

2020

HEALTH CARE

COST TRENDS

HEARING

COVID-19 AND THE MA

HEALTH CARE SYSTEM:

ASSESSING IMPACT,

ADVANCING EQUITY

PROGRAM BOOKLET

TUESDAY

OCTOBER 20, 2020

—

9:00AM – 12:30PM

TWEET US

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MASSACHUSETTS
HEALTH POLICY COMMISSION

2020 HEALTH CARE COST TRENDS HEARING

COVID-19 AND THE MA HEALTH CARE SYSTEM: ASSESSING IMPACT, ADVANCING EQUITY

TUESDAY, OCTOBER 20, 9:00 AM – 12:30 PM

WELCOME

Dr. Stuart Altman, Chair, Health Policy Commission
Mr. David Seltz, Executive Director, Health Policy Commission

9:00 AM

OPENING REMARKS

The Honorable Charlie Baker, Governor (pre-recorded)

9:05 AM

HPC SPOTLIGHT VIDEO

A spotlight video highlighting the experiences of Commonwealth residents and frontline workers throughout the COVID-19 pandemic, discussing the challenges they have faced, the innovative solutions they have developed, and the reasons they have hope for the future.

9:10 AM

KEYNOTE ADDRESS

Dr. David R. Williams, the Florence Sprague Norman and Laura Smart Norman Professor of Public Health at the Harvard School of Public Health; Professor of African and African American Studies and of Sociology at Harvard University

9:30 AM

REMARKS

The Honorable Maura Healey, Attorney General (pre-recorded)

10:05 AM

BREAK

10:10 AM

DISCUSSION PANEL 1

Moderator: HPC Vice Chair Martin Cohen

Dr. Damian Archer, Chief Medical Officer, North Shore Community Health
Dr. Thea James, Vice President of Mission and Associate Chief Medical Officer, Boston Medical Center
Dr. Steven Strongwater, President and CEO, Atrius Health
Ms. Deborah Wilson, President and CEO, Lawrence General Hospital

10:15 AM

DISCUSSION PANEL 2

Moderator: HPC Commissioner Barbara Blakeney

Dr. Madeline Aviles-Hernandez, Outpatient Services Director, Gándara Center
Mr. Andrew Dreyfus, President and CEO, Blue Cross Blue Shield of Massachusetts
Dr. Shari Nethersole, Executive Director for Community Health, Boston Children's Hospital
Dr. Thomas Sequist, Chief Patient Experience and Equity Officer, Mass General Brigham

11:15 AM

CLOSING DISCUSSION

12:15 PM

ADJOURNMENT

12:30 PM

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KEYNOTE ADDRESS



DR. DAVID R. WILLIAMS

David R. Williams is the Florence Sprague Norman and Laura Smart Norman Professor of Public Health and chair of the Department of Social and Behavioral Sciences at the Harvard T.H. Chan School of Public Health. He is also a Professor of African and African American Studies and Sociology at Harvard University. Previously, he served 6 years on the faculty of Yale University and 14 at the University of Michigan. He holds an MPH from Loma Linda University and a PhD in Sociology from the University of Michigan.

Dr. Williams is an internationally recognized social scientist focused on social influences on health. He has been invited to keynote scientific conferences in Europe, Africa, Australia, the Middle East, South America and across the United States. His research has enhanced our understanding of the complex ways in which socioeconomic status, race, stress, racism, health behavior and religious involvement can affect health. He is the author of more than 475 scientific papers and he has served on the editorial board of 12 scientific journals and as a reviewer for over 75 others. The Everyday Discrimination Scale that he developed is the most widely used measure of discrimination in health studies.

With funding from the National Institutes of Health and the sponsorship of the World Health Organization, Dr. Williams directed the South African Stress and Health Study, the first nationally representative study of the prevalence and correlates of mental disorders in sub-Saharan Africa. This study assessed the effects of HIV/AIDS, exposure to racial discrimination and torture during apartheid, on the health of the South African population. He was also a key member of the team that conducted the National Study of American Life, the largest study of mental health disorders in the African American population in the U.S. and the first health study to include a large national sample of Blacks of Caribbean ancestry.

Dr. Williams has been involved in the development of health policy at the national level in the U.S. He has served on the National Committee on Vital and Health Statistics and on nine committees for the National Academy of Medicine, including the committee that prepared the Unequal Treatment report. He also served as a member of the MacArthur Foundation's Research Network on Socioeconomic Status and Health. Dr. Williams has played a visible, national leadership role in raising awareness levels of the problem of health inequalities and identifying interventions to address them. He served as the staff director of the Robert Wood Johnson Foundation's Commission to Build a Healthier America. This national, independent and nonpartisan health commission was focused on identifying evidence-based non-medical strategies that can improve the health of all Americans and reduce racial and socioeconomic gaps in health. He has also worked on ethnic inequities with the Toronto Public Health Department, the National Health Service in the U.K. and the Pan American Health Organization.

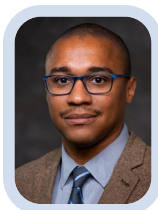
He or his research has been featured by some of the nation's top print and television news organizations and his TEDMED talk "[How Racism Makes Us Sick](#)" was released in April 2017. He was also a key scientific advisor to the award-winning PBS film series, *Unnatural Causes: Is Inequality Making Us Sick?*

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DISCUSSION PANEL ONE



DR. DAMIAN ARCHER

Dr. Damian Archer is the Chief Medical Officer at North Shore Community Health in Salem, Massachusetts, a board member of Community Care Co-operative (C3) an ACO governed by 19 Federally Qualified Health Centers in Massachusetts, and Asst. Dean for Multicultural Affairs at Tufts University School of Medicine. He is a board-certified Family Medicine physician, Asst. Professor in the Department of Family Medicine at Tufts as well as Associate Director of the Sam W. Ho Health Justice Scholars Program. Dr. Archer also sits on the Committee on Diversity at the Massachusetts Medical Society and has a passion for developing diverse and inclusive learning and working environments.



DR. THEA JAMES

Thea James, MD, is Vice President of Mission and Associate Chief Medical Officer at Boston Medical Center. She is an Associate Professor of Emergency Medicine and Director of the Violence Intervention Advocacy Program at BMC. 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, and others that partner with BMC to meet the full spectrum of patients needs. The goal is to foster innovative and effective new models of care that are essential for patients and communities to thrive. Integrating upstream interventions into BMC's clinical care models are critical to achieve equity and health in the broadest sense.



DR. STEVEN STRONGWATER

Dr. Steven Strongwater is the President and CEO of Atrius Health, a non-profit accountable care organization with 6,800 employees serving 745,000 patients across eastern Massachusetts and a national leader in delivering high-quality coordinated medical, home health and hospice care.

Atrius Health has excelled in value based care while participating in CMS's Pioneer and NextGen ACOs programs, consistently delivering high quality and lower costs. Under Dr. Strongwater's leadership, Atrius Health developed programs to reduce physician burnout and innovations to reduce total costs of care like hospitalization at home.

Dr. Strongwater has served also in a variety of leadership positions including Assistant Chancellor at UMass Medical Center. He was named to Modern Healthcare's Top 50 Healthcare Executives in 2020.



MS. DEBORAH WILSON

Deb Wilson has over 37 years of experience in health care leadership, finance, and operations. Deb was named CEO of Lawrence General Hospital (LGH) in February 2020, and immediately prior served as Executive Vice President and Senior Vice President of Finance/CFO. Prior to LGH, Deb served as Chief Executive Officer at Bridgewater Goddard Park Medical Associates, and as the Senior Vice President of Operations at Signature Healthcare.

Deb Wilson oversees LGH's strategic initiatives. She spearheaded LGH's Delivery System Transformation Initiative ("DSTI") pursuant to the MassHealth Section 1115 Demonstration Waiver. She participated in the creation of the Merrimack Valley Medicaid ACO in collaboration with Allways Health Partners and the Greater Lawrence Family Health Center.

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DISCUSSION PANEL TWO



DR. MADELINE AVILES-HERNANDEZ

Dr. Madeline Aviles-Hernandez is the Vice President of Behavioral Health and Recovery Services at Gándara Center. Her specialty areas are trauma, addictions, and working with marginalized and underserved populations. In addition to her work at Gándara, Dr. Aviles-Hernandez is a private consultant and trainer on issues related to equity and diversity, cultural humility and sensitivity, and trauma informed and patient centered care. Dr. Aviles-Hernandez was born and raised in Puerto Rico, has a doctoral degree in Clinical Psychology, is bilingual in English and Spanish, and is currently developing proficiency in American Sign Language.



MR. ANDREW DREYFUS

Andrew Dreyfus is President and Chief Executive Officer for Blue Cross Blue Shield of Massachusetts (BCBSMA), one of the largest independent Blue Cross Blue Shield plans in the country with over \$8 billion in revenue and nearly 3 million members. He currently serves on the boards of Ironwood Pharmaceuticals, Boys and Girls Clubs of Boston, RIZE Massachusetts, and Brightline Health, and is a founding member of the Massachusetts Coalition for Serious Illness Care.

Andrew joined BCBSMA in 2005 as Executive Vice President, Health Care Services, at which time he created the Alternative Quality Contract. Previously he served as founding President of the Blue Cross Blue Shield of Massachusetts Foundation.



DR. SHARI NETHERSOLE

Shari Nethersole, MD, is the Executive Director for Community Health at Boston Children's Hospital. She oversees the Office of Community Health which is responsible for driving Boston Children's community mission to improve health and well-being of children and families in the community. Dr. Nethersole's team works closely with staff and providers from across the hospital, as well as community organizations, community health centers, schools and city and state agencies to address health disparities and improve population health, with a focus on children and families. The office conducts needs assessments, develops and implements programming, builds partnerships and supports advocacy for child health priorities. Dr. Nethersole continues to provide care for patients and supervise residents in Boston Children's Primary Care Center.



DR. THOMAS SEQUIST

Dr. Thomas Sequist is the Chief Patient Experience and Equity Officer at Mass General Brigham. He leads system-wide strategies for improving patient experience and health care equity, while overseeing quality and safety. He is a general internist at Brigham and Women's and a Professor of Medicine and Health Care Policy at Harvard Medical School. He is interested in care for Native Americans and has worked collaboratively with the Indian Health Service to evaluate provision of care.

Dr. Sequist is a member of the Taos Pueblo tribe in New Mexico and is committed to improving Native American health care, serving as the Director of the Four Directions Summer Research Program at Harvard Medical School and the Medical Director of the Brigham and Women's Hospital Physician Outreach Program with the Indian Health Service.

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HPC BOARD MEMBERS



DR. STUART ALTMAN, CHAIR

Stuart Altman, Ph.D., is the Sol C. Chaikin Professor of National Health Policy at The Heller School for Social Policy and Management at Brandeis University. He 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. Dr. Altman was appointed as Board Chair in 2012 and reappointed in 2015.



MR. MARTIN COHEN, VICE CHAIR

Martin D. Cohen is the President and CEO of the MetroWest Health Foundation. He has more than 30 years of experience working to plan and implement comprehensive strategies to improve public mental health services. Mr. Cohen was appointed to the Board in 2015, reappointed in 2018, and confirmed as Vice Chair in September 2019.



DR. DONALD BERWICK

Donald M. Berwick, M.D., was President and CEO of the Institute for Healthcare Improvement (IHI) for nearly 20 years. In July 2010, President Obama appointed Dr. Berwick to the position of Administrator of the Centers for Medicare & Medicaid Services, a position he held until December 2011. Dr. Berwick was appointed to the Board in 2016.



MS. BARBARA BLAKENEY

Barbara Blakeney, MS, RN, FNAP, was President of the American Nurses' Association, and the former Innovation Advisor to the Centers for Medicare and Medicaid Innovation Center. Ms. Blakeney was appointed to the Board in 2019. She also serves as Committee Chair for Care Delivery Transformation.



DR. DAVID CUTLER

David Cutler, Ph.D., is the Otto Eckstein Professor of Applied Economics at Harvard University and holds secondary appointments at Harvard Kennedy School and Harvard School of Public Health. Dr. Cutler was appointed to the Board in 2012 and reappointed in 2015. He also serves as Committee Chair for Market Oversight and Transparency.

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MR. TIMOTHY FOLEY

Timothy Foley is the Executive Vice President for 1199SEIU Healthcare Workers East, the state's largest union of health care workers. He has worked for SEIU for 11 years, starting out as a political director, then being elected to a Vice President position. Mr. Foley was appointed to the Board in 2016.



SECRETARY MICHAEL J. HEFFERNAN

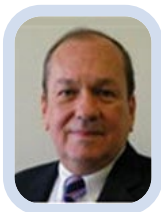
Executive Office of Administration and Finance

Michael J. Heffernan serves as Secretary of the Executive Office for Administration and Finance. He is responsible for managing state finances, and oversees state agencies that provide core administrative services.



DR. JOHN CHRISTIAN (CHRIS) KRYDER

Dr. John Christian Kryder is an Executive Partner at Flare Capital, a Boston-based health care technology investment group. He spent twenty-five years as a Clinical Instructor in Medicine in the Medical Engineering and Medical Physics Program at Harvard Medical School, HST Division. Dr. Kryder was appointed to the Board in 2018.



MR. RICHARD C. LORD

Richard C. Lord is the former President and CEO of Associated Industries of Massachusetts (AIM), a state-wide employer advocacy and service organization of more than 5,000 member companies. He was the leader of AIM for 20 years, before retiring in 2019. Mr. Lord was appointed to the Board in 2012 and reappointed in 2015.



MR. RENATO (RON) MASTROGIOVANNI

Ron Mastrogiovanni is the President and CEO of HealthView Services and has more than 25 years of experience in management consulting, financial services, and health care software design. Mr. Mastrogiovanni was appointed to the Board in 2015 and reappointed in 2016.



SECRETARY MARYLOU SUDDERS

Executive Office of Health and Human Services

Marylou Sudders serves as the Secretary of the Executive Office of Health and Human Services. In this role, Secretary Sudders leads the largest executive agency in state government, and oversees critical services that touch approximately one in six residents of the Commonwealth.

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DAVID SELTZ

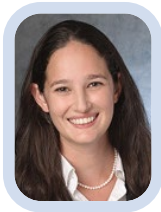
David Seltz is the first Executive Director of the Massachusetts Health Policy Commission. Prior to this role, Mr. Seltz was the chief health care advisor for then-Senate President Therese Murray and served as the Special Advisor on health care for former Governor Deval Patrick (MA). Through these positions, Mr. Seltz advised the passage of Chapter 58 of the Acts of 2006 and Chapter 224 of the Acts of 2012. Mr. Seltz is a 2003 graduate of Boston College and originally from Minnesota. He was a recipient of Modern HealthCare's 2015 Up and Comer Award, which recognizes young executives that have made significant contributions in the areas of healthcare administration, management, or policy.



RAY CAMPBELL

Ray Campbell began his term as Executive Director of the Center for Health Information and Analysis on August 1, 2016. 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, Ray served as the Acting Executive Director of the Massachusetts Group Insurance Commission, the agency that provides life, health, disability and dental and vision services to the Commonwealth's employees, retirees, and their dependents.



SANDRA WOLITZKY

Sandra Ullman Wolitzky is the Deputy Division Chief of the Health Care Division of the Office of the Attorney General of Massachusetts. The Health Care Division enforces health care laws to protect the rights of Massachusetts consumers and works to promote public health and improve the efficiency and effectiveness of the health care system.

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HPC SPOTLIGHT VIDEO

The HPC worked with Intercultural Productions to create a spotlight video highlighting the experiences of Commonwealth residents and frontline workers throughout the COVID-19 pandemic. People from across Massachusetts and with a wide range of experiences, including the mayor of Revere, the CEO of Lynn Community Health Center, leaders of home care organizations, and a self-employed COVID-19 survivor, shared compelling stories about the challenges they and their communities have faced in the last seven months, the innovative solutions they have developed to combat the virus and its wide-ranging impacts, and the reasons they have hope for the future.

The HPC greatly appreciates the gracious contributions of time and personal stories to the video presentation from the following participants:

ALVARO

Self-Employed, COVID-19 Survivor

BRIAN ARRIGO

Mayor, City of Revere

ANDREA COHEN, MSW

Co-Founder and CEO, HouseWorks

ERIC DICKSON MD, MHCM, FACEP

President and Chief Executive Officer,
UMass Memorial Health Care

JOANNAH

Patient

JO-MARY KOOPMAN, RN, MBA

Senior Vice President, All Care VNA and Hospice

TIFFANY LAMAR, RN, MSN

Chief Nursing Officer, Bournewood Health
Systems [Psychiatric Hospital]

TOM LAVALLEE, MBA

Chief Operating Officer, Alliance Health and
Human Services

SHALONDA MABRY

Family Center Coordinator, Square One

KIAME MAHANIAH, MD

Chief Executive Officer, Lynn Community
Health Center

CARLA MONTEIRO, MSW, LCSW

Social Worker, Brigham Health Bridge Clinic

PIVEL MORTON, MBA

Administrative Director, Southern Jamaica Plain
Health Center

MELISSA PERRY, RN

Director of Behavioral Health Nursing,
Holyoke Medical Center

JANE PIKE-BENTON, RN

COO and Chief Clinical Officer, VNA Care

MICHAEL TARMEY, RN, MSN

VP and Associate Chief Nurse,
Inpatient Behavioral Health,
Beth Israel Lahey Health – Beverly

MARC WALLERCE

Co-Owner and Operator, Winthrop Marketplace

CHRIS WALLERCE

Co-Owner and Operator, Winthrop Marketplace

The HPC recognizes the tireless work of the COVID-19 Response Command Center and its leader, Secretary Marylou Sudders, as well as all the state agencies and health care leaders engaged in COVID-19 response and recovery work.

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