

The National Academies of
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HEALTH AND MEDICINE DIVISION



U.S. HEALTH CARE EXPENDITURES
Costs, Lessons, and Opportunities
A Virtual Workshop

March 15, 2021 11AM - 4PM EST	March 16, 2021 11AM - 4PM EST
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Attendee Packet

U.S. Health Care Expenditures: Costs, Lessons, and Opportunities

A Virtual Workshop

Roundtable on Population Health Improvement

Monday, March 15, 2021

11 a.m. – 1 p.m. and 2 p.m. – 4 p.m. (EST)

&

Tuesday, March 16, 2021

11 a.m. – 1 p.m. and 2 p.m. – 4 p.m. (EST)

Table of Contents

1	Agenda
4	Roundtable on Population Health Improvement Roster
6	Biosketches of Speakers, Moderators, and Planning Committee
18	Readings & Resources
24	Chart: A Health Dividend for America
25	NASEM Statement of Discrimination, Harassment, & Bullying

U.S. Health Care Expenditures: Costs, Lessons, and Opportunities A Virtual Workshop

March 15-16, 2021 | 11 a.m. – 1 p.m. and 2 p.m. – 4 p.m. EST each day

Agenda

Workshop Objectives | The workshop presentations and discussion will explore the following:

- The rationale for addressing wasteful health care expenditures (HCE), including opportunity costs such as investing in public health infrastructure and education, among other social determinants of health;
- National, State, and local frameworks and models for improving U.S. parity with comparable OECD nations in HCE, including work of states in setting targets for health care cost growth;
- Strategies to reframe the narrative to further the goal of reducing HCE (the total cost of health); and
- Research, including modeling, needed to be done to inform community-level investments once HCE are decreased to achieve better health, well-being and equity

MONDAY, MARCH 15

11:00 a.m. EST Introduction

Raymond Baxter (Roundtable Co-chair), Trustee, Blue Shield of California Foundation
Sanne Magnan (Planning Committee Chair), Senior Fellow, HealthPartners Institute;
Adjunct Assistant Professor, University of Minnesota

11:20 a.m. I. Economic perspectives framing the problem, the rationales for solving, including opportunity costs and equity issues

Moderator:

- **Kosali Simon**, Herman B Wells Endowed Professor in health economics, Associate Vice Provost for Health Sciences, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University

Speakers:

- **Katherine Baicker**, Dean and Emmet Dedmon Professor, Harris School of Public Policy, University of Chicago
- **Monica Bharel**, Commissioner, Department of Public Health, Commonwealth of Massachusetts
- **J. Mac McCullough**, Associate Professor, College of Health Solutions, Arizona State University

1:00 p.m. **BREAK**

2:00 p.m. **II. Innovation to bend the spending curve (national/federal, state, local levels)**

Moderator:

- **Vivian Lee**, President of Health Platforms, Verily

Speakers:

- **Rachel Block**, Program Officer, Milbank Memorial Fund
- **Spencer Carrucciu**, Vice President, Oxeon Venture Studio; former Senior Advisor, Center for Medicare and Medicaid Innovation, CMS
- **Ben Miladin**, Director of Health, United Way of Greater Cleveland
- **Kara Odom Walker**, Senior Vice President and Chief Population Health Officer, Nemours Children's Health System

4:00 p.m. **Adjourn until tomorrow**

TUESDAY, MARCH 16

11:00 a.m. EST **III. Framing and shifting the narrative about health in the United States**

Moderator:

- **Sarah Gollust**, Associate Professor, Division of Health Policy and Management, University of Minnesota School of Public Health

Speakers:

- **Venice Haynes**, Director of Research and Community Engagement, United States of Care
- **David K. Jones**, Associate Professor, Department of Health Law, Policy & Management, Boston University
- **Eric Schneider**, Senior Vice President for Policy and Research, The Commonwealth Fund
- **Julie Sweetland**, Senior Advisor, Frameworks Institute

1:00 p.m. **BREAK**

2:00 p.m. **IV. Research priorities**

Moderator:

- **Dora Hughes**, Associate Research Professor of Health Policy & Management, The Milken Institute School of Public Health, George Washington University

Speakers:

- **Jacob Faber**, Associate Professor of Sociology and Public Service, Robert F. Wagner School of Public Service, New York University
- **Sherry Glied**, Dean and Professor of Public Service, Wagner School of Public Service, New York University
- **Meena Seshamani**, Vice President of Clinical Care Transformation, MedStar Health
- **Rachel L. J. Thornton**, Associate Professor, Division of General Pediatrics and Adolescent Medicine, Johns Hopkins University

- **Simon Walker**, Senior Research Fellow, Centre for Health Economics, University of York
- **Chapin White**, Deputy Director, Health Analysis Division, Congressional Budget Office

3:45 p.m.

Closing remarks and reflections

Kirsten Bibbins-Domingo (roundtable co-chair), Professor and Chair, Department of Epidemiology and Biostatistics; Lee Goldman, MD Endowed Professor of Medicine; Vice Dean for Population Health and Health Equity, University of California, San Francisco

4:00 p.m.

Workshop adjourns

Workshop Planning Committee | This workshop was organized by the following experts: Sanne Magnan, *chair* (Health Partners Institute), Rachel Block (Milbank Memorial Fund), Adam Bress (University of Utah), Marc Gourevitch (NYU Langone Health), Meg Guerin-Calvert (FTI Consulting), Dora Hughes (George Washington University), Eric Schneider (Commonwealth Fund), Kosali Simon (Indiana University), and Lauren Taylor (NYU Langone Health).

Note: The planning committee's role is limited to planning the workshop. A proceedings based on workshop will be prepared by an independent rapporteur.

Follow the conversation



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Roundtable on Population Health Improvement Roster

Vision | A thriving, healthful, and equitable society

Mission | In recognition that health and quality of life for all are shaped by interdependent historical and contemporary social, political, economic, environmental, genetic, behavioral, and health care factors, the Roundtable on Population Health Improvement exists to provoke and catalyze urgently needed multi-sector community engaged collaborative action.

Members

Kirsten Bibbins-Domingo, M.D., Ph.D. (co-chair)

Professor and Chair of the Department of Epidemiology
and Biostatistics
Lee Goldman, MD Endowed Professor of Medicine
Vice Dean for Population Health and Health Equity UCSF
School of Medicine
University of California, San Francisco
San Francisco, CA

Raymond Baxter, Ph.D. (co-chair)

Trustee, Blue Shield of California Foundation
Board Member, CDC Foundation
San Francisco, CA

Philip M. Alberti, Ph.D.

Senior Director, Health Equity Research and Policy
Association of American Medical Colleges
Washington, DC

Dawn Alley, Ph.D.

Chief Strategy Officer
Center for Medicare and Medicaid Innovation
Centers for Medicare & Medicaid Services
Washington, DC

John Auerbach, M.B.A.

Executive Director
Trust for America's Health
Washington, DC

Debbie I. Chang, M.P.H.

President and CEO
Blue Shield of California Foundation
San Francisco, CA

Marc N. Gourevitch, M.D., M.P.H.

Professor and Chair
Department of Population Health
NYU Langone Health
New York, NY

Meg Guerin-Calvert, M.P.A.

Senior Managing Director and
President, Center for Healthcare Economics and Policy
FTI Consulting
Washington, DC

Gary R. Gunderson, M.Div., D.Min., D.Div.

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New York State Health Foundation
New York, NY

Dora Hughes, M.D., M.P.H.

Associate Research Professor of
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Milken Institute School of Public Health
The George Washington University
Washington, DC

Sheri Johnson, Ph.D.

Director, Population Health Institute
Acting Director, Robert Wood Johnson Foundation
Culture of Health Prize
Associate Professor (CHS), Department of Population
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Wayne Jonas, M.D.

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Robert M. Kaplan, Ph.D.

Professor
Center for Advanced Study in the Behavioral Sciences
Stanford University
Stanford, CA

Milton Little, M.A.

President
United Way of Greater Atlanta
Atlanta, GA

Phyllis D. Meadows, Ph.D., R.N., M.S.N.

Senior Fellow, Health Program
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Troy, MI

Bobby Milstein, Ph.D., M.P.H.

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Senior Vice President and
Chief Population Health Officer Nemours
Washington, DC

Oktawia Wojcik, Ph.D.

Senior Program Officer
Robert Wood Johnson Foundation
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Hanh Cao Yu, Ph.D.

Chief Learning Officer
The California Endowment
Oakland, CA

U.S. Health Care Expenditures: Costs, Lessons, and, Opportunities A Virtual Workshop

Biosketches of Speakers, Moderators, and Planning Committee Members

*denotes planning committee member, †denotes roundtable member

Ray Baxter†

Raymond J. Baxter, Ph.D., is the co-chair of the Roundtable on Population Health Improvement of the National Academies of Sciences, Engineering and Medicine. Dr. Baxter has led a distinguished career devoted to improving health and healthcare in America and the world. His leadership in strategy, policy, operations and research has touched nearly every facet of the health field: public health, hospitals and ambulatory care, integrated delivery systems, mental health, long-term care and environmental health.

Dr. Baxter most recently was CEO of the Blue Shield of California Foundation. Its mission is to make California the healthiest state and to end domestic violence, by addressing the root causes of ill health and inequity. For 15 years, Baxter was Kaiser Permanente's national senior vice president for community benefit, research and health policy. There he built the largest community benefit program in the US, investing over \$2 billion annually in community health. He led Kaiser Permanente's signature national health improvement partnerships, including the Weight of the Nation, the Convergence Partnership and the Partnership for a Healthier America. Dr. Baxter established Kaiser Permanente's Center for Effectiveness and Safety Research and built out its national genomics research bank, served as President of KP International and chaired Kaiser Permanente's field-leading environmental stewardship work. He was also a founding sponsor of the KP School of Medicine.

Previously Dr. Baxter headed the San Francisco Department of Public Health, the New York City Health and Hospitals Corporation, and The Lewin Group. He holds a doctorate from Princeton University. Dr. Baxter currently serves on the advisory boards to the Deans of the UC Berkeley School of Public Health and the UCSF School of Nursing, and the boards of the CDC Foundation and the Blue Shield of California Foundation. He served multiple terms on the Global Agenda Council on Health of the World Economic Forum, and the Roundtable on Population Health Improvement of the National Academies of Science, Engineering and Medicine.

Katherine Baicker

Katherine Baicker, Ph.D., a leading scholar in the economic analysis of health policy, commenced as Dean and the Emmett Dedmon Professor at the University of Chicago Harris School of Public Policy on

August 15, 2017. Her research focuses on the effectiveness of public and private health insurance, including the effect of reforms on the distribution and quality of care. Her large scale research projects include the Oregon Health Insurance Experiment, a randomized evaluation of the effects of Medicaid coverage. Her research has been published in journals such as the New England Journal of Medicine, Science, Health Affairs, JAMA, and the Quarterly Journal of Economics.

Dr. Baicker is an elected member of the National Academy of Medicine (IOM), the National Academy of Social Insurance, the Council on Foreign Relations, and the American Academy of Arts and Sciences. She holds appointments as a research associate at the National Bureau of Economic Research and as an affiliate of the Abdul Latif Poverty Action Lab. She serves on the Congressional Budget Office's Panel of Health Advisers, on the Advisory Board of the National Institute for Health Care Management, as a Trustee of the Mayo Clinic and of NORC, and on the Board of Directors of Eli Lilly and of HMS.

Previously, Dr. Baicker was the C. Boyden Gray Professor of Health Economics in the Department of Health Policy and Management at the Harvard T.H. Chan School of Public Health. She has served as Chair of the Massachusetts Group Insurance Commission; Chair of the Board of Directors of AcademyHealth; Commissioner on the Medicare Payment Advisory Commission; and a nonresident senior fellow of the Brookings Institution. From 2005-2007, she served as a Senate-confirmed Member of the President's Council of Economic Advisers, where she played a leading role in the development of health policy. Dr. Baicker earned her B.A. in economics from Yale and her Ph.D. in economics from Harvard.

Kirsten Bibbins-Domingo[†]

Kirsten Bibbins-Domingo, Ph.D., M.D., M.A.S., is Professor and Chair of the Department of Epidemiology and Biostatistics, and the Lee Goldman, M.D. Endowed Professor of Medicine. She is the inaugural Vice Dean for Population Health and Health Equity in the UCSF School of Medicine. Dr. Bibbins-Domingo co-founded the UCSF Center for Vulnerable Populations at Zuckerberg San Francisco General Hospital that generates actionable research to increase health equity and reduce health disparities in at-risk populations in the San Francisco Bay Area, California, and nationally. She is one of the PIs of the UCSF Clinical and Translational Science Institute and leads the UCSF COVID Community Public Health Initiative.

Dr. Bibbins-Domingo is a general internist, cardiovascular disease epidemiologist, and a national leader in prevention and interventions to address health disparities. She is an NIH-funded researcher who uses observational studies, pragmatic trials, and simulation modeling to examine effective clinical, public health, and policy interventions aimed at prevention. She leads the UCSF Cardiovascular Disease Policy Model group that conducts simulation modeling, disease projections, and cost-effectiveness analyses related to cardiovascular disease in the US and in other national contexts.

Dr. Bibbins-Domingo was a member of the U.S. Preventive Services Task Force from 2010-2017 and led the Task Force as the vice-chair and chair from 2014-2017. She is an inducted member of the American Society for Clinical Investigation, the Association of American Physicians, and the National Academy of Medicine.

Rachel Block^{*}

Rachel Block is a program officer at the Milbank Memorial Fund where she focuses on a variety of state health policy issues. She has previously served in numerous executive roles in the public and private sectors, including spearheading development of New York state's health information technology strategy as deputy commissioner for Health Information Technology Transformation in the New York State Department of Health and as the founding executive director of the New York eHealth

Collaborative. Block has also worked at the Centers for Medicare and Medicaid Services, where she held several senior management positions directing policy development and operations for Medicaid, State Children's Health Insurance, and federal survey and certification programs. She was the founding executive director for the Vermont Health Care Authority, and had senior health policy staff roles in the New York state legislature.

Monica Bharel

Monica Bharel, M.D., M.P.H., is Commissioner of the Massachusetts Department of Public Health and serves as the Commonwealth's chief physician. She helps lead the state's aggressive response to the opioid crisis and is dedicated to reducing health disparities and developing data-driven, evidence-based solutions for keeping people healthy. She was appointed to her position by Governor Charlie Baker in February 2015. Under Dr. Bharel's leadership, the Department was awarded national accreditation by the Public Health Accreditation Board and, in 2017, Massachusetts was named the healthiest state in the nation by America's Health Rankings Annual Report which cited among other measures, the state's low prevalence of obesity and high vaccination rates. Also in 2017, Dr. Bharel spearheaded creation of the Public Health Data Warehouse, a unique state-of-the-art tool involving multiple linked data sets across state government. This tool, developed within the newly created Office of Population Health, has proven invaluable for helping combat the opioid epidemic, garnering national attention as a model for the use of data to better understand complex health issues.

Dr. Bharel has been a voice for effective health policy, advocating for raising to 21 the age for tobacco and e-cigarette sales to reduce teen smoking and vaping; and passage of new regulations for testing blood lead levels in young children. She has led the transformation of community health investments to increase healthful opportunities for all.

Dr. Bharel has practiced general internal medicine for more than 20 years including at Massachusetts General Hospital, Boston Medical Center, in neighborhood health centers, the Veterans Administration, and at nonprofit organizations. She has served on the faculty of Harvard Medical School, Boston University Medical School, and Harvard School of Public Health, and has been recognized for her passionate dedication to underserved and vulnerable populations. Prior to becoming Commissioner, she served as the Chief Medical Officer of Boston Health Care for the Homeless. She received her M.P.H. degree through the Commonwealth Fund/Harvard University Fellowship in Minority Health Policy. She holds her medical degree from Boston University School of Medicine.

Adam Bress*

Adam Bress, Pharm.D., M.S., is an Associate Professor of Population Health Sciences with Tenure in the Division of Health System Innovation and Research and an Investigator at the VA Salt Lake City Health Care System. Dr. Bress is a formally-trained cardiovascular clinical pharmacist and population scientist. His research is focused on the prevention and treatment of cardiovascular disease, optimizing medication use, and reducing health disparities. Dr. Bress has received peer-reviewed extramural research support as Principal Investigator (PI) from the National Institutes of Health (NIH) specifically from the National Heart, Lung, and Blood Institute (NHLBI). His research has been published as first author in the New England Journal of Medicine, The Journal of the American College of Cardiology, and Circulation and has been covered in TIME Magazine, The New York Times, and CBS radio.

Dr. Bress has established collaborations with a multi-disciplinary team of investigators in hypertension, cardiology, health services research, epidemiology, and pharmacogenetics at the University of Utah and

around the country. He is an active member of the hypertension working groups for two ongoing NIH-funded cohort studies including the Jackson Heart Study (JHS), the Coronary Artery Risk Development in Young Adults (CARDIA) Study, and the Women's Health Initiative (WHI). He is also an active member of the Systolic Blood Pressure Intervention Trial (SPRINT) Research Group. He was elected as the 2020 National Academy of Medicine Fellow in Pharmacy. As a NAM Fellow, he currently serves on the National Academies' Roundtable on the Promotion of Health Equity. Dr. Bress received his Doctor of Pharmacy degree from the University of Maryland, and his Masters of Science in clinical and translational science from the University of Illinois at Chicago School of Public Health.

Spencer Carrucciu

Spencer Carrucciu, M.P.A., is Vice President of Oxeon Venture Studio at Oxeon Partners, a leading executive search, investments, and company creation firm focused solely on the healthcare industry. Prior to Oxeon Partners, Carrucciu was a Senior Advisor at the Center for Medicare and Medicaid Innovation (CMMI). In this role, Carrucciu played an integral role in establishing the Direct Contracting Model, with a specific focus on the Geographic Model. Carrucciu also previously served as the Head of Data & Analytics at Cityblock Health, a provider organization focused on bringing high-quality physical, mental, and social care to traditionally underserved populations. Earlier in his career, Carrucciu served as the Vice President of Product at Remedy Partners, the leading convener in Medicare's Bundled Payment Care Improvement program. Carrucciu has an M.P.A. from the Robert F. Wagner Graduate School of Public Service at NYU and a BS from the NYU Stern School of Business.

Jacob Faber

Jacob Faber, Ph.D., M.A., M.S., is an Associate Professor at New York University's Robert F. Wagner School of Public Service and holds a joint appointment in NYU's Sociology Department. His research and teaching focuses on spatial inequality. He leverages observational and experimental methods to study the mechanisms responsible for sorting individuals across space and how the distribution of people by race and class interacts with political, social, and ecological systems to create and sustain economic disparities. Dr. Faber's scholarship highlights the rapidly-changing roles of institutional actors (e.g. mortgage lenders, real estate agents, check cashing outlets, and police officers) in facilitating the reproduction of racial and spatial inequality. Through investigation of several aspects of American life, he demonstrates that a pattern of "institutional marginalization" emerges as a powerful mechanism connecting segregation to socioeconomic disadvantage. His work has been published in *American Sociological Review*, *Annual Review of Sociology*, *Proceedings of the National Academy of Sciences*, *Demography*, *Social Forces*, *Housing Policy Debate*, and other prominent journals.

Dr. Faber's scholarship has received recognition from several organizations, including the ASA Latino/Latina Sociology Section, Association for Public Policy Analysis & Management (APPAM), Association of Black Sociologists (ABS), Integrated Public Use Microdata Series (IPUMS), and Society for the Advancement of Socio-Economics (SASE). Dr. Faber earned his Ph.D. in Sociology from New York University. He also graduated from the Massachusetts Institute of Technology with Master's degrees in Telecommunications Policy and Urban Studies and Planning.

Sherry Glied

Sherry Glied, Ph.D., M.A., was named Dean of New York University's Robert F. Wagner Graduate School of Public Service in 2013. From 1989-2013, she was Professor of Health Policy and Management at Columbia University's Mailman School of Public Health. She was Chair of the Department of Health

Policy and Management from 1998-2009. On June 22, 2010, Dr. Glied was confirmed by the U.S. Senate as Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services, and served in that capacity from July 2010 through August 2012. She had previously served as Senior Economist for health care and labor market policy on the President's Council of Economic Advisers in 1992-1993, under Presidents Bush and Clinton, and participated in the Clinton Health Care Task Force. She has been elected to the National Academy of Medicine, the National Academy of Social Insurance, and served as a member of the Commission on Evidence-Based Policymaking.

Dr. Glied's principal areas of research are in health policy reform and mental health care policy. Her book on health care reform, *Chronic Condition*, was published by Harvard University Press in January 1998. Her book with Richard Frank, *Better But Not Well: Mental Health Policy in the U.S. since 1950*, was published by The Johns Hopkins University Press in 2006. She is co-editor, with Peter C. Smith, of *The Oxford Handbook of Health Economics*, which was published by the Oxford University Press in 2011. Dr. Glied holds a B.A. in economics from Yale University, an M.A. in economics from the University of Toronto, and a Ph.D. in economics from Harvard University.

Sarah Gollust



Sarah Gollust, Ph.D., is an Associate Professor in the Division of Health Policy and Management at the University of Minnesota School of Public Health. She is also an Associate Director of the Interdisciplinary Research Leaders, a Robert Wood Johnson Foundation program to support leaders engaged in research to advance health equity. Dr. Gollust is a social scientist studying the intersections of communication, politics, and health policy. In her past research, she has examined the roles of news media and public opinion within significant health policy issues, including obesity, health disparities, the Affordable Care Act, and cancer screening. She also examines how research is communicated in the policymaking process. She has received grants from the American Cancer Society, the Robert Wood Johnson Foundation, and the National Institutes of Health to support her work. Dr. Gollust was a Robert Wood Johnson Foundation Health & Society Scholar at the University of Pennsylvania from 2008 to 2010 and she received her Ph.D. in Health Services Organization and Policy from the University of Michigan.

Marc Gourevitch*+

Marc Gourevitch, M.D., M.P.H., is the Muriel G. and George W. Singer Professor and founding Chair of the Department of Population Health at NYU Langone Medical Center. The focus of Dr. Gourevitch's work is on developing approaches that leverage both healthcare delivery and policy- and community-level interventions to advance the health of populations. Dr. Gourevitch leads initiatives in urban health metrics, is co-Director of the Community Engagement and Population Health Research Core of the Clinical and Translational Science Institute that bridges NYU Langone and NYC Health+Hospitals, and leads NYU Langone's participation in the NYC Clinical Data Research Network funded by the Patient Centered Outcomes Research Institute (PCORI). His research centers on improving health outcomes among drug users and other underserved populations, integrating pharmacologic treatments for opioid and alcohol dependence into primary care, and developing strategies for bridging academic research with applied challenges faced by health care delivery systems and public sector initiatives. Dr. Gourevitch previously served as founding Director of NYU Langone's Division of General Internal Medicine, and led NYU Langone's CDC-funded Fellowship in Medicine and Public Health Research. A graduate of Harvard College and Harvard Medical School, he trained in primary care/internal medicine at NYU and Bellevue Hospital and received his M.P.H. from Columbia University's Mailman School of Public Health.

Margaret Guerin-Calvert*†

Margaret Guerin-Calvert, M.P.A., is a Senior Managing Director at FTI Consulting and founding President of its Center for Healthcare Economics and Policy. She has over 30 years of experience as an economist in both public and private sectors, in competition and regulatory policy, mergers, damages, class certification and intellectual property in healthcare and other industries. She is also a founding director of Compass Lexecon and has served as Senior Consultant, Compass Lexecon, and continues in this role on selected matters. She has served as economic advisor to clients and governments in the U.S. and internationally, including state insurance agencies; parties involved in Certificate of Need (CON) or Certificate of Public Advantage (COPA); and in market-wide inquiries into healthcare competition such as the Competition Commission of South Africa's Healthcare Market Inquiry (HMI).

Guerin-Calvert leads FTI's employer-led initiatives on health and economic wellbeing and public-private collaboratives; which seek to provide cross-sector partners with actionable data and analytics on drivers of medical and productivity costs of chronic conditions and economic impact for innovative strategies and measurable benefit. She led FTI's collaboration with World Economic Forum's Workplace Wellness Alliance in: "Making the Right Investment: Employee Health and the Power of Metrics." Her research focuses on the economic impact of health, integration and transformative change, and competition and policy issues. She served as Assistant Chief, U.S. Department of Justice Antitrust Division, Federal Reserve Board economist, and taught economics at Duke University's Institute of Policy Sciences. Guerin-Calvert's professional organization positions include Co-Chair of the Action Collaborative on Business Engagement in Building Healthy Communities; member, Business Engagement in Obesity Solutions Innovation Collaborative; Advisory Council on Biology & Medicine, Brown University; Academy Health, AEA, and Antitrust Law Section, ABA. She has an M.P.A. from Princeton University's Woodrow Wilson School of Public and International Affairs.

Venice Haynes



Venice Haynes, Ph.D., is Director of Research and Community Engagement at United States of Care where she focuses on developing people-centered approaches to policy design, community engagement, and health equity. Her overarching research agenda has focused on addressing social determinants of health and health disparities in underserved and global populations using qualitative and community-based participatory approaches.

Dr. Haynes has worked on a variety of CDC and NIH funded projects to address disparities in cancer and other chronic diseases through dissemination and implementation science and evidence-based interventions. She has run projects to understand HPV vaccine acceptability in African American and Latino youth across Georgia and has worked in collaboration with organizations on the adaptation of cervical cancer and HPV intervention programs for African Americans in a variety of community-based settings. Her body of work has also included the provision of technical assistance to community-based organizations across Georgia, North and South Carolina in the areas of breast and cervical cancer programming for African American women and has conducted evaluation projects with non-profit and community-based organizations aiming to address cancer disparities in their respective communities. She received her BS degree in Biology from Tennessee State University, her Master of Science in Public Health from Meharry Medical College, and her Ph.D. from the University of South Carolina. She currently resides in her hometown of Atlanta, GA.

Dora Hughes, M.D., M.P.H., is Associate Research Professor of Health Policy & Management at the Milken Institute School of Public Health at The George Washington University, where her work focuses on the intersection of clinical and community health, social determinants of health, health equity, healthcare quality and workforce. Previously, Dr. Hughes was a Senior Policy Advisor at Sidley Austin, where she advised on regulatory and legislative matters in the life science industry. Prior to that, she served for nearly four years in the Obama Administration as Counselor for Science & Public Health to Secretary Kathleen Sebelius at HHS. Her areas of responsibility included implementation of public health and FDA-related provisions of the ACA, as well as signature legislation for tobacco, Alzheimer's and FDA reform. She served in leadership roles for several White House initiatives, including the Childhood Obesity Task Force, President's Food Safety Working Group, Committee on STEM Education and Let's Move. Dr. Hughes began her career in health policy as Senior Program Officer at the Commonwealth Fund, and subsequently as Deputy Director for the HELP Committee under Senator Edward M. Kennedy. She then served as the Health Policy Advisor to former Senator Barack Obama. Dr. Hughes received a B.S. from Washington University, M.D. from Vanderbilt and M.P.H. from Harvard. She completed internal medicine residency at Brigham & Women's Hospital.

David K. Jones

David K. Jones, Ph.D., M.S.P.H., M.A., is an Associate Professor in the Department of Health Law, Policy and Management at Boston University's School of Public Health where he directs the Health Policy and Law MPH program. He was the inaugural Editor-in-Chief of www.publichealthpost.org, an online forum for public health policy launched by Boston University in November 2016. His research examines the politics of health reform and the social determinants of health. His recent book "Exchange Politics: Opposing Obamacare in Battleground States" focuses on how states made decisions around what type of health insurance exchange to establish as part of the Affordable Care Act's implementation. He is working on a new book using Photovoice to examine the social determinants of health in the Mississippi Delta, re-tracing Robert Kennedy's steps in the region.

Dr. Jones earned a Ph.D. from the University of Michigan in health services, organizations, and policy. He holds an M.A. in political science from the University of Michigan, and an M.S. in public health (MSPH) from the University of North Carolina. He has been awarded AUPHA's John D. Thompson Prize for Young Investigators, AcademyHealth's Outstanding Dissertation Award, and the BU School of Public Health Excellence in Teaching Award. Prior to graduate school he interned in the Idaho Legislature, the Canadian House of Commons, and Congressman Charlie Rangel's district office in Harlem, NY.

Vivian Lee

Vivian S. Lee, M.D., Ph.D., M.B.A., is President of Health Platforms at Verily Life Sciences. A physician and health care executive, Dr. Lee also serves as a senior lecturer at Harvard Medical School. She is also the author of *The Long Fix: Solving America's Health Care Crisis with Strategies that Work for Everyone*. A passionate champion of improving health in the U.S. and worldwide, she works closely with Verily's clinical and engineering teams to develop products and platforms that support the successful transformation of health systems to value and advance the co-production of health with patients, their caregivers, and communities. Prior to joining Verily, Lee served as the Dean of the Medical School and CEO of the University of Utah Health Care, an integrated health system that received recognition for its health care delivery system innovations. In 2016, University of Utah was ranked first among all university hospitals in quality and safety. Dr. Lee previously was the inaugural Chief Scientific Officer of New York University's Langone Medical Center.

Elected to the National Academy of Medicine with over 200 peer-reviewed publications, Dr. Lee serves on the Board of Directors of the Commonwealth Fund and Boston Children's Hospital and is also a director on the board of Zions Bancorporation, a publicly traded company. Dr. Lee, received a D.Phil in medical engineering from Oxford University as a Rhodes Scholar, earned her M.D. with honors from Harvard Medical School, and her M.B.A. from the New York University Stern School of Business. She was named by Modern Healthcare as one of the 50 Most Influential Clinical Executives in 2020.

Sanne Magnan*

Sanne Magnan, M.D., Ph.D., is a former co-chair of the Roundtable on Population Health Improvement and current co-chair of the Roundtable's Action Collaborative on Health Care Expenditure. She is the former President and CEO of the Institute for Clinical Systems Improvement (ICSI). In 2007, she was appointed Commissioner of the Minnesota Department of Health by Minnesota Governor Tim Pawlenty. She served from 2007 to 2010 and had significant responsibility for implementation of Minnesota's 2008 health reform legislation, including the Statewide Health Improvement Program (SHIP), standardized quality reporting, development of provider peer grouping, certification process for health care homes, and baskets of care.

Dr. Magnan was a staff physician at the Tuberculosis Clinic at St. Paul - Ramsey County Department of Public Health (2002-2015). She was a member of the Population-based Payment Model Workgroup of the Healthcare Payment Learning and Action Network (2015-2016) and a member of the CMS Multi-sector Collaboration Measure Development Technical Expert Panel (2016). She is on Epic's Population Health Steering Board and on Healthy People 2030 Engagement Subcommittee. She served on the board of MN Community Measurement and the board of NorthPoint Health & Wellness Center, a federally qualified health center and part of Hennepin Health. Her previous experience also includes vice president and medical director of Consumer Health at Blue Cross and Blue Shield of Minnesota. Currently, she is a Senior Fellow with HealthPartners Institute, and adjunct assistant professor of medicine at the University of Minnesota. Dr. Magnan holds an M.D. and a Ph.D. in medicinal chemistry from the University of Minnesota, and is a board-certified internist.

J. Mac McCullough

J. Mac McCullough, Ph.D., M.P.H., is an Associate Professor at Arizona State University's College of Health Solutions. His research involves quantifying investments in public health and social services and assessing how these investments are put to use in order to improve population health. He recently led the development of a new data source to track spending on health and social services at the local level and has used these data to explore how communities' spending can influence their health outcomes and rankings.

Dr. McCullough has served as health economist at the Maricopa County Department of Public Health since 2014. He is a member of the Arizona Public Health Association's Board of Directors. He was recently named as a '40 Under 40' honoree by the de Beaumont Foundation and was awarded the 2018-19 ASU Science of Health Care Delivery Educator of the Year award. He served as deputy director of the RWJF-funded National Safety Net Advancement Center from 2015-2020 and was chair of the AcademyHealth Public Health Systems Research interest group from 2017-2019. Prior to entering academia, he worked at the National Academy of Sciences and the U.S. Department of State.

Benjamin Miladin, M.S.W., LISW-S, is the Director of Health and Community Impact at the United Way of Greater Cleveland. He oversees the organization's health-related funding portfolio, ensures accountability for agency dollars, and monitors data collection and analysis to assure well-informed community investment decisions.

Miladin currently serves as Project Director/Principal Investigator for the Cleveland area's Accountable Health Communities project, which seeks to link the social determinants of health with local health systems. He has overseen the successful launching of new clinical screening and navigation services, as well as the successful creation of an Advisory Board charged to study and address gaps in social services that negatively affect health. He has partnered with the creators of the Collaborative Approach to Public Goods Investment (CAPGI) model to make United Way of Greater Cleveland the first organization in the country to successfully use this model to invest in social services that positively affect health.

Kara Odom Walker, M.D., M.P.H., M.S.H.S., is Executive Vice President and Enterprise Chief Population Health Officer (CPHO) for Nemours Children's Health System. She leads Nemours National Office of Policy and Prevention, as well as all aspects of Population Health Strategy, Research, Innovation and Implementation. As Nemours CPHO, Dr. Walker will lead population health program development and an enhanced research program. She will also provide management oversight and direction of innovative models of health care delivery and full execution of population health strategies that lead to high-quality children's health outcomes. A highly accomplished executive, physician and scientist, she has led efforts to focus on addressing critical social determinants that impact health while eliminating unnecessary medical tests and procedures. Her philosophy and vast experience are a tremendous asset to Nemours' goal of redefining health in children and transforming payment for medical care to ensure the healthiest generation of children.

Dr. Walker joined Nemours following public service to the State of Delaware as the Secretary of the Delaware Department of Health and Services. Dr. Walker's many accomplishments at DHSS include developing first-in-the-nation health care spending and quality benchmarks in Delaware; creating a state reinsurance program that reduced premiums in its first year and increased the number of people covered; and shaping new Medicaid managed care contracts that include quality metrics and embed paying for value – not volume – in health care. She previously worked as the Deputy Chief Science Officer at the Patient-Centered Outcomes Research Institute, and was a faculty member of Family and Community Medicine at the University of California, San Francisco. She has worked with several national organizations to advocate for health equity and access to quality health care in minority and underserved populations, including the National Medical Association, the Student National Medical Association and the American Medical Association. A respected leader, innovator and clinician, Dr. Walker was elected to the National Academy of Medicine in 2018. She completed her family and community medicine residency at the University of California San Francisco, is a board-certified practicing family physician, and is a fellow of the American Academy of Family Physicians. She graduated with a Master's of Public Health from Johns Hopkins School of Public Health and Master's of Health Services Research from the University of California, Los Angeles, School of Public Health, where she also completed her fellowship in the Robert Wood Johnson Clinical Scholars program.

Eric Schneider*

Eric Schneider, M.D., M.Sc., is senior vice president for policy and research at The Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues. A member of The Commonwealth Fund's executive management team, Dr. Schneider provides strategic guidance to the organization's research on topics in policy, health services delivery, and public health as well as scientific review of initiatives, grants, projects, and publications. He is a member of the board of AcademyHealth.

Trained in primary care general internal medicine and health services research, Dr. Schneider is among the nation's leading health services researchers. His research has spanned health policy, quality measurement, quality improvement, delivery system innovation, primary care, health information technology, program evaluation, clinical sciences, and the effects of health insurance and access to care for vulnerable populations. Prior to joining the Fund, Dr. Schneider was principal researcher at the RAND Corporation and he held the RAND Distinguished Chair in Health Care Quality. In 2009, he was the first director of RAND's Boston office, building a highly successful multidisciplinary health services research team. From 1997 to 2015 he was a professor and researcher at the Harvard School of Public Health and Harvard Medical School, teaching health policy and quality improvement in health care and practicing primary care internal medicine at the Jen Center for Primary Care at Brigham and Women's Hospital. Dr. Schneider holds an M.Sc. from the University of California, Berkeley, and an M.D. from the University of California, San Francisco. He has been elected to fellowship in both the American College of Physicians and the National Academy of Social Insurance.


Meena Seshamani

 @drmeenasesh

Meena Seshamani, M.D., Ph.D., is Vice President of Clinical Care Transformation at MedStar Health where she serves on the system-wide leadership team and leads value-based care initiatives across the 10 hospital, 300+ outpatient care site health system. The care models and service lines under her leadership have been nationally recognized by the Institute for Healthcare Improvement and others. Prior to MedStar, Dr. Seshamani was the Director of the Office of Health Reform at the Department of Health and Human Services, where she led strategy and managed the implementation of the Affordable Care Act and delivery system reform.

Dr. Seshamani received her bachelor's degree with honors, magna cum laude, in business economics from Brown University, and earned her medical degree, Alpha Omega Alpha, from the University of Pennsylvania School of Medicine. She also holds a doctorate degree in health economics from the University of Oxford, where she was a Marshall Scholar. She completed her residency at the Johns Hopkins University School of Medicine and practiced as a head and neck surgeon at Kaiser Permanente in San Francisco. She is an assistant professor in the Department of Otolaryngology-Head and Neck Surgery at Georgetown University School of Medicine.

Kosali Simon*+

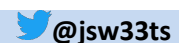
 @KosaliSimon

Kosali Simon, Ph.D., is member of the Roundtable for Population Health Improvement. She is Herman B. Wells Endowed Professor, Associate Vice Provost for Health Sciences at the Indiana University Paul H. O'Neill School of Public and Environmental Affairs. Dr. Simon is a nationally known health economist who specializes in applying economic analysis in the context of health insurance and health care policy. Her current research mainly focuses on the impact of health insurance reform on healthcare and labor market outcomes, and on the causes and consequences of the opioid crisis. She is also active in national

leadership roles in her profession, serving on several boards and in editorial positions. A summary of her recent research appears in the 2018 National Bureau of Economic Research Reporter.

Dr. Simon is a research associate of the National Bureau for Economic Research, a group with which she has been affiliated since 2002. She serves as a member of the governing body of the Association for Public Policy Analysis and management (APPAM). From 2009-2016, she served as a board member of the American Society of Health Economists; from 2014-2017 she served as a board member of the American Economic Association (AEA)'s Committee on the Status of Women in Economics (CSWEP), and directed the national mentoring program for female assistant professors in economics. She also served a three-year term with the nation's largest health philanthropy, the Robert Wood Johnson Foundation (RWJF); in 2013, she was selected to the National Advisory Committee of RWJF Health Policy Scholars Program, a committee composed of 13 nationally recognized experts in social science and health policy. In 2007, Dr. Simon was recognized for her early contributions to health services research as the recipient of the John D. Thompson Prize for Young Investigators.

Julie Sweetland



Julie Sweetland, Ph.D., is a sociolinguist and a senior advisor at the FrameWorks Institute, a think tank that equips mission-driven communicators to lead productive public conversations. FrameWorks' unique approach to applied communications research shapes public discourse across the nation and around the world. Their impact was recognized in 2015 with the MacArthur Award for Creative and Effective Institutions, otherwise known as the "organizational genius grant." Since joining FrameWorks in 2012, Dr. Sweetland has led strategic reframing initiatives in public education, public health, climate change, and more. Her strategic advice and communications guidance has equipped leading advocates, policymakers, and scientists to frame their issues in ways that drive change. Current projects focus on major health equity topics such as tobacco-related health disparities and adverse childhood experiences. Before joining FrameWorks, Julie worked in progressive education reform and published research on the intersection of language and race. She is a graduate of Georgetown University and completed her MA and PhD in linguistics at Stanford University.

Lauren A. Taylor*



Lauren A. Taylor, Ph.D., M.P.H. M.Div., is a post-doctoral fellow at NYU's Grossman School of Medicine in the Department of Population Health. She researches the managerial and ethical challenges inherent in governing health care organizations, public administrations and markets. Lauren's research has been published in academic journals such as *Health Affairs*, *Hastings Center Report* and *Kennedy Institute of Ethics Journal* as well as news outlets such as *The New York Times* and *The New Yorker*. In 2013, she co-authored the book *The American Health Care Paradox* with Elizabeth Bradley. During graduate school, she trained an oncology chaplain at Massachusetts General Hospital and in the Office of Ethics at Boston Children's Hospital.

Rachel L.J. Thornton



Rachel L. J. Thornton, M.D., Ph.D., is an associate professor at Johns Hopkins School of Medicine, and Executive Director for Clinical Services for Johns Hopkins Medicine Office of Population Health where she oversees the design and execution of models of care and deployment of clinical resources to optimize population health management and support community health. She has experience in cross sector collaboration. A practicing primary care pediatrician, she is also a health equity and health disparities researcher with experience translating research into policy at the local, state, and federal

levels. She served as Health Policy Advisor at the U.S. Department of Housing and Urban Development from 2011-2013. Her policy work has addressed Health in All Policies with an emphasis on housing, community development, and urban planning policy. Dr. Thornton directed a health impact assessment (HIA) of Baltimore City's comprehensive zoning code rewrite, which ultimately contributed to significant revisions in Baltimore City's proposed zoning code related to alcohol outlet location and density.

She was appointed as a member of the National Academies of Sciences, Engineering, and Medicine Committee on Summertime Experiences and Child and Adolescent Education, Health and Safety culminating in the 2019 report *Shaping Summertime Experiences: Opportunities to Promote Healthy Development and Well-Being for Children and Youth*. She is currently appointed to the National Academies of Sciences Engineering and Medicine *Response and Resilient Recovery Strategic Science Initiative Strategy Group on COVID and Rental Evictions*. Dr. Thornton received an M.D. from Johns Hopkins School of Medicine and a Ph.D. in Health Policy and Management from the Johns Hopkins Bloomberg School of Public Health. She received additional fellowship and postdoctoral training in behavioral aspects of cardiovascular disease and general academic pediatrics and later in public policy as a White House Fellow. Dr. Thornton is a board certified general pediatrician and maintains a primary care practice at the Children's Medical Practice at Johns Hopkins Bayview where she also teaches residents.

Simon Walker

Simon Walker, M.Sc., is a Senior Research Fellow at the Centre for Health Economics, University of York, where he has been based since 2006. His research is focused on the evaluation of health care interventions and policies. He has expertise in economic evaluation and decision analytic modelling and has been involved in research across a wide range of diseases including cancers, cardiovascular disease, diabetes, HIV and mental health, as well as the evaluation of health care policies such as Pay for Performance schemes. Some of his recent research has focused on how economic evaluation should be used to inform multiple heterogeneous stakeholders and methods for the economic evaluation of system level policies. Walker has been involved in research projects and collaborations across the globe, with particular focuses on the U.K. and sub-Saharan Africa.

Chapin White



Chapin White, Ph.D., is Deputy Director of the Health Analysis Division at the Congressional Budget Office (CBO). He oversees CBO's research in health policy and health economics, with topic areas including prices of health care services and prescription drugs, expansions of health insurance coverage, and preventive medical care. Previously a Senior Policy Researcher at RAND, Dr. White led the first two rounds of the RAND Hospital Price Transparency Study, the development of RAND Hospital Data, and the development of RAND's Health Care Payment and Delivery Simulation Model (PADSIM), which was used to analyze state-based options for reforms in health financing in Oregon and New York. He also led an analysis for the Assistant Secretary for Planning and Evaluation (ASPE) of the spillover effects of Accountable Care Organizations (ACOs) on the Medicare fee-for-service program.

Dr. White's other areas of expertise include coordinated ("Section 1332") waivers, and alternatives to the "Cadillac" tax. Dr. White has conducted a series of projects analyzing the effects of changes in Medicare payments for inpatient hospital care on hospitals' operating expenses, the prices paid by private insurers, and the volume of services provided. Before joining RAND, Dr. White was a senior health researcher at the Center for Studying Health System Change, and, prior to that, a principal analyst at the Congressional Budget Office. Dr. White earned his Ph.D. from Harvard University.

U.S. Health Care Expenditures: Costs, Lessons, and Opportunities A Virtual Workshop

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NOTE: Click on the citations to access the readings and resources.

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A Health Dividend for America – the Opportunity Costs of Excess Medical Expenditures

Updated Draft 3/12/2021

Wasteful Health Care Spending (Health care spending with no health impacts) = Opportunity Costs
\$879 billion
\$2,649 per capita

(Overuse, missed prevention opportunities, administrative waste, clinical inefficiencies, fraud & abuse, excessive prices)

Estimated public share
(45%)

\$396 billion

\$1,192 per capita

Estimated private sector share
(55%)

\$483 billion

\$1,457 per capita

Available to Reinvest
(50%), \$198 billion
\$596 per capita

Use for deficit reduction
or other uses
(50%), \$198 billion
\$596 per capita

- Social: \$123B
- Quality of Life: \$49B
- Housing: \$613M
- Infrastructure: \$18B
- Climate: \$1B

Opportunity cost:

The loss of potential gain
from other alternatives when
one alternative is chosen

(New Oxford American Dictionary)

PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING EXPECTATIONS FOR PARTICIPANTS IN NASEM ACTIVITIES

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

Discrimination is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

Updated June 7, 2018