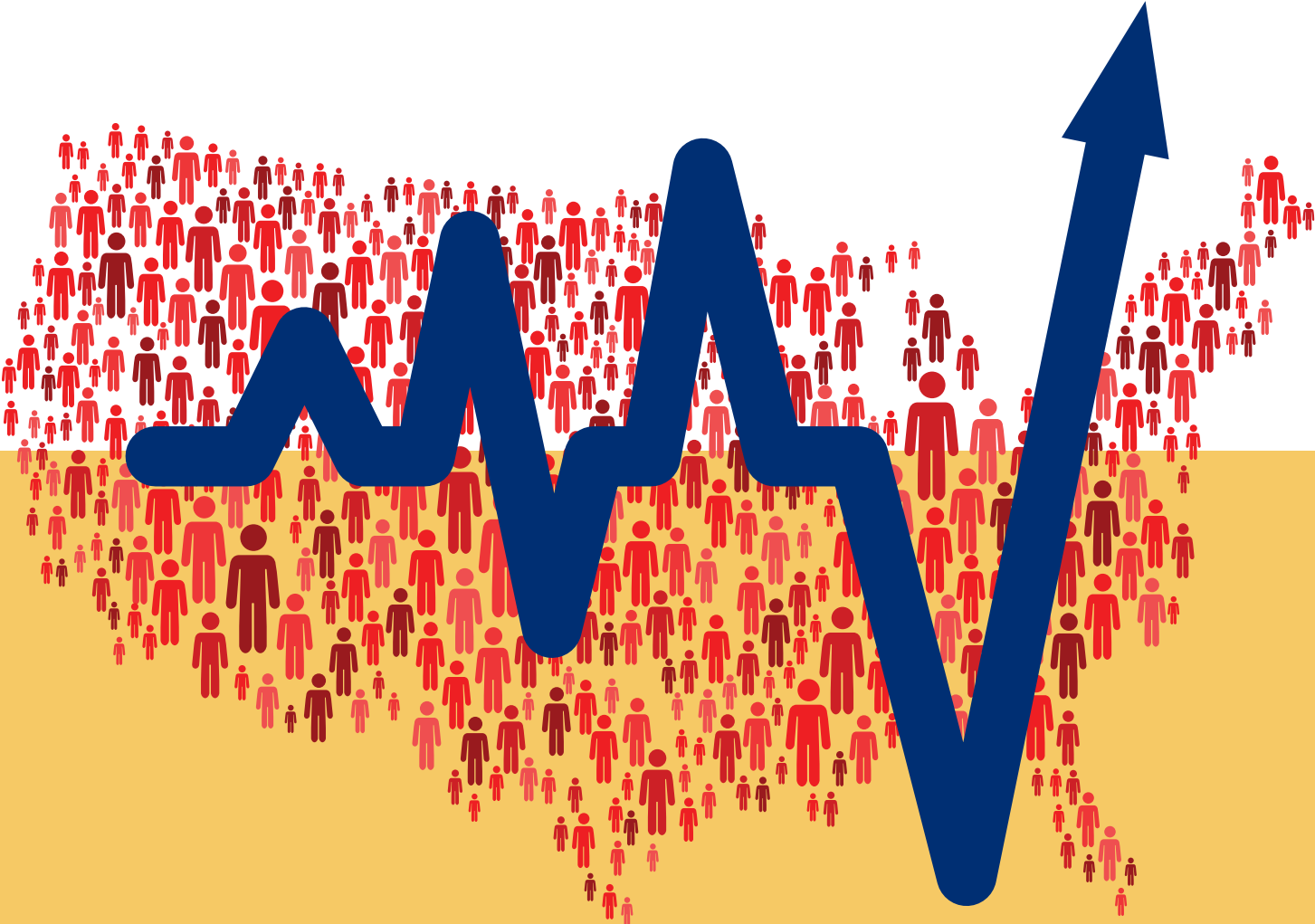




Duke-Margolis Second Annual Health Policy Conference

*Reversing the Slide
in America's Health*



May 17, 2023

Welcome Message



Welcome to the Duke-Margolis 2023 Health Policy Conference! Our team at Duke-Margolis has the unique opportunity to bring our researchers, faculty, and students together with our collaborators and supporters committed to better, more affordable, more equitable health care. We appreciate the contributions of all the participants in our events today, including our stellar speakers and everyone who contributed to the ideas and analyses being discussed at this year's conference.



Duke-Margolis has evolved quickly as a leading, national research and education model for health policy. Our fundamentally interdisciplinary approach is succeeding in surfacing broadly-informed, timely policy approaches and solutions for some of the most vexing health care challenges. Key to our model is the collaborative relationships we have built across Duke, which are crucial to leveraging the University's unique academic resources to advance actionable, informed policy recommendations.

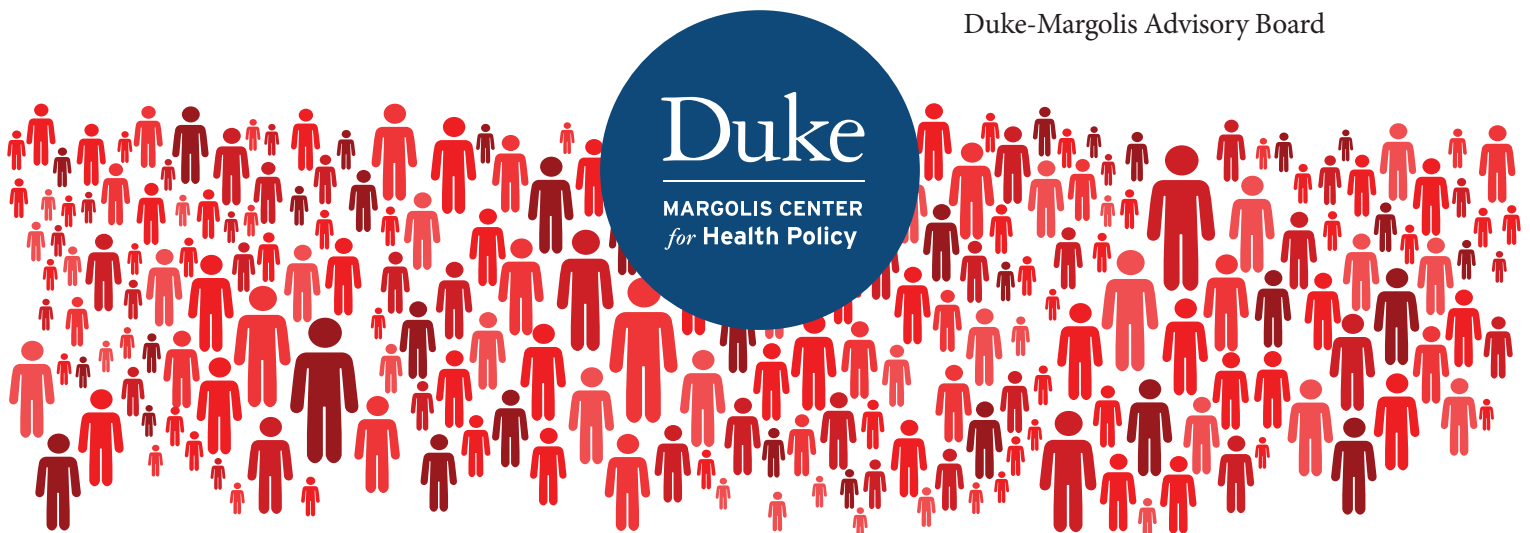
Today, Duke-Margolis forges transformative insights and collaborations among our Scholars and students, community partners, private enterprise, and public servants to advance evidence-based health policy. Looking ahead, Duke-Margolis will deepen both its health policy research efforts and its capabilities, further expand our educational programming to prepare tomorrow's health care leaders, and stay nimble and forward-thinking in order to address the health care challenges and opportunities that continue to surface.

Thank you for joining us on this important journey to improve health through health policy and for supporting Duke-Margolis. We are succeeding because of you.

Best,

Mark McClellan, MD, PhD
Founding Director

Robert Margolis, MD
Founding Donor and Chair,
Duke-Margolis Advisory Board



Reversing the Slide in America's Health

May 17, 2023 | 1:00 – 5:00 PM
Renaissance Hotel, Washington, DC

CONFERENCE AGENDA

1:00 - 1:10 PM

Welcome and Opening Remarks

Mark McClellan, Director, Duke-Margolis Center for Health Policy
Robert Margolis, Founding Donor and Chair, Advisory Board,
Duke-Margolis Center for Health Policy

1:10 - 2:00 PM



Health Care, Public Health, and America's Health

Moderator

Mark McClellan

Opening Remarks

- Ashish Jha, COVID-19 Response Coordinator, The White House

Panel

- Céline Gounder, Senior Fellow & Editor-at-Large for Public Health, KFF Health News
- Farzad Mostashari, Founder and CEO, Aledade
- Anne Zink, Chief Medical Officer, Alaska Department of Health and President, Association of State and Territorial Health Officials

2:00 - 2:45 PM



The Path Forward for Emergency Response

Moderator

Mark McClellan

Opening Remarks

- Richard Burr, former US Senator (R-NC) and Principal Policy Advisor and Chair, Health Policy Strategic Consulting, DLA Piper

Panel

- Philip Zelikow, White Burkett Miller Professor of History, University of Virginia, and Executive Director, COVID Crisis Group
- Nicole Lurie, Executive Director for Preparedness and Response, Coalition for Epidemic Preparedness Innovations
- Beth Cameron, Professor of the Practice and Senior Advisor to the Pandemic Center, Brown University School of Public Health
- Bechara Choucair, Senior Vice President and Chief Health Officer, Kaiser Permanente

2:45 - 3:30 PM



Pricing and Access Reforms for Higher-Value Pharmaceuticals

Moderator

Marianne Hamilton Lopez, Senior Research Director,
Duke-Margolis Center for Health Policy

Panel

- Meena Seshamani, Director, Center for Medicare, and Deputy Administrator, Centers for Medicare & Medicaid Services
- Rena Conti, Dean's Research Scholar and Associate Professor, Markets, Public Policy, and Law, Boston University
- Muna Bhanji, Founder & President, Tiba Global Access, LLC

3:30 PM PM

Break

3:45 - 4:15 PM



Supporting the Health Care Workforce

Moderator

Robert Saunders, Senior Research Director, Duke-Margolis Center for Health Policy

Panel

- Chris Chen, Chief Executive Officer, ChenMed
- LaShanda Cobbs, Senior Vice President, Public Health Strategy & Enterprise Integration, and Chief Executive Officer, Preparedness and Emergency Response, OptumServe
- Christine Goertz, Professor in Orthopaedic Surgery, Duke University

4:15 - 5:00 PM



Looking Ahead for Value-Based Care: What's Working, What's Not, What's Next?

Moderator

Mark McClellan

Panel

- Andy Slavitt, Founder and General Partner, Town Hall Ventures
- Liz Fowler, Director, Center for Medicare and Medicaid Innovation and Deputy Administrator, Centers for Medicare & Medicaid Services
- Adam Boehler, CEO, Rubicon Founders

5:00 PM

Adjourn to Reception

Conference Speakers



Muna Bhanji, R.Ph., Founder & President, Tiba Global Access, LLC; formerly, Head of Global Market Access & Policy, Merck, is a biopharma executive and experienced board director currently leading her own advisory practice focused on the healthcare industry. At Merck, she had responsibility for enabling access and payer reimbursement for the company's medicines and vaccines. Muna serves on the boards of Intellia Therapeutics, Cytokinetics, Ardelyx and Veracyte. She is an advisor to Arsenal Capital Partners and a board director at Lumanity, a privately held market access consultancy. She also serves on the board of Corus International, an international NGO operating at the intersection of poverty alleviation, healthcare and sustainable livelihoods. Muna earned her Bachelor of Pharmacy degree from Rutgers School of Pharmacy and an MBA from St. Joseph's University.



Adam Boehler is the founder and Managing Partner of Rubicon Founders, an entrepreneurial health care investment firm focused on building and growing transformational companies. In addition, Adam founded and served as CEO of Landmark Health, a company delivering around-the-clock medical care to chronically ill patients in their homes. Adam previously served as Senior Advisor to the Secretary, Deputy Administrator of the Centers for Medicare & Medicaid Services (CMS), and Director of the Innovation Center at CMS (CMMI) where he focused on transforming the American health care system to create better outcomes for patients at lower cost. Adam was also a founding member of Operation Warp Speed, a public-private partnership which ultimately led to the first COVID-19 vaccines in the U.S. Following his time with HHS, Adam was appointed by the President and unanimously confirmed by the US Senate to serve as the first Chief Executive Officer of the new US International Development Finance Corporation (DFC), the U.S. government's international investment arm. Adam served on the negotiating team for the Abraham Accords and is the recipient of the Department of Defense's highest civilian medal for his work. Adam is currently a board member at the Atlantic Council and the U.S. Holocaust Memorial Museum.



The Honorable Richard Burr: Elected to Congress in 1994 and through his tenure as Ranking Member of the Senate Committee on Health, Education, Labor and Pensions (HELP), Senator Burr has led many of the most transformative government initiatives in the health care and life sciences fields. His legislative accomplishments include the 1997 FDA Modernization Act, the Pandemic All Hazards Preparedness Act, which created the Biomedical Advanced Research and Development Authority (BARDA), and was critical in the rapid development of the COVID-19 pandemic vaccine, the PREVENT Pandemics Act, and the creation the Advanced Research Projects Authority for Health (ARPA-H) within the National Institutes of Health. For decades, Senator Burr has helped shape nearly every medical agency, instrumentality and operation of the US government. During his five terms in the House of Representatives and three terms in the Senate, Richard also led initiatives in education, civil rights and conservation policy.



Elizabeth (Beth) Cameron, PhD, is a Professor of the Practice and Senior Advisor to the Pandemic Center at the Brown University School of Public Health. Beth also serves as a Senior Advisor for global health security at the US Agency for International Development and is a Practitioner Senior Fellow of the Miller Center at the University of Virginia. Beth is a global leader in health security and biodefense. She has served over two decades, within and outside of government, to facilitate change. She spent two tours on the White House National Security Council staff, twice helping establish and lead the Directorate on Global Health Security and Biodefense. Outside of government, she led and was an architect of NTI | bio, a program of the Nuclear Threat Initiative aimed at countering biological catastrophes. Beth holds a PhD in

Biology from the Human Genetics and Molecular Biology Program at the Johns Hopkins University and a BA in Biology from the University of Virginia.



Chris Chen, MD, is Chief Executive Officer of ChenMed, a premier physician-led, technology-enabled health care organization. A champion for equitable health outcomes, ChenMed is transforming the care of underserved, overlooked seniors. Dr. Chen is a bold innovator leading a revolution in health care through a global full-risk model; custom-designed physician training programs; and a proprietary technology platform, purpose-built for value-based care. He has led ChenMed to remarkable outcomes-equalized health inequities, 30-50 percent fewer hospitalizations, and high net promoter scores. Dr. Chen graduated from the University of Miami's Honors Program in Medicine. He went on to complete his medical training at Beth Israel Deaconess, a Harvard University teaching hospital, after which he completed a fellowship in

cardiology at Cornell University Medical College in Manhattan, New York. A board-certified cardiologist, Dr. Chen sees patients at the company's Miami Gardens, Florida medical center.



Bechara Choucair, MD, is the Senior Vice President and Chief Health Officer for Kaiser Permanente. His work includes the creation of the nation's largest social health network to meet the housing, food and transportation needs of Kaiser Permanente's members. He also manages the organization's community health portfolio, including \$3.4 billion dedicated to supporting medical financial assistance and charitable care as well as grants and community health initiatives.

Dr. Choucair formerly served as the White House national COVID-19 vaccinations coordinator, when more than 450 million doses of the vaccine were administered nationwide. Dr. Choucair served as Chicago's Public Health Commissioner from 2009 to 2014. He completed his Family

Practice Residency at Baylor College of Medicine in Houston, TX and holds an MD from the American University of Beirut and a master's degree in health care management from the University of Texas at Dallas.



LaShanda Cobbs is the Senior Vice President of Optum Serve Enterprise Integration and Innovation. She is the former President and CEO of Optum Serve Preparedness & Emergency Response (OSPER) where she led Optum Serve's exceptional response to the COVID-19 pandemic, helping customers prevent, prepare for, respond to, and recover from public health emergencies and other contingencies by leveraging organizational capabilities and technical solutions from across the United Health Group enterprise.

Prior to joining Optum Serve, LaShanda was the Principle Health Practice and Systems Analyst at the Mitre Corporation, and served in the U.S. Army for more than 30 years, eventually retiring at the rank of Colonel. LaShanda holds a Doctorate Nursing Practice and a Master of Science in Nursing Health Systems Leadership degree from Duke University, and a Bachelor of Science in Nursing from Georgia Southern University. In addition to her responsibilities at Optum Serve, LaShanda serves as Adjunct Assistant Professor at Georgetown School of Nursing and Georgetown School of Health, Washington, D.C.



Rena Conti, PhD, is the Associate Research Director of Biopharma and Public Policy, Institute for Health System Innovation and Policy, and the Associate Professor of Questrom School of Business at Boston University. Previously, Dr. Conti was an Associate Professor of Health Policy and Economics in the Department of Pediatrics, section of Hematology/Oncology, and the Department of Public Health Studies, at the University of Chicago. Dr. Conti is a 2006 graduate of the Harvard University Interfaculty Initiative in health policy and an elected member of the Conference on Research on Income and Wealth.

Dr. Conti's research is on the financing, organization, and regulation of medical care. She is an expert on the demand for, supply of, and pricing of prescription drugs, particularly those used to treat cancer and other "specialty" conditions.



Elizabeth Fowler, PhD, JD, is Deputy Administrator and Director of the Center for Medicare and Medicaid Innovation at the Centers for Medicare & Medicaid Services (CMS). Dr. Fowler previously served as Executive Vice President of programs at The Commonwealth Fund and Vice President for Global Health Policy at Johnson & Johnson. Before that, she was special assistant to President Obama on health care and economic policy at the National Economic Council. From 2008 to 2010, she was Chief Health Counsel to Senate Finance Committee Chair, Senator Max Baucus (D-MT), where she played a critical role developing the Senate version of the Affordable Care Act. She also played a key role drafting the 2003 Medicare

Prescription Drug, Improvement and Modernization Act (MMA). She earned a bachelor's degree from the University of Pennsylvania, a Ph.D. from the Johns Hopkins Bloomberg School of Public Health, and a law degree from the University of Minnesota.



Christine Goertz, DC, PhD, is a Professor in Musculoskeletal Research at the Duke Clinical Research Institute and Vice Chair for Implementation of Spine Health Innovations in the Department of Orthopaedic Surgery at Duke University. She is also the Chief Executive Officer of the Spine Institute for Quality and an Adjunct Professor in the Department of Epidemiology, College of Public Health at the University of Iowa. Formerly, she was Vice Chancellor of Research and Health Policy at Palmer College of Chiropractic. Dr. Goertz received her Doctor of Chiropractic (DC) degree from Northwestern Health Sciences University in 1991 and her Ph.D. in Health Services Research, Policy and Administration from the School of Public Health at the University of Minnesota in 1999. Over the past 30 years, she has led interdisciplinary teams in the design and implementation of clinical and health services research studies designed to increase knowledge regarding the effectiveness and cost of patient-centered, non-pharmacological treatments for spine-related disorders.



Céline Gounder, MD, ScM, FIDA: Dr. Gounder is an internationally renowned internist, infectious disease specialist, and epidemiologist. She is a CBS News Medical Contributor and a Senior Fellow and Editor-at-Large for Public Health at the KFF Health News. Dr. Gounder is also a Clinical Associate Professor of Medicine and Infectious Diseases at New York University's Grossman School of Medicine. She cares for patients at Bellevue Hospital Center. While on faculty at Johns Hopkins, Dr. Gounder was the Director for Delivery for the Gates Foundation-funded Consortium to Respond Effectively to the AIDS/TB Epidemic. She went on to serve as Assistant Commissioner of Health for Tuberculosis at the New York City Department of Health and Mental Hygiene. She received her BA in Molecular Biology from Princeton University, her Master of Science in Epidemiology from the Johns Hopkins Bloomberg School of Public Health, and her MD from the University of Washington.



Marianne Hamilton Lopez, PhD, MPA, is the Senior Research Director of Biomedical Innovation, a Duke adjunct associate professor, faculty program director for Post-Doctoral Associates & Affiliated Fellows Program, and core faculty at the Duke-Margolis. She leads the strategic design and direction of the Center's Biomedical Innovation portfolio, with a focus on medical products development and regulation, real-world evidence, infectious disease preparedness, and payment, pricing, and coverage of drugs and medical devices. She also oversees the Value for Medical Products Consortium and partners with Duke University faculty, scholars, and external health experts to advance this work.

Dr. Hamilton Lopez is a former senior program officer with the National Academy of Medicine's Leadership Consortium for a Value & Science-Driven Health System. She was a Senior Manager at AcademyHealth; a Public Health Community Advisor for the United States Cochrane Center; and the Federal Women's Program Manager and American Indian/Alaska Native Employment Program Manager for the National Institutes of Health.



A practicing physician, **Ashish K. Jha, MD**, was appointed as Coordinator of the COVID-19 Response by President Biden. Formerly, the dean of the School of Public Health at Brown University, he is recognized globally as an expert on pandemic preparedness and response as well as on domestic and global health policy. Dr. Jha has led groundbreaking research around Ebola and has been a trusted voice on the COVID-19 response, leading national and international analysis of key issues and advising state and federal policy makers. He has practiced for nearly two decades at Veterans Affairs hospitals, providing direct clinical care to Veterans.

Born in Pursaulia, Bihar, India, Jha moved to Toronto, Canada, in 1979 and to the United States in 1983. He graduated magna cum laude from Columbia University with a BA in economics, and received his MD from Harvard Medical School, and a Masters in Public Health from the Harvard School of Public Health.



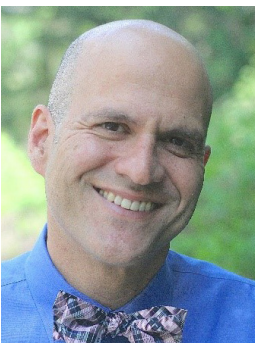
Nicole Lurie, MD, MSPH, is Executive Director for Preparedness and Response at the Coalition for Epidemic Preparedness Innovations (CEPI) and Director of CEPI-US. She is also a Senior Lecturer at Harvard Medical School, a member of the research faculty at Massachusetts General Hospital, and Professor of Medicine at George Washington University School of Medicine. She served an 8-year term as Assistant Secretary for Preparedness and Response at the US Department of Health and Human Services (HHS). In that role, she led the HHS response to numerous public health emergencies, ranging from infectious disease to natural and man-made disasters and is responsible for many innovations in emergency preparedness and response. She chaired the Public Health Emergency Medical Countermeasures Enterprise, a government-wide organization ultimately responsible for the development of medical countermeasures, including vaccines against pandemics and emerging threats. Prior to federal service, she was the Paul O'Neill Professor of Policy Analysis at RAND, where she started and led the public health preparedness program and RAND's Center for Population Health and Health Disparities. Dr. Lurie received her BA and MD degrees from the University of Pennsylvania, and completed her residency and public health training at UCLA.



Robert Margolis, MD, is Founding Donor and Chair of the Advisory Board for the Duke-Margolis Center for Health Policy. He is CEO Emeritus of HealthCare Partners, LLC, and former Co-Chairman of the Board of DaVita HealthCare Partners, Inc. On the leading edge of the managed care industry for more than 40 years, Dr. Margolis served as the managing partner and CEO of HealthCare Partners and was a founding managing partner of its predecessor, California Primary Physicians Medical Group. Under Dr. Margolis' leadership, HealthCare Partners became a highly respected, value-based, and innovative physician-owned and operated medical group. Dr. Margolis serves on the board of the Martin Luther King, Jr., Hospital, the MLK Foundation, DuPage Medical Group, and Welbe PACE. He is as a member of the HealthCare Policy Advisory Council for Harvard Medical School, past Chairman of the Board of the National Committee for Quality Assurance, and a former Chair and Board of Directors member for the Association of Physician Groups. Board certified in Internal Medicine and Medical Oncology, Dr. Margolis is a graduate of Rutgers University and the Duke University Medical School.



Mark McClellan, MD, PhD, Founding Director and Robert J. Margolis, M.D., Professor of Business, Medicine and Policy at the Duke-Margolis Center for Health Policy at Duke University. He is a physician-economist who focuses on quality and value in health care, including payment reform, real-world evidence and more effective drug and device innovation. At the center of the nation's efforts to combat the COVID-19 pandemic, the author of COVID-19 response roadmap, and co-author of a comprehensive set health policy strategies for COVID vaccines, testing, and treatments, Dr. McClellan and his Duke-Margolis colleagues are now focused on health policy strategies and solutions to advance the resilience and interconnectedness of 21st Century public health and health care. Mark is a former administrator of the Centers for Medicare & Medicaid Services and former commissioner of the U.S. Food and Drug Administration, where he developed and implemented major reforms in health policy. Dr. McClellan is an independent board member on the boards of Johnson & Johnson, Cigna, Alignment Healthcare, and Prognom IQ; co-chairs the Guiding Committee for the Health Care Payment Learning and Action Network; and serves as an advisor for Arsenal Capital Group, Blackstone Life Sciences.



Farzad Mostashari, MD, is the CEO of Aledade—the leading physician enablement company helping independent practices, health centers, and clinics deliver better care to their patients and thrive in value-based care. From 2011-2013, Dr. Mostashari served as the National Coordinator for Health Information Technology, where he launched the regional health IT extension center program, the EHR certification program, and the community college workforce program, among others. Previously, Dr. Mostashari served at the New York City Department of Health and Mental Hygiene as Assistant Commissioner for the Primary Care Information Project, which equipped 1,500 physicians in private practice and community health centers in under-resourced communities with electronic health records, and the NYC Center of Excellence in Public Health Informatics. A Visiting Fellow at Duke-Margolis, Dr. Mostashari received his MD from Yale University School of Medicine and his Masters in Population Health from Harvard T.H. Chan School of Public Health.



Robert Saunders, PhD, is Senior Research Director, Health Care Transformation at Duke-Margolis and an adjunct associate professor for Duke University. In this role, he directs a portfolio of payment and delivery reform initiatives, which focus on ACOs, alternative payment models for specialty care, new payment and delivery approaches for serious illness care, and translating evidence to policy-relevant options.

Prior to joining Duke-Margolis, Dr. Saunders was a Senior Director and then Senior Advisor to the President of the National Quality Forum, where he managed a large federally-funded project that provided recommendations on more than 200 quality measures for 20 different federal programs. He is a former Senior Program Officer at the Institute of Medicine and managed health care legislative affairs for Representative Rush D. Holt. He has previously served as an adjunct professorial lecturer at American University and the Duke University Program in Medical Physics. He served on the Duke University Board of Trustees from 2005-2007.



Meena Seshamani, MD, PhD, is the Director of the Center for Medicare and Deputy Administrator, Center for Medicare & Medicaid Services. Previously, Dr. Seshamani served as Vice President of Clinical Care Transformation at MedStar Health, where she conceptualized, designed, and implemented population health and value-based care initiatives. She also cared for patients as an Assistant Professor of Otolaryngology-Head and Neck Surgery at the Georgetown University School of Medicine. Prior to MedStar Health, she was Director of the Office of Health Reform at the HHS, where she drove strategy and led implementation of the Affordable Care Act across the Department, including coverage policy, delivery system reform, and public health policy. She received her B.A. with Honors in Business Economics from Brown University, her M.D. from the University of Pennsylvania School of Medicine, and her Ph.D. in Health Economics from the University of Oxford, where she was a Marshall Scholar.



Andy Slavitt, MBA, was President Biden's White House Senior Advisor for the COVID response. He is currently a member of a President's Council of Advisors on Science and Technology (PCAST) working group on public health. He has led many of the nation's most important health care initiatives, serving as President Obama's head of Medicare and Medicaid and overseeing the turnaround, implementation and defense of the Affordable Care Act. He is founder and Board Chair Emeritus of United States of Care and founding partner of Town Hall Ventures, a health care firm that invests in under-represented communities. He chronicles what goes on inside the government and across the nation at town halls, in USA Today, on his award-winning podcast, "In the Bubble," and on Twitter. He is the author of *Preventable*, a best-selling account of the US's coronavirus response released in 2021. He is graduate of the University of Pennsylvania and Harvard Business School.



Philip Zelikow, PhD, is the White Burkett Miller Professor of History at the University of Virginia. His scholarship focuses on critical episodes in American and world history, including most recently *The Road Less Traveled: The Secret Turning Point of the Great War, 1916-17*. An attorney and former career diplomat who has served at all levels of American government, his federal service includes work in the five administrations from Reagan through Obama. He has also led three bipartisan national commissions: executive director of the Carter-Ford commission on federal election reform, the 9/11 Commission, and the Covid Crisis Group, whose report, *Lessons from the Covid War*, has just been published.



Anne Zink, MD, as a practicing emergency medicine physician in Alaska, recognized that the emergency department was where all good public health policy comes to fail. She quickly realized that if she was going to care for her patients, she needed to care about health policy as well. She focused her work on the opioid epidemic, complex patient care, workplace violence, and health care reform.

Dr. Zink had the honor of becoming the State of Alaska's Chief Medical Officer in July 2019. She and her team led Alaska through the COVID-19 pandemic. She also currently serves as president of ASTHO, the Association of State and Territorial Health Officers. She has special interest in using informatics and information to bring together public health and health care systems to improve the health of the people we all serve and to ensure we all focus on putting the patient first.

To access WiFi during the conference,
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STEP 1: Connect to “Renaissance_Conference” Network

**STEP 2: Once connected to the network, a login page should appear.
If it does not, please open a web browser.**

STEP 3: Enter password “healthpolicy”

We welcome your comments and would appreciate your contributions to our post-conference survey. To access, focus your smartphone camera on the QR code below and follow the instructions. Thank you!



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how we did.**

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Sponsors for today's celebration events,*

***Alexandria Real Estate Equities, Inc.,
and
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Support the Duke-Margolis Health Policy Mission

Today, Duke-Margolis has more momentum, more collaborators and supporters, and more opportunities than ever to build on our successes and achieve a much healthier, more equitable, more innovative, and much more affordable health system for the future. Your continued partnership and support are critical to ensuring that Duke-Margolis succeeds in making meaningful change that improves health and health equity at the state, national, and global levels.

Gifts to Duke-Margolis support:

- applied research, policy analysis, and technical assistance that informs and guides policy;
- experiential, real-world learning for students across academic disciplines who are poised to be tomorrow's health policy leaders;
- faculty recruitment and engagement which enriches multidisciplinary health policy research and education; and
- efforts to bring together policy experts from the public and private sectors to tackle the nation's most daunting health policy challenges.

To discuss how your gift can help advance Duke-Margolis, please contact Morgan Pope at morgan.pope@duke.edu.

