

2021

HEALTH CARE COST TRENDS HEARING

THE IMPERATIVE FOR COST CONTAINMENT,
AFFORDABILITY, AND EQUITY:

REIMAGINING HEALTH CARE IN THE
CONTEXT OF COVID-19 AND BEYOND

PROGRAM BOOK

WELCOME

Welcome to the 2021 Health Care Cost Trends Hearing. This marks the ninth year the Health Policy Commission (HPC) has hosted this essential hearing on behalf of the residents of the Commonwealth of Massachusetts. This year's hearing is being held virtually and streamed live on the [HPC's YouTube Channel](#).

Since the passage of landmark health care cost containment legislation in 2012, the HPC has reported on the state's progress towards reducing health care costs and achieving the vision of a more transparent, accountable, and equitable health care system. Total health care spending growth has remained at or below national growth rates for ten consecutive years, a reversal from trends prior to the passage of the 2012 legislation and the creation of the HPC. However, from 2018 to 2019, the state's preliminary health care spending growth was 4.3 percent, exceeding the benchmark for the second consecutive year.

In addition, persistent disparities in health outcomes exist among communities with lower incomes, people of color, LGBTQ+ individuals, and other populations, despite Massachusetts' long-standing commitments to inclusive health care reform and access to care. The COVID-19 pandemic, which has left a deep impact on Massachusetts and its health care system, has disproportionately impacted many disadvantaged communities, further illuminating inequities and disparities in the health care system.

This year's hearing focuses on the intersecting challenges of cost containment, affordability, and health equity in Massachusetts, the seriousness and urgency of which have been underscored both by the pandemic and recent spending trends. Following the recent release of the HPC's [Annual Report on Health Care Cost Trends](#), we will seek to identify appropriate policy options to advance the Commonwealth's goal of ensuring access to high-quality, affordable health care for all. Achieving this goal requires a reimagining of health care in the context of the COVID-19 pandemic, learning from the successful innovations made during the pandemic to build a sustainable, affordable, and equitable care delivery system.

We are honored to have Governor Charlie Baker and Attorney General Maura Healey join us today. In addition to expert speakers and in-person testimony at the hearing, 30 health care organizations submitted [written pre-filed testimony](#) in response to questions from the HPC and the Office of the Attorney General.

Your engagement and collaboration are critical to our effort. We encourage you to send us your questions and comments on Twitter via #CTH21.

Thank you for your participation.

STUART ALTMAN
Chair

DAVID SELTZ
Executive Director

2021 HEALTH CARE COST TRENDS HEARING

The Imperative for Cost Containment, Affordability, and Equity:
Reimagining Health Care in the Context of COVID-19 and Beyond

WEDNESDAY, NOVEMBER 17, 2021 | 12:00PM – 4:00PM

WELCOME 12:00PM

Dr. Stuart Altman, HPC Board Chair
David Seltz, HPC Executive Director

OPENING REMARKS 12:05PM

The Honorable Charlie Baker, Governor
The Honorable Maura Healey, Attorney General

PRESENTATION 12:15PM

HEALTH CARE SPENDING AND AFFORDABILITY IN MASSACHUSETTS

David Seltz, HPC Executive Director
Dr. David Auerbach, HPC Senior Director of Research and Cost Trends

KEYNOTE ADDRESS 1:00PM

WRONGED BY WRONG PRICES: PROTECTING CONSUMERS IN HEALTHCARE MARKETS

Dr. Leemore Dafny, Bruce V. Rauner Professor of Business Administration,
Harvard Business School

WITNESS PANEL 1 1:30PM

THE PERSPECTIVES OF HEALTH SYSTEM LEADERS ON THE CHALLENGES OF COST CONTAINMENT, AFFORDABILITY, AND EQUITY

Moderator: Commissioner Marty Cohen, Vice Chair

Michael Dandorff, President and CEO, Wellforce Health System
Dr. Eric Dickson, President and CEO, UMass Memorial Health
Andrew Dreyfus, President and CEO, Blue Cross Blue Shield of Massachusetts
Dr. Anne Klibanski, President and CEO, Mass General Brigham
Dr. Kevin Tabb, President and CEO, Beth Israel Lahey Health

WITNESS PANEL 2 2:45PM

THE IMPERATIVE FOR POLICY ACTION ON COST CONTAINMENT, AFFORDABILITY, AND EQUITY

Moderator: Commissioner Barbara Blakeney

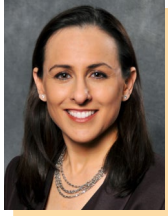
Dr. Charles Anderson, President and CEO, The Dimock Center
Erin Fuse Brown, Director of the Center for Law, Health & Society, Georgia State University
Audrey Gasteier, Chief of Policy and Strategy, Massachusetts Health Connector
Amy Rosenthal, Executive Director, Health Care for All

CLOSING DISCUSSION 3:45PM

HPC Board of Commissioners

ADJOURNMENT 4:00PM

KEYNOTE SPEAKER



DR. LEEMORE S. DAFNY

Leemore Dafny is the Bruce V. Rauner Professor of Business Administration at the Harvard Business School, where she teaches courses in healthcare strategy and co-directs to PhD Program in Business Economics. Professor Dafny also serves on the faculties of the John F. Kennedy School of Government and the interdisciplinary Program in Health Policy.

Professor Dafny's research examines competitive interactions among payers and providers of healthcare services, and the intersection of industry and public policy. Her work has been published in academic journals such as *The American Economic Review* and *The New England Journal of Medicine*, and featured in popular media such as *The New York Times* and *The Wall Street Journal*. Current projects include studies of prescription drug assistance and coupon programs, organizational structure of the healthcare sector, policy proposals to optimize and contain healthcare spending, and employer-sponsored health insurance.

Professor Dafny graduated summa cum laude from Harvard College and worked as a consultant with McKinsey & Company prior to earning her PhD in economics from the Massachusetts Institute of Technology. She has won several teaching awards as well as Kellogg's leading research prize, the Stanley Reiter Best Paper award. Professor Dafny is a research associate of the National Bureau of Economic Research, an associate editor of *Management Science*, and a board member of the American Society of Health Economists and the Health Care Cost Institute.

Professor Dafny's expertise spans both the public and private sectors. She serves on the Panel of Health Advisers for the Congressional Budget Office. In 2012-2013, she was deputy director for healthcare and antitrust in the Bureau of Economics at the Federal Trade Commission. She also advises companies, government agencies, and nonprofits on a variety of issues including antitrust matters, strategic decisions, and public policy.

WITNESS PANEL 1

MODERATOR: COMMISSIONER MARTY COHEN, VICE CHAIR



MICHAEL DANDORPH

Michael Dandorph is President and CEO of Wellforce, a large integrated health care system serving Eastern Massachusetts. Mr. Dandorph has over 25 years of experience in academic medical centers and health system leadership. Prior to joining Wellforce, Mr. Dandorph served as the President of the Rush University System for Health in Chicago.



DR. ERIC DICKSON

Dr. Eric Dickson is President and CEO of UMass Memorial Health, the largest not-for-profit health care system in Central Massachusetts. UMass Memorial partners with the University of Massachusetts Medical School where Dr. Dickson also serves as a Professor of Emergency Medicine. Dr. Dickson's prior roles include President of the UMass Memorial Medical Group and senior associate dean at the University of Massachusetts Medical School.



ANDREW DREYFUS

Andrew Dreyfus is President and CEO for Blue Cross Blue Shield of Massachusetts (BCBSMA), one of the largest independent Blue Cross Blue Shield plans in the country with over \$8 billion in revenue and nearly three million members. He previously served as founding President of the Blue Cross Blue Shield of Massachusetts Foundation and Executive Vice President of the Massachusetts Hospital Association (MHA).



DR. ANNE KLIBANSKI

Dr. Anne Klibanski is the President and CEO of Mass General Brigham (MGB), a large integrated health care system based in Boston. MGB is the largest private employer in Massachusetts with 78,000 employees and annual revenue of \$13.4 billion. It is the nation's leading recipient of NIH funding and a principal teaching affiliate of Harvard Medical School. Dr. Klibanski previously served as the health care system's Chief Academic Officer and as Chief of Neuroendocrine at Massachusetts General Hospital and is the Laurie Carrol Guthart Professor of Medicine at Harvard Medical School.



DR. KEVIN TABB

Dr. Kevin Tabb is President and CEO of Beth Israel Lahey Health (BILH), a large integrated health care system serving Eastern Massachusetts. Previously, Dr. Tabb was CEO of the Beth Israel Deaconess system and Beth Israel Deaconess Medical Center (BIDMC). Before coming to BIDMC, Dr. Tabb was Chief Medical Officer at Stanford Hospital & Clinics in Stanford, California.

WITNESS PANEL 2

MODERATOR: COMMISSIONER BARBARA BLAKENEY



DR. CHARLES ANDERSON

Dr. Charles Anderson is the President and CEO of the Dimock Center, a Boston-based community health center serving over 19,000 patients annually. Dr. Anderson is on the Massachusetts Racial Inequities in Maternal Health Commission and the Massachusetts Attorney General's Opioid Recovery and Remediation Fund Advisory Council. He also serves on the Boards of the Cambridge College, the Boys and Girls Club of Boston, and Beth Israel Deaconess Medical Center.



ERIN FUSE BROWN

Erin C. Fuse Brown is the Catherine C. Henson Professor and Director of the Center for Law, Health & Society at Georgia State University College of Law. She specializes in health law and policy, and her research focuses on health care markets, consolidation, and cost-control. Ms. Fuse Brown has published articles on hospital prices, medical billing and collection, health care competition and consolidation, consumer financial protection in health care, and state health reforms. She has consulted with NASHP on legal analysis and state strategies to control health care costs, address health care consolidation, and rising drug prices.



AUDREY GASTEIER

Audrey Morse Gasteier serves as Chief of Policy and Strategy at the Massachusetts Health Connector, the agency responsible for the state's health insurance exchange. In this role, Ms. Gasteier leads policy development and strategy related to the Health Connector's role as a state-based health insurance marketplace, program and product design, policy research, government affairs, and outreach and communication efforts aimed at engagement with consumers and employers. Her previous roles include serving as Director of Health Systems Policy at the Massachusetts Division of Health Care Finance and Policy and as Policy Analyst at the Association of Community Human Service Agencies in Los Angeles, California.



AMY ROSENTHAL

Amy Rosenthal is the Executive Director of Health Care For All, a Massachusetts consumer advocacy organization that runs campaigns on a variety of health care issues facing consumers. Ms. Rosenthal also teaches at the Harvard T. H. Chan School of Public Health working with MPH policy students on their practicum experience. Previously, she spent over a decade at Community Catalyst, a national health care advocacy organization. Ms. Rosenthal has also worked in the Massachusetts State Senate and the State House of Representatives, served as the Policy Director on a gubernatorial campaign, and provided political consulting services for several clients in New England.

HPC BOARD MEMBERS



DR. STUART ALTMAN

Chair

Stuart Altman, Ph.D., is the Sol C. Chaikin Professor of National Health Policy at The Heller School for Social Policy and Management at Brandeis University. He is an economist with five decades of experience working closely with issues of federal and state health policy within government, the private sector, and academia. Dr. Altman was appointed as Board Chair in 2012 and reappointed in 2015.



MARTIN COHEN

Vice Chair

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



DR. DONALD BERWICK

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



BARBARA BLAKENEY

Committee Chair, Care Delivery Transformation

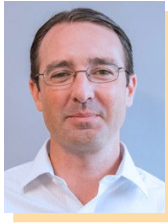
Barbara Blakeney, MS, RN, FNAP, was President of the American Nurses' Association, and the former Innovation Advisor to the Centers for Medicare and Medicaid Innovation Center. Ms. Blakeney was appointed to the Board in 2019. She also serves as Committee Chair for Care Delivery Transformation.



DR. DAVID CUTLER

Committee Chair, Market Oversight and Transparency

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



TIMOTHY FOLEY

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



SECRETARY MICHAEL J. HEFFERNAN

Executive Office of Administration and Finance

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



PATRICIA HOUPT

For over 40 years, Patricia Houpt advised employers, from large corporations to small business owners, on how best to structure their employee benefits offerings to achieve their financial and retention goals. She recently retired after serving as executive director at the New England Employee Benefits Council (NEEBC) for eight years.



DR. JOHN CHRISTIAN (CHRIS) KRYDER

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



RENATO (RON) MASTROGIOVANNI

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

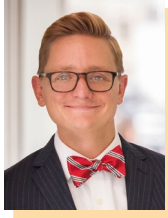


SECRETARY MARYLOU SUDDERS

Executive Office of Health and Human Services

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

HPC SPEAKERS



DAVID SELTZ

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



DR. DAVID AUERBACH

Dr. David Auerbach is a health economist and the Director for Research and Cost Trends at the Massachusetts Health Policy Commission. His work has spanned a number of health policy areas including understanding employer markets for insurance, spending trends and cost drivers, primary care, and the health care workforce. He has specialized in, and is a nationally-recognized expert on, the Registered Nurse workforce including advanced practice nurses. He has twice chaired the workforce theme for the AcademyHealth Annual Research Conference, has appeared several times on NPR's Marketplace, and has authored and co-authored several dozen publications on a range of topics in the top journals in the field including New England Journal of Medicine, Journal of the American Medical Association, and Health Affairs. Prior to the HPC, Dr. Auerbach was a senior policy researcher at the RAND Corporation in Boston and prior to that, was a principal analyst at the Congressional Budget Office in Washington, D.C. where he co-developed the model used to analyze the 2010 Affordable Care Act.

HEALTH POLICY COMMISSION
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