



MASSACHUSETTS
HEALTH POLICY COMMISSION

2018 SUMMER FELLOWSHIP PROGRAM

FELLOW PROJECTS & REFLECTIONS



The annual HPC Summer Fellowship Program has the dual purpose of helping to achieve the Commonwealth's health care cost containment goals while simultaneously providing hands-on educational opportunities to the next generation of health policy leaders. Each year, the Fellowship Program affords students the opportunity to engage in a ten-week, stand-alone policy or research project with one of the HPC's six departments (see page 4). Treated as regular employees, fellows manage their own time to ensure they meet outlined project benchmarks, present key presentations, and meet deliverable deadlines.

PEOPLE AND PROCESS

Applicants to this highly competitive program must be enrolled in a full-time master's, PhD, law, or medical program. For the 2018 Fellowship Program, the HPC received more than 200 applications from over 70 different universities across the world. After reviewing applications, HPC staff conduct interviews with dozens of top applicants. During interviews, applicants are asked to describe their skills as well as propose a project of interest to them based on outlined workstreams. Applicants are selected based on prior internship or fellowship experience, and communication skills. The ideal Fellow is a strong problem-solver, a clear and concise writer of technical and policy content, and has an ability to understand stakeholder perspectives. Successful candidates will be collaborative, entrepreneurial, self-motivated, and passionate about health policy.

STIPEND

In 2018, fellows were paid \$15 per hour for up to ten weeks (375 hours) of work. To enhance their time with the HPC, fellows are included in various activities and meetings, and given access to some of the Commonwealth's most cutting-edge and forward-thinking policy making processes and staff.

PROGRAMMING

On a daily basis, fellows work in conjunction with their teams to see a project from creation to completion, while also exploring the intersection of HPC goals and their own academic interests. In addition to their primary projects, fellows are offered a host of programming and networking opportunities to allow them to better understand the varied facets of the HPC's work. Examples include:

- Joining policy meetings with HPC staff and key stakeholders
- Attending meetings of the HPC's Board and Committees
- Participating in small, interactive meetings on health policy with HPC Board members
- Touring the Massachusetts State House and other Boston landmarks
- Attending a resume review and interview preparation workshop

At the conclusion of the summer, fellows are asked to share the product of their work as well as reflect on the program in a 10 minute presentation to all HPC staff.

HPC DEPARTMENTS

OFFICE OF THE CHIEF OF STAFF

The Office of the Chief of Staff (COS) ensures that the HPC delivers high-quality, transparent work on the Massachusetts' health care system through its role as a convener, researcher, partner, and watchdog. COS is also responsible for guaranteeing that HPC deliverables are communicated transparently to various audiences and stakeholders. This is completed through COS management of the HPC's external affairs efforts, including media, public, legislative, intergovernmental, and stakeholder relations. COS also manages the administration and finance of the HPC, including agency operations, human resources, fiscal management, special projects, and public events. Coleen Elstermeyer, MPP, Deputy Executive Director/Chief of Staff, leads this team and provides high-level strategic support to the Executive Director and Board members in their official capacity.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel (OGC) provides legal counsel and advice on a wide range of strategic, policy, and operational issues for the agency. OGC is responsible for supporting the HPC's policy and legal work, including the development of regulations and oversight of agency compliance functions. OGC is led by Lois H. Johnson, Esq.

CARE DELIVERY TRANSFORMATION

The Care Delivery Transformation (CDT) Department is responsible for developing a coordinated strategy to advance care delivery and payment system transformation in the Commonwealth by collaborating on reform efforts with payers and providers, and partnering with policymakers at other state agencies. CDT fulfills the HPC's statutory charges to develop and implement state [certification programs](#) for patient-centered medical homes (PCMHs) and accountable care organizations (ACOs), and promote the integration of behavioral health with primary care. The department also works to develop policy recommendations to support these care delivery models, enhance data transparency, promote better alignment of models, and identify key barriers and accelerators of reform. CDT is led by Katherine (Katie) Shea Barrett, MPH.

MARKET PERFORMANCE

The Market Performance (MP) Department, led by Kate Scarborough Mills, Esq., MPH, is responsible for advancing the HPC's statutory charge to encourage a more value-based health care market. This includes (1) developing and implementing a first-in-the-nation [Registration of Provider Organizations](#) (RPO) program to provide transparency on the composition and function of provider organizations in the health care system, (2) tracking and evaluating the impact of significant health care provider changes on the competitive market and on the state's ability to meet the health care cost growth benchmark through review of [material change notices](#) (MCNs) and [cost and market impact reviews](#) (CMIRs), (3) evaluating the performance of individual health care providers and payers which threaten the health care cost growth benchmark and overseeing [Performance Improvement Plans](#) (PIPs) to improve the cost performance of such entities, and (4) collaborating with other HPC teams to catalyze improvements in the performance of the health care system.

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· **OFFICE OF PATIENT PROTECTION**

· The Office of Patient Protection (OPP) safeguards important rights of health insurance
· consumers. Implementing certain provisions of [M.G.L. Chapter 176O](#), OPP regulates the
· internal grievance process for consumers who wish to challenge denials of coverage by
· health plans and regulates and administers the external review process for consumers
· who seek further review of adverse determinations by health plans based on medical
· necessity. OPP is also charged with regulating similar internal and external review
· processes for patients of Risk Bearing Provider Organizations and HPC-certified ACOs.
· OPP also administers and grants enrollment waivers to eligible individuals who seek
· to purchase non-group insurance when open enrollment is closed. Additionally, OPP
· assists consumers with general questions or concerns relating to health insurance.
· OPP is led by Nancy Ryan, Esq., MPH.

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· **RESEARCH AND COST TRENDS**

· The Research and Cost Trends (RCT) Department fulfills the HPC's statutory charge
· to examine spending trends and underlying factors and to develop evidence-based
· recommendations for strategies to increase the efficiency of the health care system.
· Using key data sources such as the state's all-payer claims database (APCD) and cutting
· edge methods, RCT draws on significant research and analytical expertise to inform,
· motivate, and support action to achieve the benchmark and the goals of Chapter 224.
· RCT is responsible for producing the HPC's [annual health care cost trends report](#) and
· contributes subject matter expertise to the [annual hearing](#) on cost trends as well as
· special research projects as determined by the Executive Director and the Board. RCT
· is led by David Auerbach, PhD.

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· **STRATEGIC INVESTMENT**

· The Strategic Investment (SI) Department is responsible for developing and implement-
· ing the agency's investment strategy, including administering several grant programs
· designed to catalyze care delivery transformation in the Commonwealth. The Com-
· munity Hospital Acceleration, Revitalization, and Transformation ([CHART](#)) program,
· the Health Care Innovation Investment ([HCII](#)) program, and the [SHIFT-Care Challenge](#)
· collectively represent a key component of the HPC's efforts to increase health care
· quality and access while reducing cost growth in the Commonwealth. Led by Kathleen
· Connolly, MSW, LICSW, the SI Department manages the administration and opera-
· tions of the programs, engages with investment awardees, designs and implements
· evaluation, and promotes learning through the broad dissemination of key lessons
· and promising practices.

HEALTH POLICY COMMISSION
SUMMER FELLOWSHIP PROGRAM
REFLECTIONS





Estivaliz Castro

Harvard T.H. Chan School
of Public Health

ESTIVALIZ CASTRO

This summer I had the privilege of working as a fellow on the **Strategic Investment** (SI) Team, where I focused on examining the HPC’s Neonatal Abstinence Syndrome (NAS) Interventions. As a pathway of the Health Care Innovation Investment (HCII) Program, the NAS Interventions focus on improving the quality of care for opioid-exposed infants and their mothers. The goal of my project was to understand the challenges in hiring and integrating peer providers in hospitals, a common component of the NAS initiatives, and offer recommendations on how to best support the expansion of the role in Massachusetts hospitals. During my time at the HPC, I conducted a literature review, examined program updates, identified common themes, and developed recommendations.

Working with the HPC was an invaluable experience. Coming from a research background, the HPC pushed me to step outside of the familiar research framework and to think more creatively about potential solutions and necessary partnerships for policy change, both in the hospital setting and statewide. Some of my favorite moments working as a fellow included: brainstorming sessions with the SI Team, team discussions on how to strategically incorporate a health equity lens, and attending a conference on the peer provider workforce role, where I heard on-the-ground experiences from peer providers. I want to thank the SI Team for making me feel like a valued member of the team this summer. I am grateful for the HPC’s fun environment, challenging work, and the most amazing fellowship class!

NAYELY CHAVEZ

Over the ten week summer fellowship program, I grew to see the Massachusetts Health Policy Commission (HPC) as a place where amazing people work toward creating data-driven policy recommendations that impact health care across the Commonwealth. While that is no small task, the collaborative nature of the agency and the amount of knowledge shared makes me believe that meaningful impact is possible.

On the **Strategic Investment** (SI) team, I worked closely with the evaluation staff on analyzing the Targeted Cost Challenge Investment programs, which aim to reduce the cost of care while improving quality and access. More specifically, I worked on a qualitative analysis for the Behavioral Health Integration and Social Determinants of Health programs. With little qualitative analysis experience prior to the fellowship, the support of my team allowed me to jump right into the data, translate my findings into interview guides, and create a draft of the evaluation report. The team consistently supported my work while also allowing me to grow in my own analysis of key themes for the programs. It was insightful to find the common elements of the programs, and despite many challenges, it was rewarding to see that the programs were moving forward in providing quality care to their target populations. I was especially drawn to the programs’ interest in approaching care in a holistic manner, thus incorporating health related social needs and bringing behavioral health to the frontline of care.

As fellows, we were fully integrated into our teams and exposed to a wide range of organizational elements, from attending public board meetings to smaller meetings with commissioners and senior staff. The amount of people I have met that are doing amazing work has been not only a professional highlight, but a personal one as they all have inspired me to continue my work in health policy. Thank you to everyone at the HPC for a great summer, thank you to my team for always being supportive, and thank you to the summer fellows for allowing me to learn from them every day!



Nayely Chavez

Harvard T.H. Chan School
of Public Health



Katie Choi
Yale School of Public
Health

KATIE CHOI

The HPC's summer fellowship program was everything I could have asked for and more. From the very first week, I felt truly integrated into my team and the agency through participation in various team meetings, inter-agency calls, state-wide taskforce meetings, and more. The HPC also planned numerous events for the fellows, including a tour of the State House and an outing to a Red Sox game.

As a fellow on the **Care Delivery Transformation (CDT)** Team, I spent most of my time on two projects. First was an ACO Certification Policy Brief, which examined how HPC-certified ACOs manage performance under risk contracts. Using data from ACO certification applications from the previous year, I worked closely with the other fellow on my team to analyze and report on the ACOs' approaches to quality measurement and performance improvement, as well as the ACOs' methodologies for distributing shared savings or deficits. While working on this project, I not only gained insight into how ACOs in Massachusetts operate but also acquired a hard skill as I learned to use Tableau to analyze the data.

My second project was a learning and dissemination output on the topic of Tele-Behavioral Health (TeleBH). I identified key themes and learnings from the HPC's Knowledge Sharing Session on TeleBH and honed my creativity to deliver this information in the most effective and engaging manner. I also conducted external research to help guide the audience to resources on TeleBH and, in the process, gained a lot of knowledge on the potential of TeleBH as well as barriers to successful implementation.

I cannot express how grateful I am for the opportunity to work at the HPC, a place of close collaboration and constant innovation—the amount of brainstorming sessions scheduled in our calendars speak for themselves. Most importantly, the people were what made my experience, and I want to thank Team CDT and the other fellows for one of the best summers of my life!

DANIELLE DICENZO

I am incredibly grateful to have served as a Summer Fellow with the Health Policy Commission. I greatly appreciated the opportunity to be immersed in the agency and contribute to meaningful work for the Commonwealth. I feel I was able to apply the knowledge and skills I have gained through my MS/MPH program and have gained a deeper understanding of the intersection between data, research, and health policy.

I worked as part of the **Research and Cost Trends (RCT)** team on a low-value care project using the All-Payer Claims Database. Reducing low value care (services recognized by clinicians and researchers as being non-evidence based and typically unnecessary) has been identified as a way to address the burden of rising health care costs. I helped conduct literature reviews, develop methodology, and estimate the prevalence and associated spending of 20 low-value care measures across the Commonwealth. I also assisted in writing a policy brief and accompanying technical appendix to be published this fall.

Through this work, I became more comfortable with large datasets and more confident in my Stata and analytic skillset. I was able to grow professionally during this enriching, engaging, and challenging experience. I benefitted greatly from meeting with both HPC staff and members of the Board and learned from their experience and expertise.

Thank you to Team RCT for your patience and guidance. Thank you to my Fellow comrades for your energy and positivity. Thank you to HPC for a wonderful summer!



Danielle DiCenzo
Tufts University School
of Medicine
Tufts University Friedman
Nutrition Science and Policy



Sofia Ladner

*Massachusetts College
of Pharmacy and Health
Science*

SOFIA LADNER

During my summer fellowship at the Massachusetts Health Policy Commission I had the opportunity to work with the **Office of Patient Protection (OPP)**. My work with OPP helped me to understand the varied facets of health policy while concentrating on patient and policyholder safeguards within the Commonwealth. Throughout the summer I worked on several important projects to help advance my skills.

My work ranged from conducting data analyses and managing consumer relations to supporting day-to-day operations. I analyzed internally collected data and external health plan data to support the production of the 2017 OPP Annual Report and investigated and explored new health plan data on denied claims pursuant to Chapter 52 of the Acts of 2016. I monitored and evaluated information submitted by risk bearing provider organizations (RBPOs) and accountable care organizations (ACOs) to help track the implementation of a newly established appeals process for providers. I also interacted with consumers through the OPP toll-free hotline, triaging their call regarding health insurance appeal rights, open enrollment waivers, and other issues related to health coverage and services.

Throughout the program I was challenged to be creative and explore a range of different types of work, from direct involvement with consumers to investigating new ways to present data. I am incredibly grateful for the opportunity to work with and learn from the HPC staff.

ANNA MADRISHIN

As a Juris Doctor Candidate with an interest in health law and health policy, my fellowship at the Health Policy Commission (HPC) was invaluable. This summer, working with the **Office of the General Counsel**, I had the opportunity to complete a range of legal research regarding open meeting laws, pharmaceutical regulations, and family and medical leave. Having a broad range of assignments allowed me to collaborate with other HPC teams to learn more about data collection, policy creation, and regulatory processes.

Working with this independent state agency taught me the importance of considering the many market participants' perspectives in order to produce unbiased research contingent on facts and data. Legal concepts penetrate all aspects of producing health policy recommendations, even if data is the foundation of the recommendations and reports. In addition, I have grown to greatly appreciate the diverse educational backgrounds and skillsets of the HPC employees. The ability to work cross-functionally improved the trouble shooting process and afforded us necessary clarification prior to the presentation of final reports.

Outside of my specific duties with the Office of the General Counsel, the 2018 Fellows met with many commissioners to seek advice in navigating our health care careers. They shared stories about their challenges and successes accompanied with their techniques to overcome career hurdles. Additionally, the 2018 Fellows experienced a few milestones with the agency, including the 50th board meeting and the 6th anniversary of the passing of Chapter 224. Overall, it has been an honor to be a summer fellow at the Health Policy Commission. I am filled with gratitude to have been given the opportunity to work here this summer, and I cannot thank the staff or fellows enough for this amazing experience.



Anna Madrishin

*New England School
of Law*



Rebecca Mashni
*Boston University
School of Law*

REBECCA MASHNI

As a fellow in the **Office of the General Counsel (OGC)**, I was able to work on a variety of legal projects to support the work of the Health Policy Commission. I researched and wrote memos on administrative law issues regarding statutory authority and health care regulations. I also had the unique opportunity to be directly involved in regulatory development. However, I spent the majority of my time as a fellow assisting the Office of Patient Protection (OPP) with finalizing an innovative regulation to create appeals processes for risk-bearing provider organizations and accountable care organizations. I analyzed public testimony and conducted legal research to advise OGC and OPP on changes to the proposed regulation, carefully reviewed the regulation text, and helped create materials for presentation to the board. After weeks of preparation, I was able to attend the board meeting and watch the commissioners approve the final version of the regulation. I then worked on developing the necessary forms and documents to prepare for filing and implementation. Through this process I improved my legal research and writing skills, learned administrative law first-hand, and gained invaluable experience in balancing stakeholder interests.

This fellowship was an incredible opportunity in which I developed my skills, expanded my understanding of the Massachusetts health care landscape, and witnessed innovative and thoughtful efforts to improve health care spending. I am grateful to the HPC, particularly to the Office of the General Counsel, for allowing me to have this opportunity.



Vidit Munshi
Harvard University

VIDIT MUNSHI

The Summer Fellowship at the HPC was a great way to experience the operations of an independent state governmental agency that plays an important role in the health care sector in Massachusetts. Working on the **Research and Cost Trends (RCT)** team, I saw how analyses are performed to develop the Cost Trends Report, which summarizes trends and variations in spending as well as other important metrics across Massachusetts insurers and health care providers. These analyses have the power to motivate legislative changes and impact the future direction of policy research agendas.

During my time at the HPC, I had the opportunity to further develop previous work estimating the amount and cost of low-value care utilization in the health care system by considering additional downstream costs that are traditionally not included in low-value care research. Through this work, I was introduced to the All-Payer Claims Database (APCD) and had the opportunity to significantly improve my ability to manage a large dataset such as the APCD. As a result, I was able to use it to determine how we can best estimate downstream costs in order to get a more accurate measure the impact of low-value care. In developing my research methods, I was given a great amount of flexibility to pursue research questions that I found interesting, and to develop the project in a way that I thought would be meaningful. This included engaging academic researchers in dialogue about methods they are using that may be applicable to our work.

Overall, the summer fellowship was a rewarding experience that I would recommend to anyone with an interest in doing impactful, policy-relevant work. I am thankful for the welcoming staff and the opportunity to work with the terrific members of team RCT. Finally, thanks to all of the other brilliant fellows for helping to make this such a fun and special summer!



Elizabeth Rajasingh
*University of California,
Berkeley, Goldman School
of Public Policy*

ELIZABETH RAJASINGH

This summer I served as a summer fellow on the **Market Performance** team, primarily conducting background research and analyses for two Material Change Notices (MCNs). Throughout my time at the HPC, I had the opportunity to learn from knowledgeable staff, hone my analytical skills, and gain an in-depth understanding of the structure of the Massachusetts health care market. Coming from California, I greatly enjoyed working for such a unique organization that is revolutionizing the way states can address rising health care costs by relying on data-driven policy recommendations.

My work this summer consisted of a wide array of activities. I reviewed and synthesized new studies and reports about cross-state and cross-market mergers. After applying my findings to the context of the MCNs, I conducted spending impact and market share analyses, and assessed trends and anomalies in discharges for key hospitals, utilizing the Massachusetts and Rhode Island hospital discharge databases. I also researched and documented the regulatory requirements and processes in Rhode Island related to health care mergers. In addition to our regular day-to-day work, the fellows met with several HPC commissioners and senior staff to learn more about the history and achievements of the HPC. Overall, I had a great experience working with the Market Performance team and am thankful for both the sense of ownership I had over my work and the invaluable guidance and support they provided.

RACHEL ROSALES

As a fellow for the **Office of the Chief of Staff**, I worked on a variety of projects that allowed me to understand the inner workings of the HPC. My previous employment had helped me gain an understanding and appreciation of state affairs, but I received a completely different perspective while working for an independent state agency. My involvement in the logistics of several public meetings, including responsibility for drafting meeting minutes, allowed me to appreciate the incredible detail that goes into presenting accurate and relevant information to the public.

I am very interested in analyzing health policies and becoming familiar with the political environment that shapes them. I was able to further this interest and strengthen my analytical skills while working on policy briefs for HPC leadership. One such example was the Opioid Bill, which I followed from the initial House version through to the final version that was laid before Governor Baker. The policy brief highlighted the bill's initiatives to promote health equity in relation to Substance Use Disorders.

The HPC promotes a collaborative work environment among its brilliant health policy professionals that is conducive to delivering the high standard of work expected of the Commonwealth. My fellowship experience was particularly rewarding because I was constantly surrounded by staff members who were passionate and had expertise in their respective fields, along with fellows who were eager to learn and be a part of the health policy field. It has been a privilege to be a summer fellow at the HPC.



Rachel Rosales
*Boston University School
of Public Health*



Hector Sanchez Perez
 Columbia University
 Mailman School of Public
 Health

HECTOR SANCHEZ PEREZ

Working at the Health Policy Commission (HPC) this summer was truly an invaluable learning experience that allowed me to pursue my interests in public health and the health care field. Prior to the fellowship, I didn't have experience working in a state agency dedicated to conducting research and making policy recommendations to improve health care systems. My time at the HPC has allowed me to see first-hand how the different executive, policy, and program teams collaborate and work towards better health, better care, at a lower cost across the Commonwealth.

This summer I was a fellow for the **Market Performance** team, specifically working on the first-in-the-nation Massachusetts Registration of Provider Organizations (MA-RPO) Program. My main project involved developing a research report with recommendations for the MA-RPO data release that would be useful for patients, providers, payers, journalists, policymakers, and researchers. This project had three components: (1) examining what Massachusetts and other states have done in data release and visualization for provider data, (2) exploring identified data visualization and release gaps from previous Massachusetts stakeholder interviews, and (3) developing recommendations for a potential MA-RPO data release tool. Additionally, I developed a logic model that communicates complex MA-RPO data elements in a more straightforward manner to audiences that are unfamiliar with intricate health care terms. This will assist HPC staff in communicating the relationships of certain data elements collected in the MA-RPO Program. Overall, my project taught me the importance of releasing provider data in a user-friendly and interactive way that provides the most up to date information on health care systems.

My summer fellowship experience at the HPC was exciting, engaging, and rewarding. The HPC is filled with leaders in their fields and people who are passionate about what they do. I can also say that I am more aware of the type of work I would like to do as a future public health professional and health care provider. I would like to thank the entire Market Performance team for their guidance and mentoring. I would also like to thank the rest of the fellow cohort for being my family this summer and helping me grow. This is a summer I will look back on fondly.

MICHELLE SAVUTO

Working at the Massachusetts Health Policy Commission has been truly special. As a fellow on the **Strategic Investment** Team, I conducted qualitative analysis on strategic plans submitted by the Community Hospital Acceleration, Revitalization, and Transformation (CHART) Investment Program awardees, all of whom are community hospitals in the Commonwealth. CHART hospitals made significant achievements in reducing unnecessary hospital utilization, enhancing care for patients with complex social, behavioral, and medical needs, and improving linkages with community-based services after discharge. Coinciding with the conclusion of the CHART performance period and grant funding, I identified themes and trends among program elements included in the initial strategic plan, with a focus on those the hospitals had planned to continue beyond the end of the investment program. I also conducted interviews with hospital staff to understand why certain elements of the strategic plan were and were not adopted. To conclude, I compiled a report that provides an overview of CHART Phase 2 participants' sustainability plans and efforts, analysis of which program elements were prioritized for sustainability and why, and opportunities for improved program sustainability in future public sector investment programs.

In addition to this project, I also assisted the Strategic Investment team's effort to finalize the CHART Playbook, a guide that leverages the operational insights from CHART



Michelle Savuto
 Harvard T.H. Chan
 School of Public Health

program managers to provide guidance and coaching for complex care management programs. As I have previously contributed to Agency for Healthcare Research and Quality (AHRQ) publications aimed at helping hospitals reduce acute care utilization for high-risk vulnerable populations, this experience was highly rewarding.

Overall, I greatly appreciated the structure of this program and the care with which HPC staff organized informative and interesting events for the Fellows. It was invaluable to engage with the commissioners and learn about their paths to their current positions as well as their perspective on current events and research in health policy.

I would like to thank all of the staff for the opportunity to grow and learn at the HPC this summer. It was clear that everyone in the office was committed to fostering a welcoming and collaborative environment. I also learned from the other members in my cohort, who were all noticeably selected for their intelligence, kindness, and desire to making a difference in the world. In such a short period of time, I am so grateful to have made so many friends and professional connections. I particularly want to thank my supervisors for providing inspired mentorship and guidance throughout the Fellowship. Thank you for a memorable experience!

JANET YIM

As a Summer Fellow at the Health Policy Commission, I split my time between various projects on the **Care Delivery Transformation** (CDT) Team, leveraging the qualitative research and writing skills I had gained through my Masters in Public Health program. For my main project, I collaborated with the other CDT Fellow, Katie, on the third in a series of policy briefs salient to stakeholder interests on Accountable Care Organizations (ACOs). This brief looked at how ACOs manage their performance under risk contracts. After reviewing literature on alternative payment models and ACO performance management, I analyzed the HPC ACO Certification applications, looking specifically at the performance dashboards and narratives on performance improvement strategies employed by ACO leadership. From this project, I gained insight into ACO governance, quality improvement and performance management strategies, as well as the practice of public reporting.

In addition to this work, I completed an independent project on how ACOs provide advanced illness care. I utilized a similar methodology to analyze the qualitative data and had the opportunity to present these findings in front of HPC staff and document this information in a policy memo. This work will be further showcased as a webinar highlighting ACOs approaches to advanced illness care later this fall. This project allowed me to gain experience adapting the same information into various formats based on the respective audience.

Aside from these projects, the HPC Summer Fellowship provided many opportunities to meet with commissioners and staff members, to witness effective stakeholder engagement, and to gain insight into health policy and state government. I am incredibly grateful for this opportunity to have worked in a setting that always reflexively strives for excellence and never remains stagnant, all while having fun along the journey. I came in apprehensive yet excited, lacking in knowledge and curious, and I leave with an incredible support system and tribe of mentors, a greater understanding of health policy, and more questions than answers, which continues to inspire me to learn and push for policy change. I want to highlight my time with the other incredible and bright Fellows. I feel lucky to call them my colleagues and close friends. And of course, I want to thank Team CDT for their warm smiles, guidance, challenging questions, and their breadth of knowledge and wisdom. I would not have spent my summer any other way!



Janet Yim
Yale School of Public
Health

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