



Duke-Margolis Third Annual
Health Policy Conference

Updating Health Reform for the Next Decade

Key Challenges and New Opportunities



April 11, 2024

12:00 pm – 5:00 pm ET

The Westin Washington, DC Downtown

Hybrid Public Meeting



Duke-Margolis Third Annual Health Policy Conference

Conference objectives include exploring potential long-term strategies to reinvigorate health care and public health in the United States:

- Leveraging bipartisan, state-level health policy efforts to drive improvement in access and outcomes
- Advancing public health and health system collaboration to achieve population-level health goals
- Applying new tools, analytics, and policies to advance value-based care
- Building data and evidence infrastructure through cross-federal agency efforts and private sector partnerships



Welcome Message

Dear Colleagues,

Welcome to our 2024 Annual Health Policy Conference! Together, we will focus on what more we can do to advance a more value-driven, equitable, and affordable health system that cares for all Americans today and through the next decade. We look forward to your comments and questions that will challenge us to think and act in ways that will make health care better.

This year, Duke-Margolis hosts this conference with a refreshed identity—the first University Center to be elevated to an *Institute*. We've accomplished much since our launch in 2016—establishing a new kind of academic enterprise in Durham and Washington DC that cuts across the usual silos that exist in and between academics and policy implementation. With your guidance and support, we developed a successful model that brings together policy expertise and practical experience, we rose to the unprecedented health policy challenges of the pandemic, and we strengthened our capabilities to provide insights to improve health, health equity, and the value of health care.

Looking forward, Duke-Margolis will continue to break new ground at Duke and in health policy, in key partnership with Duke Health and Duke faculty, and in collaboration with our invaluable network of leaders, policymakers, and supporters. With emerging initiatives to ensure affordability and equitable access to cell and gene therapy, launch a model to improve the health of the American South, ensure AI and health data improves health care and protects patient privacy, and engineer clinical research at the point of care, Duke-Margolis is at the forefront of health policy.

Thank you for joining us on this important journey and working with us in the days, months, and years ahead to advance health, health equity and the value of health care for people, communities, and populations across the nation and around the world.

All the best,



Mark McClellan, MD, PhD
Founding Director



Robert Margolis, MD
Founding Donor



Conference Agenda

12:00 pm

Welcome and Opening Remarks

Mark McClellan, Founding Director, Duke-Margolis Institute for Health Policy

Robert Margolis, Founding Donor, Duke-Margolis Institute for Health Policy

12:10 pm

Session 1: States as Laboratories for Transforming Health Policy and Access: Learning from North Carolina

Keynote Discussion

Kody Kinsley, North Carolina Department of Health and Human Services

Thom Tillis (R-NC), United States Senate

Panel

Mary Klotman, Duke University and Duke Health

Dan Tsai, Centers for Medicaid & CHIP Services

Alice Chen, Centene

1:10 pm

Session 2: Public Health and Health Care as Partners: Building Resilience to Improve Outcomes

Keynote Discussion

Mandy Cohen, Centers for Disease Control and Prevention

Jon Blum, Centers for Medicare & Medicaid Services

Panel

Fred Cerise, Parkland Health

Georges Benjamin, American Public Health Association

Karen Dale, AmeriHealth Caritas

2:15 pm

Break

2:30 pm

Session 3: Aligning Incentives and Infrastructure for the Next Era of Value-Based Care

Keynote Discussion

Nancy-Ann DeParle, Consonance Capital Partners

Alex Azar, Seraphim Strategies

Panel

Robert Saunders, Duke-Margolis Institute for Health Policy (*moderator*)

Aneesh Chopra, Care Journey

Will Shrank, a16z

Meena Seshamani, Centers for Medicare & Medicaid Services



3:30 pm

Session 4: Advancing Evidence Development for Biomedical Innovation and Clinical Care

Keynote Discussion

Monica Bertagnolli, National Institutes of Health

Namandjé Bumpus, U.S. Food and Drug Administration

Panel

Marianne Hamilton Lopez, Duke-Margolis Institute for Health Policy
(moderator)

Adrian Hernandez, Duke University

Roy Herbst, Yale School of Medicine

Fyodor Urnov, UC Berkeley

Dora Hughes, Centers for Medicare & Medicaid Services

4:45 pm

Concluding Remarks

5:00 pm

Adjourn to Reception

6:30 pm

Reception Concludes

Conference Speakers



Alex Azar, JD, is Chairman of Seraphim Strategies, LLC. He also is an advisor to Foresite Capital, sits on several corporate boards and advisory boards, is a part-time Adjunct Professor of Business and Senior Executive-in-Residence at the University of Miami Herbert Business School, and is represented by the Washington Speakers Bureau. He also is a member of the Board of Trustees of the Aspen Institute, the Aspen Institute's Health Strategy Group, the Stanford University School of Medicine Department of Health Policy Advisory Board, the American Task Force On Lebanon's Policy Advisory Board, the Bipartisan Policy Center's Future of Health Care Advisory Group, the advisory board of the National Institute for Healthcare Management Foundation, and the Healthcare Leadership Council.

Azar served as the 24th Secretary of the U.S. Department of Health and Human Services (2018-2021), leading over 85,000 employees with a budget of over \$1.4 trillion. He was the architect of Operation Warp Speed, delivering COVID-19 vaccines and therapeutics in record time. He led the historic transformation of the healthcare system in the United States and HHS's response to the unprecedented COVID-19 pandemic.

Azar previously served as president of Lilly USA, LLC, the largest affiliate of global biopharmaceutical leader Eli Lilly and Company. Before his tenure at Lilly, Azar was the Deputy Secretary of HHS and its General Counsel.

Azar earned an AB summa cum laude in Government and Economics from Dartmouth College and a JD from Yale University. He clerked for Associate Justice Antonin Scalia.





Georges C. Benjamin, MD, is a well-known health policy leader, practitioner, and administrator. He currently serves as the executive director of the American Public Health Association, the nation's oldest and largest organization of public health professionals. He also is a former Secretary of Health for the state of Maryland.

Benjamin is a graduate of the Illinois Institute of Technology and the University of Illinois College of Medicine.

He is board-certified in internal medicine, a master of the American College of Physicians, a fellow of the National Academy of Public Administration, a fellow emeritus of the American College of Emergency Physicians, an honorary fellow of the Faculty of Public Health, an honorary fellow of the Royal Society of Public Health, and a member of the National Academy of Medicine. He serves on several nonprofit boards such as Research!America, the Truth Foundation, the Reagan-Udall Foundation, and Ceres. Benjamin also is a former member of the National Infrastructure Advisory Council, a council that advises the President on how best to assure the security of the nation's critical infrastructure.



Monica Bertagnolli, MD, is the 17th director of the National Institutes of Health, the first surgeon and the second woman to hold the position. She previously served as the director of the National Cancer Institute. Before that, she was a surgical oncologist at Harvard Medical School. Throughout her career, she has been at the forefront of the field of clinical oncology. Her laboratory focused on understanding the genetic drivers of gastrointestinal cancer development and the role of inflammation as a promoter of cancer growth. She has been a leader of clinical trials and trial networks and has championed collaborative initiatives to transform the data infrastructure for clinical research. The daughter of Italian and French Basque immigrants, Bertagnolli grew up on a ranch in Wyoming. She received a BS in Engineering from Princeton, attended medical school at the

University of Utah, and trained in surgery at Brigham and Women's Hospital and was a research fellow in tumor oncology at the Dana-Farber Cancer Institute.



Jonathan (Jon) Blum, MPP, currently serves as the Principal Deputy Administrator and Chief Operating Officer at the Centers for Medicare & Medicaid Services (CMS). In this dual role, Blum oversees CMS's program policy planning and implementation and day-to-day operations of the entire agency. CMS's programs provide health coverage to more than 150 million individuals, spending nearly \$1.5 trillion in annual benefits with an annual operating budget of \$7 billion. This is Jon's second time serving in a senior leadership position at CMS. He previously served as the Deputy Administrator and Director of the Center of Medicare from 2009 – 2014, leading the agency's Medicare payment and delivery reform strategies and the policy and program management of the Medicare program.

Blum has more than 25 years of public- and private-sector experience working in health care policy and administration. In addition to his positions at CMS, he has worked as a strategy and management consultant, an Executive Vice President for Medical Affairs at CareFirst BlueCross BlueShield, professional staff at the Senate Finance Committee, and a program analyst at the Office of Budget and Management. Prior to joining CMS, Blum served on several nonprofit boards with missions to improve access and equity to health care and health coverage, including Mary's Center, a Federally Qualified Health Center; the Primary Care Coalition of Montgomery County; and the Medicare Rights Center.





Namandjé N. Bumpus, PhD, is the Principal Deputy Commissioner of the U.S. Food and Drug Administration (FDA). In this role, she works closely with FDA leadership to develop, advance, and implement key public health initiatives, as well as to oversee the agency's day-to-day functions. Chief among those priorities is the proposed reorganization unifying the Human Foods Program, creating a new model for the Office of Regulatory Affairs, and strengthening the entire agency.

Prior to this role, Bumpus was the FDA's Chief Scientist. She has continued to raise the cache of the FDA's regulatory science within the agency and to the outside world, in part by being a champion of plain language, a staunch advocate for truth-telling in public health, and a formidable scientist.

Before joining the FDA, Bumpus was the E.K. Marshall and Thomas H. Maren Professor, and chair of the Department of Pharmacology and Molecular Sciences, at the Johns Hopkins University School of Medicine. She also served as associate dean for basic research in the Johns Hopkins University School of Medicine. Her research has focused on drug metabolism, pharmacogenetics, bioanalytical chemistry, and infectious disease pharmacology.

She earned a bachelor's degree in biology at Occidental College in 2003, a doctorate in pharmacology at the University of Michigan in 2007, and completed a postdoctoral fellowship in molecular and experimental medicine at The Scripps Research Institute. Bumpus currently serves as president of the American Society for Pharmacology and Experimental Therapeutics. She previously served as chair of the National Institutes of Health Xenobiotic and Nutrient Disposition and Action study section.



Fred Cerise, MD, MPH, has served as President and Chief Executive Officer of Parkland Health since March 2014. Parkland is one of the largest academic and public safety net hospital systems in the country serving the comprehensive health care needs of a largely uninsured population.

Prior to joining Parkland, Cerise served as Vice President for Health Affairs and Medical Education of the Louisiana State University System. From 2004 to 2007, Dr. Cerise was the Secretary of the Louisiana Department of Health and Hospitals where he oversaw the state Medicaid agency and the Offices of Public Health, Behavioral Health, Developmental Disabilities, and Aging and Adult Services. Prior to that, he was the CEO of Earl K. Long Medical Center, where he began his career as an LSU Clinical Faculty member in Internal Medicine.

From 2017 to 2023, Cerise served as a member of the Medicaid and CHIP Payment and Access Commission (MACPAC), a non-partisan legislative branch agency that provides policy and data analysis and makes recommendations to Congress, HHS, and the states on issues affecting Medicaid and CHIP. From 2010 to 2016 he served on the Kaiser Commission on Medicaid and the Uninsured. He currently serves on the boards of KFF, the American Board of Internal Medicine Foundation and the National Service Office for Nurse-Family Partnership and Child First. Cerise serves on the board and is the past chair of the Teaching Hospitals of Texas.

Cerise holds a BS from University of Notre Dame and earned his MD at Louisiana State University in New Orleans. He completed a residency in Internal Medicine at the University of Alabama in Birmingham and earned an MPH from Harvard University School of Public Health.





Alice Hm Chen, MD, MPH, serves as Chief Health Officer for Centene Corporation. Chen is responsible for Centene's strategies, policies, and programs in support of improving population health for Centene's members.

Prior to joining Centene, Chen was Chief Medical Officer at Covered California, the state's health insurance marketplace, where she was responsible for healthcare strategy focused on quality, equity and delivery system transformation. She previously served as Deputy Secretary for Policy and Planning and Chief of Clinical Affairs for the California Health and Human Services Agency, where she led signature health policy initiatives on affordability and access and played a leadership role in the state's response to the COVID-19 pandemic. Chen was also a professor of medicine at the University of California San Francisco School of Medicine, based at the Zuckerberg San Francisco General Hospital, where she served as its Chief Integration Officer and founding director of the eConsult program.

Chen received a BS in Environmental Biology from Yale University and earned her MD from the Stanford University School of Medicine. She also has an MPH in Health Care Management and Policy from Harvard School of Public Health. A primary care internist by training, she provides clinical care at Zuckerberg San Francisco General Hospital.



Aneesh Chopra, MPP, is the President of CareJourney, an open data and analytics platform delivering a trusted, transparent provider ratings system anchored on value-based care measures. He served as the first U.S. CTO (2009-2012) and authored "Innovative State: How New Technologies Can Transform Government" (2014). He serves on the Boards of IntegraConnect, Virginia Center for Health Innovation, and Chairs the George Mason Innovation Advisory Council. Chopra earned his MPP from Harvard Kennedy School and BA from The Johns Hopkins University.



Mandy K. Cohen, MD, MPH, is the Director for the Centers for Disease Control and Prevention (CDC) and the Administrator of the Agency for Toxic Substances and Disease Registry. She is one of the nation's top health leaders with experience leading large and complex organizations, and a proven track-record protecting Americans' health and safety.

Cohen is an internal medicine physician and led the North Carolina Department of Health and Human Services, where she was lauded for her outstanding leadership during the COVID crisis, focusing on equity, data accountability, and transparent communication. She also transformed the North Carolina Medicaid program, through the state's Medicaid expansion and her focus on "whole person health" with the launch of the country's first statewide coordination platform, NCCARE360.

Prior to joining CDC, Cohen served as the Executive Vice President at Aledade and CEO of Aledade Care Solution, which helps independent primary care practices, health centers, and clinics deliver better care to their patients and thrive in value-based care. Cohen previously served as Chief Operating Officer and Chief of Staff of the Centers for Medicare and Medicaid Services and served as Acting Director of the Center for Consumer Information and Insurance Oversight.

Cohen received her bachelor's degree from Cornell University, her MD from the Yale School of Medicine, and her MPH from the Harvard School of Public Health. She trained in Internal Medicine at





Karen M. Dale, RN, MSN, is the Market President for AmeriHealth Caritas' Medicaid managed care organization in Washington, D.C. the Chief Diversity, Equity, and Inclusion Officer (CDEIO) for the AmeriHealth Caritas Family of companies. As CDEIO, Dale leads the planning and implementation of diversity and inclusion strategies across the organization to link workforce, workplace, health equity, and supplier diversity with measurable business and company cultural outcomes.

Having held multiple positions of leadership over several decades, Dale has worked with a broad group of stakeholders to address policies and other key factors impacting the delivery of health care services. Dale's vision for health equity is notably reflected in key programs addressing Black maternal health, racism, housing, transportation, violence interruption, and food insecurity. She works tirelessly to inspire leaders to re-imagine healthcare as an ecosystem that promotes wellness without barriers, holistic human-centered approaches, collaborative relationships with providers and community partners, and use of alternative payment models to create scalable solutions with positive community, social, clinical and quality impact.



Nancy-Ann DeParle, JD, MA, is a managing partner and co-founder of Consonance Capital Partners, a private equity firm that focuses on investing in the U.S. health care industry. She is a director of CVS Health and HCA Healthcare in addition to current Consonance portfolio companies Embark Behavioral Health, Priority OnDemand, Psychiatric Medical Care, and Sellers Dorsey. She is also a member of the Duke University Board of Trustees and the National Academy of Medicine, and co-chairs the Advisory Board for the Stanford Department of Health Policy.

DeParle was Assistant to the President and Deputy Chief of Staff for Policy to President Barack Obama and served as Counselor to the President and Director of the White House Office of Health Reform, where she spearheaded President Obama's successful effort to enact the Affordable Care Act and managed the initial implementation of the law.

Previously, DeParle was a Managing Director of CCMP Capital Advisors, a senior advisor at JPMorgan Partners, and served as a commissioner of the Medicare Payment Advisory Commission. Earlier in her career, DeParle served in the Clinton Administration as Administrator of the Centers for Medicare & Medicaid Services, and as Associate Director for Health & Personnel at the White House Office of Management & Budget. She headed the Tennessee Department of Human Services and also worked as a lawyer in private practice.

DeParle received a BA with highest honors from the University of Tennessee and a JD from Harvard Law School. She also received a BA and MA in Politics and Economics from Balliol College of Oxford University, where she was a Rhodes Scholar.



Roy S. Herbst, MD, PhD, is Ensign Professor of Medicine at Yale School of Medicine, Deputy Director for Yale Cancer Center (YCC), Chief of Medical Oncology, Director of Center for Thoracic Cancers, Assistant Dean for Translational Research, and Program Director, Master of Health Science - Clinical Investigation Track at Yale School of Medicine. He is the principal investigator (PI) of the Yale SPORE in Lung Cancer, PI of the YCC Advanced Training Program for Physician-scientists, PI on the NCI NCTN LAPS Grant, and PI of the Yale-AstraZeneca Alliance.

Herbst has led Phase I development of multiple targeted agents for non-small cell lung cancer and has helped bring targeted therapy to early-stage disease as the PI of the adjuvant osimertinib study (ADAURA). He co-led MD Anderson's BATTLE-1 effort, which led to the BATTLE-2 trial. He served as the national PI of the SWOG 0819 trial and held the role of founding PI for the NCI Lung Cancer Master Protocol (LungMAP, S1400) for a decade.

Herbst is a member of the National Cancer Policy Forum, for which he organized IOM meetings focused on policy issues in personalized medicine and tobacco control. He is an elected member of the NCI Thoracic Malignancies Steering Committee and the Chair of the AACR Scientific Policy and Legislative Affairs Committee.

Most recently, Herbst received the 2022 Giants of Cancer Care® award for Lung Cancer as one of their 25 scientific and advocacy leaders who have been instrumental over the course of the last 25 years in making significant advancements for patients.





Adrian Hernandez, MD, is a Core Faculty and Executive Faculty Committee member of Duke-Margolis, Vice Dean within Duke School of Medicine, and Executive Director of the Duke Clinical Research Institute (DCRI). He is a cardiologist who aims to improve health by accelerating clinical evidence through outcomes research, clinical trials, comparative effectiveness and health policy. He has led multiple large-scale patient-centered research programs, registries and clinical trials across multiple health conditions including the NIH's Health System Collaboratory and PCORI-funded PCORnet®. He is an elected member of the American Society for Clinical Investigation and the Association of American Physicians, and serves on the board of directors of the Reagan-Udall Foundation.



Dora Hughes, MD, MPH, was named Acting Chief Medical Officer and Acting Director of the Center for Clinical Standards and Quality (CCSQ) for the Centers for Medicare & Medicaid Services (CMS) in July 2023. CCSQ is primarily responsible for executing all national clinical, quality, and safety standards for healthcare facilities and providers, as well as establishing coverage determinations for items and services that improve health outcomes for Medicare beneficiaries.

Previously, Hughes served as Chief Medical Officer at the CMS Innovation Center. She led the Center's work on health equity, advised on care delivery, payment and data collection strategies for the Center's models and initiatives, and represented CMS on clinical and cross-agency working groups within HHS.

Earlier in her career, Hughes served as the Counselor for Science & Public Health to Secretary Kathleen Sebelius at the U.S. Department of Health & Human Services. In this role, she helped with passage and early implementation of the Affordable Care Act and provided oversight and guidance on priority issues regarding public health and prevention; workforce and the safety net; food, drug and device regulatory matters; and biomedical research innovation.

In addition to federal service, Hughes was an Associate Research Professor at the Milken Institute School of Public Health at George Washington University, and remains on faculty at the School of Medicine and Health Sciences. Hughes has served as Senior Policy Advisory at Sidley Austin, Senior Program Officer at the Commonwealth Fund, Deputy Director for the Health, Education, Labor, and Pensions Committee under Senator Edward M. Kennedy, and Health Policy Advisor to former Senator Barack Obama.

Hughes received a BS from Washington University, MD from Vanderbilt and MPH from Harvard. She completed internal medicine residency at Brigham & Women's Hospital.



Kody H. Kinsley, MPP, serves as Secretary of the NC Department of Health and Human Services, appointed to the cabinet position by Governor Roy Cooper and unanimously confirmed by the North Carolina Senate.

As the COVID-19 Pandemic and national public health emergency conclude, Kinsley and the department have transitioned from emergency response to preparedness. Alongside this transition, Secretary Kinsley advanced the department's key priorities through the passing of Medicaid Expansion and Governor Cooper's \$1 billion pledge for behavioral health services. The implementation and expansion of Medicaid extends healthcare coverage to previously underserved populations, providing critical access to health services for thousands of North Carolinians. Secretary Kinsley's accomplishments exemplify his dedication to improving health equity throughout the state.

Kinsley joined the Department in 2018 where he most recently served as Chief Deputy Secretary for Health and Operations Lead for North Carolina's COVID-19 response. Prior to returning home to North Carolina, Secretary Kinsley served as the presidentially appointed Assistant Secretary for Management for the United States Department of the Treasury under two Administrations. In that role, he functioned as the Chief Operating Officer and Chief Financial Officer.

He earned his bachelor's degree from Brevard College in Brevard, NC, and his MPP from the University of California, at Berkeley.





Mary E. Klotman, MD, is a nationally recognized leader in academic medicine. She was appointed as Duke's first executive vice president for health affairs and assumed her new role on July 1, 2023. Concurrently, she is serving a second five-year term as dean of the School of Medicine. Previously, Klotman served as chair of the Department of Medicine in the Duke University School of Medicine for seven years.

Klotman earned undergraduate and medical degrees from Duke University. She completed internal medicine residency and a fellowship in infectious diseases in the Duke Department of Medicine before joining the faculty as assistant professor of medicine. In 1991, she joined the National Institutes of Health, where she was a member of the Public Health Service.

Before returning to Duke in 2010, Klotman was the Irene and Dr. Arthur M. Fishberg Professor of Medicine and served as chief of the Division of Infectious Diseases at Mount Sinai School of Medicine. She was also co-director of Mount Sinai's Global Health and Emerging Pathogens Institute.

Klotman's research interests focus on the molecular pathogenesis of Human Immunodeficiency Virus 1 (HIV-1) infection. Among many contributions, Klotman and her team demonstrated that HIV resides in and evolves separately in kidney cells, a critical step in HIV-associated kidney disease. Election to the National Academy of Medicine and councilor of the Association of American Physicians stand out among her many accolades.



Marianne Hamilton Lopez, PhD, is a Senior Research Director and core faculty at the Duke-Margolis Institute for Health Policy in Washington, DC. She leads the strategic design and direction of the Institute's Biomedical Innovation portfolio, with a focus on medical products development and regulation, real world evidence, digital health, drug pricing and competition, and payment and coverage. Prior to joining Duke-Margolis, Hamilton Lopez was a senior program officer with the National Academy of Medicine's Leadership Consortium for a Value & Science-Driven Health System and led the Consortium's Science and Technology portfolio and Clinical Effectiveness Research Innovation and the Digital Learning Collaboratives. She also held senior positions at AcademyHealth; the United States Cochrane Center; and the National Institutes of Health.



Robert Margolis, MD, is founder of the Duke-Margolis Health Policy Institute at Duke University and serves as Chairman of the Advisory Board. He is CEO Emeritus of HealthCare Partners LLC and former Co-Chairman of the Board of DaVita HealthCare Partners Inc. Previously, Margolis served as the managing partner and CEO of HealthCare Partners and as a founding partner and managing partner of HealthCare Partners' predecessor, California Primary Physicians Medical Group.

Margolis serves on the Board of several prestigious health care organizations including the Martin Luther King, Jr. Hospital, the MLK Foundation in south Los Angeles, DuPage Medical Group in Chicago, and Welbe PACE. He is as a member of the HealthCare Policy Advisory Council for Harvard Medical School and past member of the Advisory Board of the Schaeffer Center for Health Policy and Economics at the University of Southern California, a Board member and past Chairman of the Board of the National Committee for Quality Assurance (NCQA), a former Board member and past Chairman of the Board of Directors of the Association of Physician Groups (APG), a former Board member and past Chair of the Board of Directors of California Hospital Medical Center, Los Angeles, and a former Board member for Sutter Health. He is a past member of the Catholic HealthCare West Southern California Board of Directors and its Strategic Planning Committee. Dr. Margolis is past chairman of the American Medical Group Association and a two-time past chairman of the Unified Medical Group Association.

Margolis is board certified in Internal Medicine and Medical Oncology. He is a graduate of Rutgers University (Henry Rutgers Scholar) and the Duke University Medical School (AOA) and served a fellowship at the National Cancer Institute.





Mark McClellan, MD, PhD, is Director and Robert J. Margolis, M.D., Professor of Business, Medicine and Policy at the Duke-Margolis Institute 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. McClellan is at the center of the nation's efforts to combat the pandemic, the author of COVID-19 response roadmap, and co-author of a comprehensive set of papers and commentaries that address health policy strategies for COVID vaccines, testing, and treatments, nationally and globally. He is 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.

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.



Rob Saunders, PhD, is Senior Research Director, Health Care Transformation at Duke-Margolis. In this role, he oversees the Institute's workstream on payment and delivery reform initiatives, including generating practical evidence on these reforms; translating that evidence into recommended solutions; and accelerating progress on effective policy actions at the state, national, and international levels. The team includes portfolios focused on Medicare accountable care transformations, health care transformation for health equity and social needs, Medicaid and state health care transformation in North Carolina and other states, medically and socially underserved populations, and bolstering population health.

Prior to joining Duke-Margolis, Saunders was a Senior Director and then Senior Advisor to the President of the National Quality Forum, Senior Program Officer at the Institute of Medicine, and managed health care legislative affairs for Representative Rush D. Holt during the Affordable Care Act debates.

He received his PhD from Duke University and his undergraduate degree from William and Mary.



Meena Seshamani, MD, PhD, is the Deputy Administrator and Director of the Center for Medicare. She is an accomplished, strategic leader with a deep understanding of health economics and a heartfelt commitment to outstanding patient care. Previously, Meena served as Vice President of Clinical Care Transformation at MedStar Health, where she conceptualized, designed, and implemented population health and value-based care initiatives, and served on the senior leadership of the 10 hospital, 300+ outpatient care site health system. The care models and service lines under her leadership, including community health, geriatrics, and palliative care, have been nationally recognized by the Institute for Healthcare Improvement and others. She also cared for patients as an Assistant Professor of Otolaryngology-Head and Neck Surgery at the Georgetown University School of Medicine.

Dr. Seshamani also brings decades of policy experience to her role, including recently serving on the leadership of the Biden-Harris Transition HHS Agency Review Team. Prior to MedStar Health, she was Director of the Office of Health Reform at the US Department of Health and Human Services, where she drove strategy and led implementation of the Affordable Care Act across the Department. She received her BA with Honors in Business Economics from Brown University, her MD from the University of Pennsylvania School of Medicine, and her PhD in Health Economics from the University of Oxford, where she was a Marshall Scholar. She completed her residency training in Otolaryngology-Head and Neck Surgery at the Johns Hopkins University School of Medicine, and practiced as a head and neck surgeon at Kaiser Permanente in San Francisco.





William Shrank, MD, MS, is a venture partner on the a16z Bio + Health team. Prior to joining a16z, he was Humana's Chief Medical Officer, where he implemented Humana's integrated care delivery strategy to improve the health outcomes of their members. He also led Humana's Care Delivery Organization, clinical operations, and the Bold Goal population health strategy. Previously, Shrank served as Chief Medical Officer, Insurance Services Division at the University of Pittsburgh Medical Center; as Senior Vice President, Chief Scientific Officer, and Chief Medical Officer of Provider Innovation at CMS Health; and as Director, Research and Rapid-Cycle Evaluation Group for the Center for Medicare and Medicaid Innovation.

Shrank began his career as a practicing physician with Brigham and Women's Hospital in Boston and as an Assistant Professor at Harvard Medical School. His research at Harvard focused on improving the quality of prescribing and the use of chronic medications. Shrank received his MD from Cornell University Medical College, completed his residency in internal medicine at Georgetown University, and completed his fellowship in health policy research at the University of California, Los Angeles. He also earned a Master of Science in Health Services from the University of California, Los Angeles, and a bachelor's degree from Brown University.



Senator Thom Tillis (R-NC) was first elected to represent North Carolina in 2014 and is currently serving in his second term after being re-elected in 2020. He also is a member of the Senate Banking, Housing, and Urban Affairs Committee, Finance Committee, Judiciary Committee, and Veterans' Affairs Committee.

Senator Tillis has been a champion in reducing stigma and increasing access to mental health care. He established the first-ever Bipartisan Senate Mental Health Caucus and was instrumental in writing and passing the Bipartisan Safer Communities Act that marked the largest investment in community-based mental health and substance use care in American history.



Daniel Tsai is the Deputy Administrator and Director of Center for Medicaid and CHIP services at CMS, where he leads the Center in addressing disparities in health equity and serving the needs of individuals and families who rely on these essential programs.

Before joining CMS, Tsai was the Assistant Secretary for MassHealth and Medicaid Director for the Commonwealth of Massachusetts, serving for six years—the state's longest-serving Medicaid director in nearly two decades. His tenure focused on building a robust and sustainable Medicaid program to ensure equitable coverage and improve how health care is delivered for two million individuals and families in the state.

Tsai also helped lead Massachusetts Medicaid through its most significant restructuring since the 1990s through its landmark 2016 Medicaid 1115 waiver. Under these reforms, MassHealth implemented one of the most at-scale shifts to value-based care in the nation. Through the waiver, MassHealth also launched a unique program committing significant investments for nutritional and housing supports to address the social determinants of health for high-cost, at-risk individuals. In addition, during his tenure, the agency has made critical investments in strengthening community health centers, behavioral health, and home and community-based services.

Having worked closely with organizations across almost every aspect of health care, including a diverse range of Medicaid programs and provider organizations, Tsai brings extensive experience across Medicaid, Medicare, and working with stakeholders to design and implement innovative models for health care coverage, delivery and payment. Tsai earned a Bachelor of Arts in Applied Mathematics and Economics from Harvard University, *summa cum laude*.





Fyodor Urnov, PhD, is a Professor of Molecular Therapeutics at UC Berkeley and a Scientific Director at its Innovative Genomics Institute. He co-developed the toolbox of human genome and epigenome editing, co-named genome editing, and was on the team that advanced all of its first-in-human applications to the clinic. He also led the effort that identified the genome editing target for an approved medicine to treat sickle cell disease and beta-thalassemia. A major goal for the field of genome editing and a key focus of Urnov's work is expanding access to CRISPR therapies for genetic disease. As part of that effort, Urnov directs the DanaHER-IGI Beacon for CRISPR Cures, a first-in-class academia-industry partnership developing and advancing the clinic scalable CRISPR-based approaches to treat diseases of the immune system.

To access WiFi during the conference, please use the following information:

STEP 1: Connect to "Westin_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 "healthpolicy24"

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!



Scan to complete our post-event attendee survey and tell us how we did.



“As we celebrate the university centennial, recognizing Duke-Margolis with institute status also advances our university-wide efforts to have a transformative impact on the future of health and health care.”

Vincent E. Price, PhD
President, Duke University

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 to date 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 to improve health and health equity at the state, national, and global level. 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





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