

2024

HEALTH CARE COST TRENDS HEARING

FROM CRISIS TO STABILITY: THE PATH
TO A MORE AFFORDABLE, ACCESSIBLE,
AND EQUITABLE HEALTH CARE SYSTEM
PROGRAM BOOK



MASSACHUSETTS
HEALTH POLICY COMMISSION

NOVEMBER 14, 2024

HEARING MATERIALS ARE
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WELCOME

Welcome to the Massachusetts Health Policy Commission's 2024 Health Care Cost Trends Hearing: **From Crisis to Stability: The Path to a More Affordable, Accessible, and Equitable Health Care System**. We are honored to have Governor Maura Healey and Attorney General Andrea Campbell open this annual hearing on the drivers of health care spending and the challenges and opportunities for improving care and reducing costs across the Commonwealth's health care system.

This year's hearing takes place in a period of significant upheaval and reflection for the Commonwealth's health care system. The bankruptcy and dissolution of Steward Health Care led to substantial market disruptions and has taken a significant toll on communities, patients, provider organizations, and health care workers across the region.

This market instability is occurring while many providers across the health care continuum are still struggling to adapt to a post-pandemic "new normal" state, wrestling with capacity constraints, financial volatility, administrative burdens, and workforce recruitment and retention challenges.

At the same time, health care costs continue to grow. The HPC's Annual Cost Trends Report found that **total annual health care expenditures per Massachusetts resident grew 5.8 percent in 2022, from \$9,700 to more than \$10,264**. Across all categories of care, the dominant factor driving this growth was higher prices, not more care being provided.

These high and growing health care costs contribute to mounting affordability issues and medical debt for Massachusetts residents. Massachusetts has the second highest family health insurance premiums in the country – including out of pocket spending, **the average annual cost of health care for a family exceeds \$29,000**. The number of Massachusetts privately-insured residents who did not get needed health care due to cost increased from 600,000 to 900,000 from 2021 to 2023.

To critically examine and discuss these issues, today's hearing convenes health care leaders spanning the Massachusetts health care system, from hospital systems, community health centers, health plans, and labor to the new operators of the former Steward Health Care hospitals and physician network. The hearing will also feature the voices of providers, workers, and communities affected by the dissolution of Steward Health Care who will speak to the significant impact that predatory actors can have on our health care system and communities.

In addition to the in-person testimony provided during today's four witness panels and any public testimony received, the HPC received written testimony from health care organizations across the Commonwealth in response to questions from the HPC and the Office of the Attorney General.

That written testimony, in addition to the hearing materials and the livestream of today's proceedings, is available at MassHPC.gov. Your engagement and collaboration are critical to our efforts. We encourage you to join the conversation on Twitter via #CTH24.

Thank you for your participation. The conversations today will help lead the way forward from this crisis into the next chapter of Massachusetts health care – one in which the health care market is protected from predatory actors, and health care is affordable, equitable, and accessible for all residents.

Sincerely,

DEBORAH DEVAUX
Chair

DAVID SELTZ
Executive Director

2024 HEALTH CARE COST TRENDS HEARING

THURSDAY, NOVEMBER 14, 2024

Registration and Breakfast

8:30 AM

Call to Order and Welcome

Deborah Devaux, HPC Board Chair

David Seltz, HPC Executive Director

9:00 AM

Opening Remarks from Massachusetts Leaders

The Honorable Maura Healey, Governor

The Honorable Andrea Campbell, Attorney General

9:15 AM

WITNESS PANEL 1

What Comes Next? The Future of the Former Steward Hospitals and Physician Network

Moderator: Martin Cohen, HPC Board Vice Chair

Dr. Abha Agrawal, President and CEO, Lawrence General Hospital

Dr. Alastair Bell, President and CEO, Boston Medical Center Health System

John Fernandez, President and CEO, Brown University Health

Benson Sloan, CEO and Founder, Revere Medical

10:00 AM

WITNESS PANEL 2

Putting Patients First: Voices of Impacted Providers, Workers, and Communities on Recent Disruptions

Moderator: Dr. Alecia McGregor, HPC Commissioner

Dr. Guy Fish, CEO, Codman Square Health Center

Susan Joss, CEO, Brockton Neighborhood Health Center

Caridad Medina, Vice President, Steward Health Team, 1199SEIU United Healthcare
Workers East

Dr. Bisola Ojikutu, Commissioner of Public Health and Executive Director,
Boston Public Health Commission

Julie Pinkham, Executive Director, Massachusetts Nurses Association

11:00 AM

2024 HEALTH CARE COST TRENDS HEARING

THURSDAY, NOVEMBER 14, 2024

Lunch

12:15 PM

WITNESS PANEL 3

1:00 PM

From Crisis to Stability: Industry Leaders on the Threats and Opportunities Facing the Commonwealth's Health Care System

Moderator: Deborah Devaux, HPC Board Chair

Eileen Auen, Executive Chair of the Board of Directors, Point32Health

Dr. Eric Dickson, President and CEO, UMass Memorial Health

Sarah Iselin, President and CEO, Blue Cross Blue Shield of Massachusetts

Dr. Anne Klibanski, President and CEO, Mass General Brigham

WITNESS PANEL 4

2:00 PM

The Cost of Inaction: Building Consensus on Policy Solutions to Achieve Health Care Affordability, Accessibility, and Equity for All

Moderator: Timothy Foley, HPC Commissioner

Michael Curry, President and CEO, Massachusetts League of Community Health Centers; Co-Founder, Health Equity Compact

Lora Pellegrini, President and CEO, Massachusetts Association of Health Plans

Amy Rosenthal, Executive Director, Health Care For All

Steve Walsh, President and CEO, Massachusetts Health and Hospital Association

Public Testimony

3:00 PM

Reflections and Discussion

3:30 PM

HPC Board of Commissioners, Office of the Attorney General,
Center for Health Information and Analysis

Adjournment

4:00 PM

OPENING REMARKS



THE HONORABLE MAURA HEALEY, GOVERNOR

Maura Healey is the 73rd Governor of Massachusetts. In 2022, she became the state's first woman and first openly LGBTQ person elected to the position.

In her first year as Governor, Healey delivered on key promises to help Massachusetts become a leader in clean energy, a more affordable and equitable place to live, and a great place for businesses to operate.

On her first day in office, Governor Healey appointed the nation's first cabinet-level Climate Chief and created the Office of Climate Innovation & Resilience to coordinate policies across all of state government to address the climate crisis. Governor Healey has also prioritized education and workforce development by making free school meals for K-12 students permanent and creating a free community college program for residents ages 25 and older. She has made historic investments in apprenticeships and other career pathways. Governor Healey also delivered on her promise to make Massachusetts more affordable by cutting taxes for the first time in 20 years, including creating the most generous Child and Family Tax Credit in the country. Her tax cuts package puts money back into the pockets of families, renters, seniors and others who are struggling to keep up with the rising cost of living. She also recently introduced the \$4 billion Affordable Homes Act, which would be the state's largest housing investment in history, to create tens of thousands of homes and lower costs.

Healey previously served two terms as Massachusetts Attorney General, first elected in 2014 and re-elected in 2018. In her role as the People's Lawyer, she took on difficult issues impacting Massachusetts residents, including the opioid epidemic, the climate crisis, escalating health care costs, and student loan debt. Earlier in her career, Healey was a litigation partner at an international law firm.

Healey grew up the oldest of five siblings in an old New England farmhouse. Healey attended Harvard College, where she captained the basketball team, and then spent two years as a 5'4" starting point guard on a professional basketball team in Austria.

For much of her career, she's been the only woman in the room and has taken every opportunity to elevate other women. She is a passionate advocate for LGBTQ rights, women's health, and women's equality in general, especially in sports.

Governor Healey lives in Arlington, Massachusetts with her partner, Joanna Lydgate.

OPENING REMARKS



THE HONORABLE ANDREA CAMPBELL, ATTORNEY GENERAL

On January 18, 2023, Andrea Joy Campbell was sworn in to be the 45th Attorney General of the Commonwealth of Massachusetts, pledging to build economic prosperity and stability for all residents, prioritize the mental health and well-being of children, stop cycles of incarceration and violence and ensure the people across the state have access to the AG's Office regardless of their zip code, language or ability.

Growing up in Roxbury, Andrea's life was filled with instability. Thanks to loving relatives, community support and a network of teachers who encouraged her, she turned pain into purpose. She graduated from Boston Latin School and then worked her way through college with the help of grants and student loans, graduating from Princeton University and UCLA Law School.

After earning her law degree, she worked as a legal services attorney for the EdLaw project, defending the rights of children and their families — particularly those with disabilities.

Andrea also practiced law at Proskauer LLP as an employment attorney, and ultimately left to serve the public as General Counsel at the Metropolitan Area Planning Commission, working across 101 cities and towns to address regional challenges like health care access, transportation, affordable housing, and climate change.

Andrea served as legal counsel to Governor Deval Patrick, working to improve our education and transportation systems and move forward an agenda of equity across the state.

In 2015, Andrea successfully ran for the Boston City Council becoming the first woman to represent District 4 on the Council. Her first piece of legislation was the Community Preservation Act, which still generates over \$20 million annually for new affordable housing, historical preservation, and parks and open space. In 2018, she was unanimously elected City Council President — the first Black woman to hold the title.

WITNESS PANEL 1

WHAT COMES NEXT? THE FUTURE OF THE FORMER STEWARD HOSPITALS AND PHYSICIAN NETWORK



DR. ABHA AGRAWAL

Dr. Abha Agrawal is the President and CEO of Lawrence General Hospital (Lawrence, MA) and Holy Family Hospital (Methuen, MA and Haverhill, MA). She serves on the Board of Directors of the American Board of Internal Medicine, the American College of Medical Quality, and the Indian American Medical Association Charitable Foundation in Illinois.

She is a Fulbright scholar and recipient of numerous awards for her transformational work in healthcare including quality and safety, health informatics, transformational leadership, and health equity. She is also the founder of A4 Clinics, a chain of tech-enabled neurorehabilitation centers to address the burden of preventable disability in India.

She is the editor of several books on patient safety and health IT, and the author of a personal memoir, "13 Gifts for My Son: Lessons for a Meaningful Life."

She received her medical education in India, served a residency in Internal Medicine at the State University of New York in Brooklyn, and was awarded a post-doctoral fellowship in Medical Informatics at Yale School of Medicine. She is board-certified in Internal Medicine and Clinical Informatics.



DR. ALASTAIR BELL

Alastair Bell, MD, MBA, was appointed President and CEO of Boston Medical Center Health System by the system's Board of Trustees in November 2023. He served as Chief Operating Officer of the system since 2012. Prior to his time at Boston Medical Center, Dr. Bell was a leader in the North American payor and provider practice at McKinsey and Company, advising a range of national and international healthcare organizations and leading large-scale transformation programs. He received his Doctor of Medicine from the University of Oxford, his Master of Arts in physiology from the University of Cambridge, and his Master of Business Administration with distinction from Harvard Business School. Dr. Bell currently serves as co-chair of the board for the Boston Children's Chorus.

WITNESS PANEL 1

WHAT COMES NEXT? THE FUTURE OF THE FORMER STEWARD HOSPITALS AND PHYSICIAN NETWORK



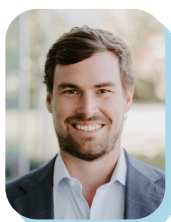
JOHN FERNANDEZ

John Fernandez is the President and CEO of Brown University Health, a not-for-profit, comprehensive, integrated, academic health system affiliated with The Warren Alpert Medical School of Brown University, and the largest health care provider in Rhode Island. More than 550,000 people each year receive care at one of Brown University Health's hospitals or practices.

Prior to joining Brown University Health, Fernandez served as president of two organizations that are part of the Mass General Brigham healthcare system. From 2018 to 2022, Fernandez was president of Mass Eye and Ear, one of the nation's largest specialty hospitals. Fernandez also served as president of Mass General Brigham Integrated Care, a Mass General Brigham entity formed in 2019 with a mission to bring lower cost health care closer to where patients live. From 2007 to 2018, John served as the president and CEO of Mass Eye and Ear when it was an independent specialty hospital before joining Mass General Brigham in 2018.

Prior to his Mass Eye and Ear appointment, Fernandez served as vice president at Brigham and Women's Hospital for several areas, including surgical services, imaging, cancer, pathology, laboratory and network development.

Fernandez received a bachelor's degree in political science from The College of Wooster in Ohio and a master's degree in government administration from the University of Pennsylvania.



BENSON SLOAN

Benson Sloan is the CEO & Founder of Revere Medical (formerly Rural Healthcare Group), a primary care medical group operating in Tennessee and North Carolina. Benson founded Revere Medical in 2022 to address the access and quality disparities that exist in underserved areas. Revere Medical's mission is to improve the lives of those living in underserved areas through high quality primary care.

Prior to Revere Medical, Benson served as a Vice President of naviHealth, a leader in post-acute care in partnership with health plans, hospital systems, and risk-bearing physician groups. At naviHealth he led Business Development and Account Management. Prior to naviHealth Benson worked at Cigna-Healthspring, Medhost, and Bank of America.

Benson received a B.S. in Economics from Southern Methodist University in Dallas, Texas. He resides in Nashville, TN with his wife Caroline, and two children Lynne and Benson.

WITNESS PANEL 2

PUTTING PATIENTS FIRST: VOICES OF IMPACTED PROVIDERS, WORKERS, AND COMMUNITIES ON RECENT DISRUPTIONS



DR. GUY FISH

Guy Fish, MD, MBA, joined Codman Square Health Center in August 2024 as its new Chief Executive Officer. Dr. Fish previously served as the CEO of Greater Lawrence Family Health Center (GLFHC), acting CEO of Next Stage Therapeutics and CEO of Cellanymx Diagnostics..

Before Cellanymx, Dr. Fish was a leader for 17 years at the health care strategy consulting firm Fletcher Spaght, Inc., served as vice president of business development at Collagenesis Inc., was a medical device equities analyst at Sanford Bernstein, and was a senior consultant at the Boston Consulting Group.

A native of Cleveland Ohio, Dr. Fish graduated from Harvard University with an AB degree in biochemistry, and earned his medical degree from Yale University. After completing his Internal Medicine Residency at Case Western, Dr. Fish and his wife opened a solo internal medicine practice in rural Delaware. Frustrated by health economics intruding into patient care, he left to pursue his MBA at Yale School of Management. Upon completing his MBA, he began his multi-faceted career.

Dr. Fish serves on the advisory board for Third Culture Capital, is an inaugural member of the Massachusetts Health Equity Compact, and executive board member for Community Care Cooperative. He is also treasurer of the Harvard Alumni Association and a Trustee of the Beth Israel Deaconess Medical Center.



SUSAN JOSS

Sue Joss has been the CEO of Brockton Neighborhood Health Center (BNHC) since its inception in 1994. She has led BNHC through phenomenal growth as it grew to serving more than 39,000 diverse, low-income patients annually, providing more than 200,000 annual visits. She has built a work force of more than 700 staff who reflect the diversity of the patients they serve.

Sue has led BNHC toward innovations, including a primary care site attached to a family-owned Cape Verdean grocery store in a federally-designated food desert, a substance use treatment program, integration of primary care and behavioral health, and development of a hepatitis program in response to patient and community needs.

Sue is past Board Chair of the Massachusetts League of Community Health Centers and serves as Secretary/Treasurer the Board of Capital Link, a national non-profit organization that helps community health centers access capital. She serves on the Executive Board of Community Care Cooperative (C3), as Vice Chair of the Board of North Easton Savings Bank, and is on the Board of the National Association of Community Health Centers. She served as Board Chair and remains on the Executive Committee of the Board of the Metro South Chamber of Commerce.

WITNESS PANEL 2

PUTTING PATIENTS FIRST: VOICES OF IMPACTED PROVIDERS, WORKERS, AND COMMUNITIES ON RECENT DISRUPTIONS



CARIDAD MEDINA

For nearly thirty years, Caridad (Cari) Medina, has been a force within healthcare and the labor movement. Cari is a vice president at 1199SEIU, the largest and fastest growing healthcare union in America. Prior to being elected to vice president in 2020, she worked as an administrative organizer for 1199SEIU at various healthcare facilities, helping to build the union difference for frontline caregivers as well as being a caregiver for her mother as well. Her passion for advancing the rights of caregivers comes from her own experience as an administrative assistant in the vascular surgery department at Boston Medical Center for 15 years. She also serves as a trustee for the 1199SEIU Training and Upgrading Fund.



DR. BISOLA OJIKUTU

Bisola Ojikutu, MD, MPH, is Executive Director of the Boston Public Health Commission (BPHC) and Commissioner of Public Health for the City of Boston. Dr. Ojikutu is an Associate Professor of Medicine at Harvard Medical School and a faculty member within the Division of Global Health Equity at Brigham and Women's Hospital. She also holds an appointment within the Infectious Disease Division at Massachusetts General Hospital and is an adjunct faculty member at The Fenway Institute. Most recently, Dr. Ojikutu served as Director of the Community Engaged Research Program and the Associate Director of the Bio-Behavioral and Community Science Core for the Harvard Center for AIDS Research. She is an Associate Editor for the American Journal of Public Health (AJPH) and co-editor of HIV in US Communities of Color. She was formerly Senior Advisor at JSI and Director of the Office of International Programs at Harvard Medical School.

Dr. Ojikutu graduated from Johns Hopkins School of Medicine, has a Master's in Public Health in Health Policy and Management from the Harvard School of Public Health, is board certified in internal medicine and infectious diseases, and is a Fellow of the Infectious Disease Society of America.



JULIE PINKHAM

Julie Pinkham is the Executive Director of the Massachusetts Nurses Association (MNA), a position she has held since December of 2000. Prior to that, she served in various positions for the MNA since 1989, including Associate Director/Field Rep, Labor Educator and as Director of the MNA Labor Relations Program. Julie has been instrumental in developing a strong regional voice for nurses, by founding the Northeast Nurses Association. Julie holds a BSN from Vanderbilt University, a Master of Science in Health Care Administration from Simmons College and a Master of Science in Labor and Industrial Relations from University of Rhode Island. Between 1982 and 1996 Julie worked as an RN in various staff nurse positions at University of Massachusetts Medical Center and Brigham and Women's Hospital including, Oncology, Palliative Care, Surgical Trauma ICU and Burn Trauma ICU.

WITNESS PANEL 3

FROM CRISIS TO STABILITY: INDUSTRY LEADERS ON THE THREATS AND OPPORTUNITIES FACING THE COMMONWEALTH'S HEALTH CARE SYSTEM



EILEEN AUEN

Eileen Auen has more than 25 years of experience in health care and financial services. Prior to founding health care consultancy Deep Run Consulting LLC, she served as executive chairman of Helios, CEO of PMSI and CEO of APS Healthcare, all health care services organizations. Earlier in her career, she was head of healthcare management for Aetna and president of Health Net of the Northeast.

Eileen was elected to the Tufts Health Plan board in 2016, serving on the Governance, Technology, and Compensation Committees. She also serves on the boards of several organizations, including MedRisk, Angio Dynamics, ICF International, and Medstar Union Memorial Hospital in Baltimore, MD.

She holds an MBA from the Darden Graduate School of Business at the University of Virginia and a B.S. from Towson University.



DR. ERIC DICKSON

Eric Dickson, MD, MHCM, FACEP, is President and CEO of UMass Memorial Health, the largest not-for-profit health care system in central Massachusetts with more than \$3 billion in annual revenue, 2,400 physicians and more than 20,000 employees. Dr. Dickson also serves as a Professor of Emergency Medicine at the UMass Chan Medical School.

Prior to being named President and CEO of the health care system, Dr. Dickson served as President of the UMass Memorial Medical Group and senior associate dean at the UMass Chan Medical School. Previously, Dr. Dickson served as the head of the Department of Emergency Medicine at the University of Iowa Carver College of Medicine and Interim Chief Operating Officer for the University of Iowa Hospitals and Clinics.

Dr. Dickson completed his medical degree and residency training in emergency medicine at UMass Chan Medical School and has a master's degree in Health Care Management from Harvard University. He has served as a member of the Baldrige National Quality Award Board of Examiners, lectures nationally, on the use of the Toyota Production System in health care and is an active faculty member for the Institute of Healthcare Improvement, where he works with health systems around the world to reduce health care costs while improving quality. Dr. Dickson is the past Board Chair of the Massachusetts Hospital Association and of America's Essential Hospitals, which is the national association for safety net hospitals.

WITNESS PANEL 3

FROM CRISIS TO STABILITY: INDUSTRY LEADERS ON THE THREATS AND OPPORTUNITIES FACING THE COMMONWEALTH'S HEALTH CARE SYSTEM



SARAH ISELIN

Sarah Iselin is President and Chief Executive Officer of Blue Cross Blue Shield of Massachusetts, one of the largest independent Blue Cross Blue Shield plans in the country with more than \$9 billion in revenue, nearly 3 million members, and more than 20,000 employer customers.

Sarah has a long history with both Blue Cross Blue Shield of Massachusetts and its Foundation, where she played a key role in the development of the "Roadmap to Coverage," a multi-year initiative that contributed to the passage of Massachusetts' landmark 2006 health reform law. Sarah served as the Foundation's president from 2010 to 2012 and later served as the company's chief strategy officer and senior vice president of strategy, policy, and community partnerships.

Before returning to Blue Cross, Sarah served as executive vice president and chief operating officer of Blue Shield of California. Before that, she served in a variety of executive leadership roles at GuideWell/Florida Blue and Optum. From 2007 to 2009, she served as commissioner of the Division of Health Care Finance and Policy in the Patrick Administration.

Sarah sits on the boards of the Greater Boston Chamber of Commerce, the Boston Green Ribbon Commission, Blue Cross Blue Shield Association and Blue Health Intelligence. Sarah received her Master of Science degree in health policy and management from the Harvard T.H. Chan School of Public Health and a Bachelor of Fine Arts degree from The School of the Art Institute of Chicago.



DR. ANNE KLIBANSKI

Anne Klibanski, MD, 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. She is the Laurie Carrol Guthart Professor of Medicine at Harvard Medical School.

WITNESS PANEL 4

THE COST OF INACTION: BUILDING CONSENSUS ON POLICY SOLUTIONS TO ACHIEVE HEALTH CARE AFFORDABILITY, ACCESSIBILITY, AND EQUITY FOR ALL



MICHAEL CURRY

Michael Curry, Esq. serves as President & CEO of the Massachusetts League of Community Health Centers, which represents 52 health centers, serving over one million patients out of over 300 practice sites. Michael was appointed by the Massachusetts Senate to the Health Equity Task Force, which he co-chaired, aimed at addressing the health disparities realized and magnified by COVID-19. He was also appointed by then Governor Charlie Baker to the COVID-19 Vaccine Working Group and served on DPH's Health Equity Advisory Group, the City of Boston's Health Inequity Task Force, and the City of Brockton's Social Justice Task Force. He is the Immediate Past President of the Boston Branch of the NAACP (2011-2016), and has over 25 years of dedicated service to the NAACP on the city, state-area conference and national levels. He was elected to the NAACP Board of Directors in 2014, 2017, 2020, and was recently reelected in 2023 by members from across the country. He serves on the National NAACP's Executive Committee and was appointed by the National Board as Administrator for the New England Area Conference of the NAACP, overseeing the state-area conference and all branches in Maine, Vermont, New Hampshire, Massachusetts and Vermont. Michael is also an Adjunct Professor at both New England Law Boston and Suffolk University's Moakley Center and Sawyer School of Management. He earned a Bachelor of Arts from Macalester College in St. Paul, Minnesota and a Doctorate of Jurisprudence from New England School of Law, and later graduated from the inaugural class of the Executive Leadership Council's Pipeline to Leadership Program.



LORA PELLEGRINI

Lora M. Pellegrini, Esq., has been President and CEO of the Massachusetts Association of Health Plans (MAHP) since February 2010. During her tenure at MAHP, Lora has served as a member of the HPC's Advisory Council, and on the Legislature's 2017 Special Commission on Provider Price Variation. She was also appointed by Governor Baker to the Digital Health Council and the Merged Market Advisory Council. Prior to joining MAHP, Lora was the Vice President of Government Affairs and Community Relations at Harvard Pilgrim Health Care, where she oversaw over \$1M in community giving annually. She also worked on the staffs of Governors Deval Patrick and Michael Dukakis, and as an assistant attorney general. Lora is the current president of the Massachusetts Women's Political Caucus (MWPC) and a Board Member of Dedham Savings Bank. In October 2019, Lora was awarded the Abigail Adams Award from the Massachusetts Women's Political Caucus and in 2018, she was awarded the Women's Bar Association's Lelia J. Robinson Award. Lora was named to the Boston Business Journal's (BBJ) 2017 and 2018 Power 50, the BBJ's list of the 50 most powerful individuals in Boston-area business. She was also named as one of the 50 Most Powerful Women in Boston by Boston Magazine. Lora holds a BA from Wheaton College and a JD from the New England School of Law.

WITNESS PANEL 4

THE COST OF INACTION: BUILDING CONSENSUS ON POLICY SOLUTIONS TO ACHIEVE HEALTH CARE AFFORDABILITY, ACCESSIBILITY, AND EQUITY FOR ALL



AMY ROSENTHAL

Amy Rosenthal is the Executive Director of Health Care For All. Previously, Amy worked at Community Catalyst, a national health care advocacy organization. As the Director of External Affairs and Campaigns, Amy led the organization's work with federal policymakers and oversaw partnerships with a wide range of national organizations. She co-led the organization's campaign to pass the Affordable Care Act and co-directed work with enrollment assisters, providing feedback to federal policymakers about how to further improve the enrollment process in the federal and state marketplaces. Amy 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. She was the Executive Director of the Barbara Lee Family Foundation and served as Political Director for Barbara Lee, an activist and fundraiser for progressive women candidates. Amy spent seven years working for three large, academic, pediatric hospitals conducting public health work related to injury prevention. Amy also teaches at the Harvard T. H. Chan School of Public Health. Amy holds a bachelor's degree in organizational studies from Northwestern University, a master's degree in public health from Harvard University, and a master's degree in public affairs from Indiana University.



STEVE WALSH

Steve Walsh has served as President and CEO of the Massachusetts Health & Hospital Association (MHA) since November 2017. He oversees MHA's mission to create a more accessible, equitable, and coordinated healthcare system for patients on behalf of the association's 70-plus hospital and health system members.

He previously served as the Executive Director of the Massachusetts Council of Community Hospitals (MCCH), where he led innovative change in care delivery, policy, and regulation to meet the unique needs of community hospitals across the commonwealth.

Prior to MCCH, Walsh served six terms in the Massachusetts House of Representatives and was appointed Chair of the House Committee on Health Care Financing in 2011. He wrote and oversaw passage of the Commonwealth's 2012 landmark healthcare reform law, Chapter 224 and was also a conferee of Chapter 288 of the Acts of 2010, the Commonwealth's small business healthcare legislation.

Steve is a member of the American College of Health Care Executives (ACHE), has twice been named to Boston Magazine's list of Most Influential Bostonians, and is regularly among Modern Healthcare's 300 Most Influential People in Healthcare.

Steve is a graduate of Wesleyan University, the New England School of Law, and the Harvard Kennedy School of Government.

HPC BOARD MEMBERS



DEBORAH DEVAUX

Chair

Deborah Devaux was appointed to chair the HPC's Board of Commissioners in July 2022, following 40 years of health care management experience with health insurers and providers in Massachusetts. Most recently, she served as the Executive Vice President and Chief Population Health Officer at Beth Israel Lahey Health.



MARTIN COHEN

Vice Chair

Martin D. Cohen recently retired as 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. He was appointed to the HPC Board in 2015, reappointed in 2018, and confirmed as Vice Chair in September 2019.



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. She was appointed to the HPC Board in 2019 and serves as Committee Chair for the HPC's Care Delivery Transformation policy committee.



DR. MATILDE CASTIEL

Matilde "Mattie" Castiel, M.D. is the City of Worcester's Commissioner for Health and Human Services, and Medical Director of Latin American Health Alliance (LAHA), a nonprofit organization she founded in Worcester in 2009. Dr. Castiel has over 30 years of experience as an internal medicine physician and Associate Professor of Internal Medicine, Family Medicine and Psychiatry at UMass Medical School, and she was appointed to the HPC Board in 2023.



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 HPC Board in 2012 and reappointed in 2015 and 2020. He serves as Committee Chair for the HPC's Market Oversight and Transparency policy committee.



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. He was appointed to the HPC Board in 2016 and reappointed in 2021.



SECRETARY MATTHEW GORZKOWICZ

Executive Office of Administration and Finance

Governor Healey appointed Matthew Gorzkowicz to serve as Secretary of the Executive Office for Administration and Finance. He has more than 25 years' experience in state finance and budgeting in the Commonwealth. Secretary Gorzkowicz has served as an ex-officio member on the HPC Board since 2023.



PATRICIA HOUP

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. She was appointed to the HPC Board in 2020.



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. He was appointed to the HPC Board in 2015 and reappointed in 2017 and 2022.



DR. ALECIA MCGREGOR

Alecia McGregor, Ph.D. is an Assistant Professor of Health Policy and Politics in the Department of Health Policy and Management at the Harvard T.H. Chan School of Public Health. Dr. McGregor is an interdisciplinary scholar with expertise in health systems, health equity, and community health, and she was appointed to the HPC Board in 2023.



SECRETARY KATE WALSH

Executive Office of Health and Human Services

Kate Walsh, MPH is the Secretary of the Executive Office of Health and Human Services. Secretary Walsh previously served as CEO of Boston Medical Center (BMC) Health System for nearly 13 years, and held executive roles at Brigham and Women's Hospital, Novartis Institutes for Biomedical Research, and the Massachusetts General Hospital Cancer Center. She has served as an ex-officio member of the HPC Board since 2023.

NOTES

NOTES



HEALTH POLICY COMMISSION
50 Milk Street, Boston, MA 02109
MassHPC.gov