's Advisory Council, and on the Legislature's 2017 Special Commission on Provider Price Variation. She was also appointed by Governor Baker to the Digital Health Council and the Merged Market Advisory Council. Prior to joining MAHP, Lora was the Vice President of Government Affairs and Community Relations at Harvard Pilgrim Health Care, where she oversaw over \$1M in community giving annually. She also worked on the staffs of Governors Deval Patrick and Michael Dukakis, and as an assistant attorney general. Lora has a special interest in issues of importance to women and girls. She served for many years as a Big Sister and she is a former president of the Massachusetts Women's Political Caucus (MWPC), a non-partisan organization dedicated to promoting women to elected and appointed office. She is currently a Board Member of Dedham Savings Bank. In October 2019, Lora was awarded the Abigail Adams Award from the Massachusetts Women's Political Caucus for her years of service to the MWPC. Lora was named to the *Boston Business Journal's (BBJ)* 2017 and 2018 Power 50, the *BBJ's* list of the 50 most powerful individuals in Boston-area businesses. She was also named as one of the 50 Most Powerful Women in Boston by *Boston Magazine*. In 2018, she was awarded the Women's Bar Association's Lelia J. Robinson Award, the organization's most prestigious award which recognizes women who, like Robinson, are pioneers in the legal profession, experts in their fields and have made a difference in their community. The WBA recognized Lora's work to ensure that Massachusetts women have access to contraceptive coverage as part of their insurance coverage when that coverage was threatened federally. Lora holds a BA from Wheaton College and a JD from the New England School of Law.



Alon Peltz, MD, is a physician and researcher who studies health and social policy. He enjoys working on research questions that span the domains of social determinants of health, quality of care, and health disparities. He is an Assistant Professor of Population Medicine at Harvard Medical School and the Harvard Pilgrim Health Care Institute, the Medical Director of Health Equity for Point32Health, and a general pediatrician at Boston Children's Hospital. He has previously worked as Associate Medical Director for MassHealth and as a visiting fellow at the Massachusetts Health Policy Commission and the CMS Innovation Center. He received his MD and MBA degrees from Vanderbilt University and his MHS from Yale University.



Marylou Sudders, MSW, ACSW, serves as Secretary of the Executive Office of Health and Human Services for the Commonwealth of Massachusetts, overseeing 12 state agencies and the MassHealth program, with a combined budget of \$26 billion and 22,000 public employees. EOHHS programs and services represent 56 percent of the state's budget and provide treatment, care, and support to one in every three residents. Sudders never forgets that behind those numbers are the lives of individuals, families, and communities in need of support. She is a social worker committed to the health and well-being of Massachusetts residents, including addressing equity and reforming behavioral health care so that residents can access care where and when they need it. In March 2020, Sudders was appointed by Governor Charlie Baker to lead the state's COVID-19 Response Command Center. Under her leadership, Massachusetts stood up the most robust in-state testing capacity in the country, a nation-leading contact tracing program, and a nationally acclaimed data reporting system. Today, the state is a national leader in vaccine administration in every category. Since joining Governor Baker's cabinet in January 2015, Sudders has advanced health policy and human services to meet the needs of Massachusetts residents, including restructuring MassHealth into a population-based health coverage system, reforming the child welfare system, combatting the opioid epidemic, addressing barriers in behavioral health care, and strengthening community-based services. Sudders chairs the Massachusetts Health Connector Board, the Autism Commission, and the Opioid Recovery and Remediation Fund. She co-chairs the Governor's Interagency Council on Housing and Homelessness and the Governor's Council to Address Optimal Aging. She is a member of the Health Policy Commission and the Governor's Council to Address Sexual Assault and Domestic Violence. Sudders has been a highly impactful leader in both the public and private sectors, including serving as the Massachusetts Commissioner of Mental Health, a non-profit CEO, and associate professor and program chair at Boston College School of Social Work. Sudders holds a bachelor's degree with honors and a master's degree in social work from Boston University, and honorary doctorates from the Massachusetts School of Professional Psychology and Bridgewater State University.



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1. Brand RE, Persson J, Brattlie SO, et al. Detection of early-stage pancreatic ductal adenocarcinoma from blood samples: Results of a multiplex biomarker signature validation study. *Clin Transl Gastroenterol*. 2022. doi: 10.14309/ctg.0000000000000468.

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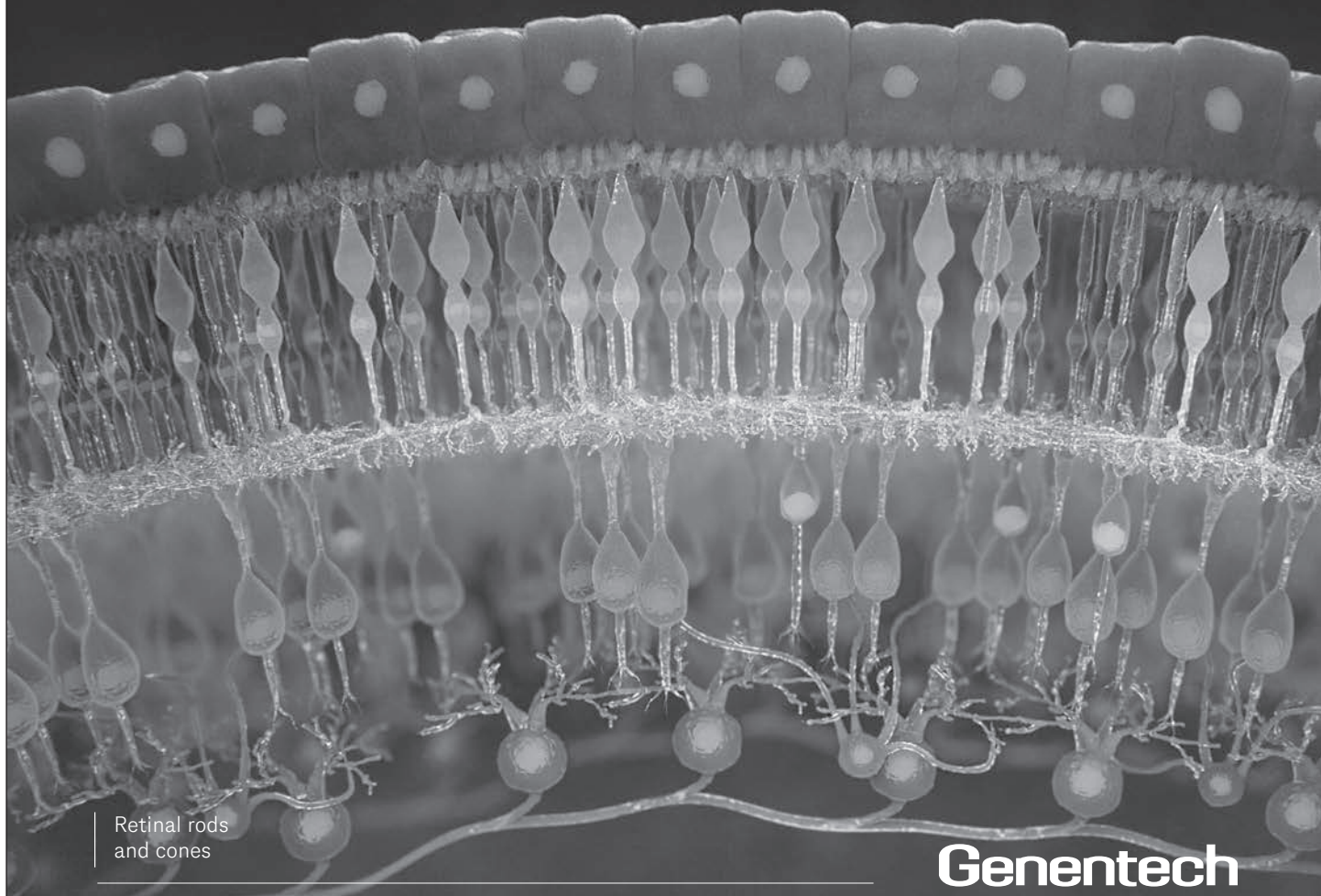
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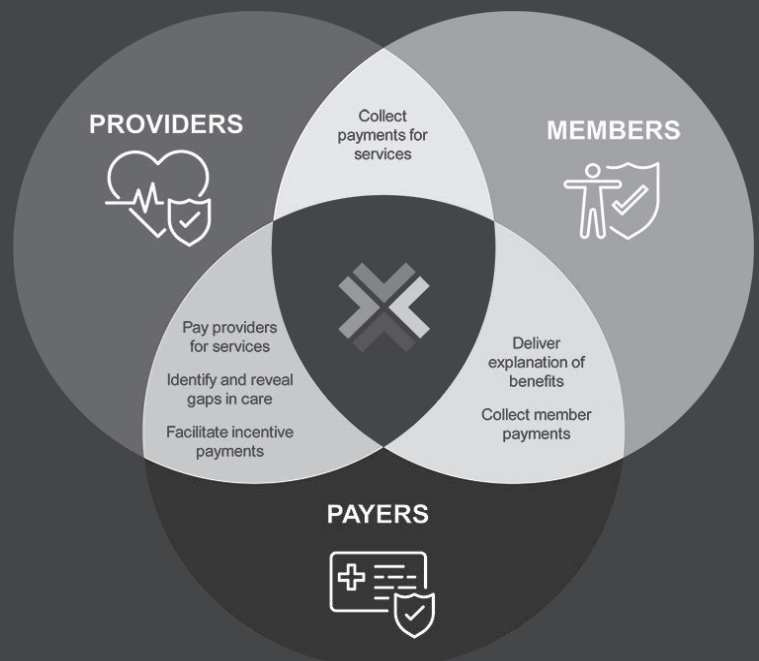
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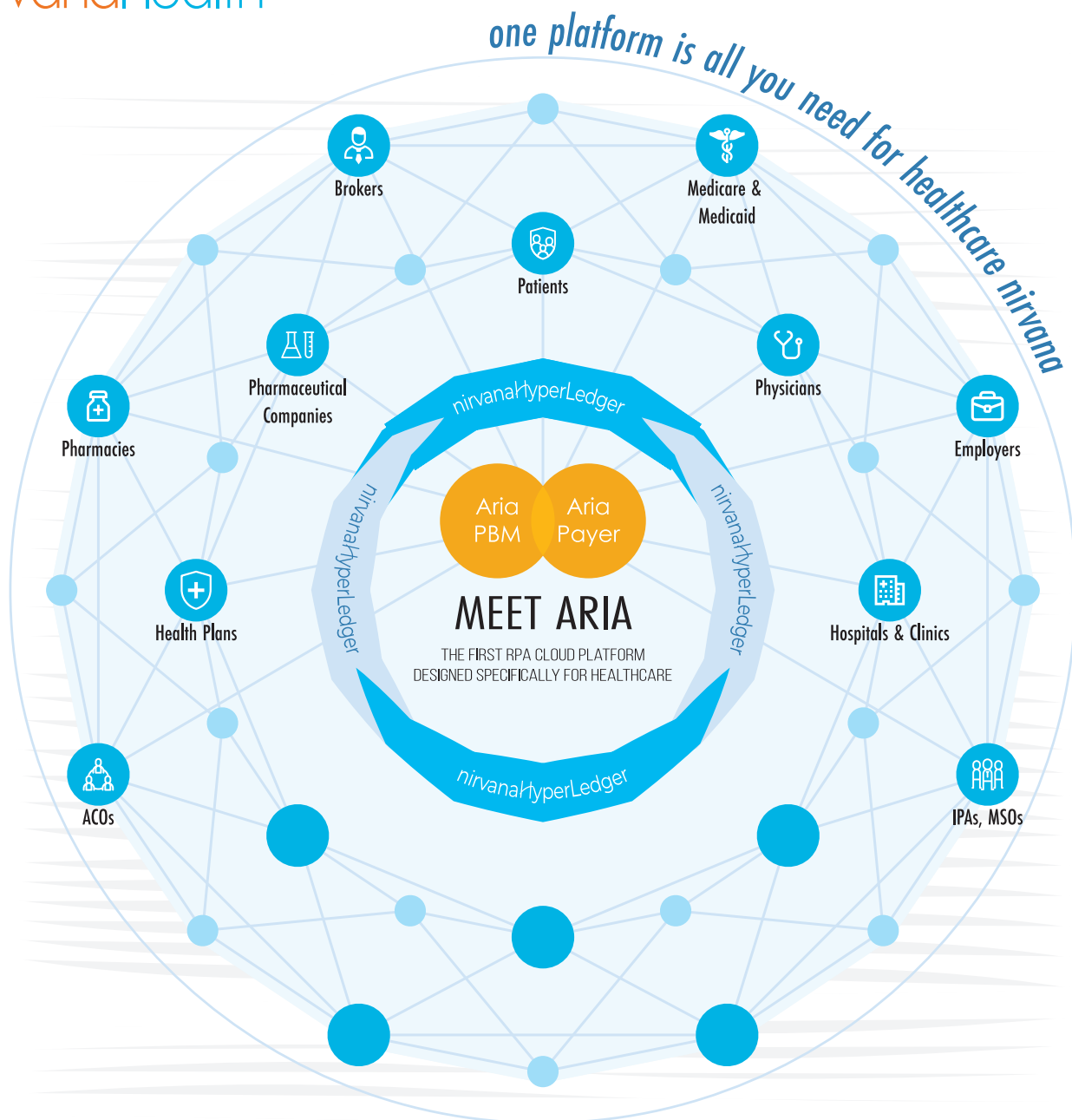


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