

Roundtable on Population Health Improvement

Committee

Ana V. Diez Roux

Co-Chair

Ana V. Diez Roux, M.D., Ph.D., M.P.H., is Distinguished University Professor of Epidemiology at the Dornsife School of Public Health and Director of the Drexel Urban Health Collaborative. Originally trained as a pediatrician in her native Buenos Aires, she completed public health training at the Johns Hopkins University School of Hygiene and Public Health. Before joining Drexel University, she served on the faculties of Columbia University and the University of Michigan, where she was Chair of the Department of Epidemiology and Director of the Center for Social Epidemiology and Population Health. Dr. Diez Roux is internationally known for her research on the social determinants of population health and the study of how neighborhoods affect health. Her work on neighborhood health effects has been highly influential in the policy debate on population health and its determinants.

Dr. Diez Roux has served on numerous editorial boards, review panels and advisory committees including most recently the Clean Air Scientific Advisory Committee (CASAC) of the Environmental Protection Agency (as Chair), the Board of Scientific Counselors (BSC) of the National Center for Health Statistics, the Committee on Health and Wellbeing in the Changing Urban Environment of the International Council for Science (ISCUS), and CDCs Community Preventive Services Taskforce. She has received the Wade Hampton Frost Award for her contributions to public health from the American Public Health Association and the Award for Outstanding Contributions to Epidemiology from the American College of Epidemiology. She is also an elected member of the American Epidemiological Society and the Academy of Behavioral Medicine Research. She was elected to the National Academy of Medicine of the National Academy of Sciences in 2009.

Mary Pittman

Co-Chair

Mary A. Pittman, DrPH, recently stepped down from her role as chief executive officer and president of the Public Health Institute (PHI), a U.S. and global non-profit public health organization dedicated to improving health and equity through economic, social, and healthcare innovation. Pittman is a national leader in community health, addressing social determinants leading to health inequities and promoting prevention and quality of care. Her experience in public health and healthcare, including Medicaid financing and safety net systems, make her an expert adviser in the field of population health and building healthier and more equitable communities and health systems. She has designed and launched leadership programs for women in health as well as for other population health leaders. During her tenure, PHI was recognized three times as one of the 50 best nonprofit places to work in the nation.

Pittman served for six years on the National Academies of Sciences, Engineering, and Medicine Roundtable on Population Health Improvement, and the Healthy People 2030 advisory committee to the Secretary of HHS. She served as an expert advisor to the Let's Get Healthy California Task Force, and serves on numerous advisory boards for UC Berkeley, School of Public Health, Loma Linda School of Public Health, Charles Drew University Medical School, and other non-profits and a small diagnostic company.

Mariana Arcaya

Member

Mariana Arcaya, ScD, MCP, is a social epidemiologist and urban planner whose work explores dynamic relationships between geographic contexts, particularly neighborhoods, and health. Mariana conducts scholarly and policy-relevant research in two main areas: 1) bi-directional relationships between place and health, including how health considerations shape socioeconomic outcomes for individuals and communities, and, 2) applied and translational research on the social determinants of health, particularly health risk factors shaped by urban policy and planning decisions.

Prior to coming to MIT in 2015, Mariana served as a post-doctoral fellow at the Harvard Center for Population and Development Studies. She holds a Doctorate of Science from the Harvard School of Public Health, and a Master of City Planning from MIT's Department of Urban Studies & Planning. Her professional work experience includes instituting and managing a Public Health Division within Metropolitan Boston's regional planning agency, as well as designing and overseeing the implementation of healthy urban planning strategies under a federally funded Community Transformation Grant.

Thomas E. Dobbs, III

Member

Thomas Dobbs, MD, MPH, is Dean of the John D. Bower School of Population Health at the University of Mississippi. In addition to his role as Dean, Dr. Dobbs teaches Epidemiology for the School of Population Health and the School of Health-Related Professions. He has a clinical position within the Division of Infectious Disease, working specifically in the fields of HIV and Sexually Transmitted Infections with a focus on the intersection of disease and the social determinants of health.

Dr. Dobbs has a long career working at the crossroads of clinical medicine and public health as a physician, researcher and public health leader. He has held numerous leadership roles within the Mississippi State Department of Health including State Epidemiologist and State Health Officer (a role through which he directed the state's response to the COVID pandemic). In his role as State Health Officer, Dr. Dobbs focused the agency on addressing the numerous health inequities that plague our state. Additionally, he has worked in leadership roles nationally and internationally in the fight against diseases such as HIV and tuberculosis.

Margaret Guerin-Calvert

Member

Margaret (Meg) Guerin-Calvert is a Senior Managing Director at FTI Consulting in Washington, D.C. and founding President of its Center for Healthcare Economics and Policy. She has over 30 years of experience as an economist in public and private sectors, in competition and regulatory policy, mergers, damages, class certification and intellectual property in healthcare and other industries. She leads FTI's Center initiatives on health, health equity, and economic impact, which provide multi-sector collaboratives and stakeholders with actionable data and advanced analytics on drivers of medical and productivity costs of chronic conditions and to quantify their economic impact on workforce and community for innovative strategies and measurable benefit. Her Center projects include its selection by the National Foundation for the Centers for Disease Control and Prevention (CDC Foundation) and partnering with the National Forum for Heart Disease and Stroke Prevention, to build and disseminate the business case for employer engagement in hypertension prevention and control.

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. She served as Assistant Chief, U.S. Department of Justice Antitrust Division, Federal Reserve Board economist, and taught economics at Duke University's Sanford School of Public Policy (formerly Institute of Policy Sciences). She was also a founding director of Competition Policy Associates, Inc. ("Compass"), now Compass Lexecon, and served as a Senior Consultant, Compass Lexecon. Her professional organization positions include serving as a member of the National Academies of Sciences, Engineering, and Medicine (NASEM) Roundtable on Population Health Improvement; Co-Chair of NASEM's Action Collaborative on Business Engagement in Building Healthy Communities; member of NASEM's Business Engagement in Obesity Solutions Innovation Collaborative; Board of Director of National Forum for Heart Disease & Stroke Prevention, member, American Economic Association and AcademyHealth, and leadership positions at Antitrust Law Section of the American Bar Association. She has an AB in economics from Brown University; and an MPA from Princeton School of Public and International Affairs, Princeton University.

Rishi Manchanda

Member

Rishi Manchanda, MD, MPH, is CEO at HealthBegins. He has advanced bold strategies to help health care move upstream and advance health equity for historically marginalized patients and communities throughout his career as physician, executive, and public health champion. Dr. Manchanda served as the founding director of social medicine for a network of community health centers in South-Central Los Angeles, as the first lead primary care physician for homeless veterans at the Greater Los Angeles VA, and as the inaugural chief medical officer for a self-insured employer with a large rural agricultural workforce. In his book—*The Upstream Doctors*—and TED Talk, he introduced "Upstreamists," a new model of healthcare professionals who improve outcomes by addressing the social and structural drivers of health equity—patients' social needs, community-level social determinants of health, and structural determinants of health equity including structural racism.

Tiffany Manuel

Member

Tiffany (DrT) Manuel (she/her) is founder and CEO of TheCaseMade. She has worked with thousands of passionate social changemakers, innovators and adaptive leaders around the United States who are building better, stronger communities that are diverse, equitable and inclusive. She is the author of Case Made! 10 Powerful Leadership Principles that Win Hearts, Change Minds, and Grow Impact as well as many reports, journal articles and scholarly papers.

DrT grew up in Detroit, Michigan during one of the most turbulent times in the city's history. It was because of the challenges of that experience that she champions better policy, programs, investments and services that can transform our cities and communities for the better. It is also the reason that DrT has worked to expand opportunity, equity and inclusion through 25+ years of professional and volunteer experience spanning the private and non-profit sectors, government and academia.

Trained as a social scientist in quantitative and qualitative methods, she is passionate about translating the insights harvested from her research and practice to improve our ability to build public will around the critical issues that matter most. She holds doctorate and master's degrees in public policy from the University of Massachusetts Boston, a master's degree in political science from Purdue University and a bachelor's degree from the University of Chicago.

Jamila Michener

Member

Jamila Michener, PhD, is an associate professor in the department of Government at Cornell University. Her research focuses on poverty, racial inequality and public policy in the United States. Her recent book, *Fragmented Democracy: Medicaid, Federalism and Unequal Politics* (Cambridge University Press) examines how Medicaid--the nation's public health insurance program for people with low income--affects democratic citizenship. Unpacking how federalism transforms Medicaid beneficiaries' interpretations of government and structures their participation in politics, *Fragmented Democracy* assesses American political life from the vantage point(s) of those who are living in or near poverty, (disproportionately) Black or Latino, and reliant on a federated government for vital resources.

Michener's research has been supported by the Woodrow Wilson Foundation, the Russell Sage Foundation, the National Science Foundation, the Robert Wood Johnson Foundation and the Ford Foundation. She received her MA and PhD from the University of Chicago and her undergraduate degree from Princeton University. Prior to working at Cornell, she was a Robert Wood Johnson Health Policy Scholar at the University of Michigan.

George Nicholas

Member

Pastor George Nicholas, MDiv, is a dedicated advocate for social justice, health equity, and community revitalization. A retired United Methodist pastor, he spent years serving inner-city congregations in Buffalo and Rochester, New York, fostering community-driven solutions to systemic challenges. He is the Chief Executive Officer and founder of the Buffalo Center for Health Equity and a founding member and chair of the African American Health Equity Task Force, leading efforts to address racial health disparities.

Under his leadership, the Task Force launched the COVID-19 Response Project, ensuring that vital resources and information reached Buffalo's underserved communities during the pandemic. He also played a key role in establishing the UB Community Health Equity Research Institute and the Erie County Department of Health Equity, strengthening research-driven initiatives to combat health inequities. As a member of the Racial Equity Roundtable, Pastor Nicholas helped create the Breaking Barriers Program, which empowers boys and young men of color by providing mentorship, support, and opportunities for personal growth. His lifelong commitment to advancing health and racial equity has earned him national recognition, including the 2022 Bernard J. Tyson Health Equity Award from the Alliance of Community Health Plans. Through his work, Pastor Nicholas continues to drive systemic change and improve the well-being of communities in Buffalo and beyond.

Kenneth Reid

Member

Kenneth Reid is the Co-CEO of Action4Equity, where he leads the operational, financial, and organizational infrastructure that powers large-scale systems change in education, health equity, and community economic mobility. He has built a high-performing backbone organization that supports rigorous research partnerships, quality program implementation, and accountable governance. Under his leadership, Action4Equity has grown from a grassroots effort into a multi-million-dollar civic infrastructure partner improving outcomes for Black and Brown students in Winston-Salem and Forsyth County. His work has helped secure major policy wins, including the establishment of a district equity office and the construction of a new \$46 million elementary school driven by community leadership.

He is developing the Wellbeing Portfolio, an impact investment framework aligning public and private capital with measurable improvements in youth and family well-being. Action4Equity is the only organization in the world serving simultaneously as a backbone for My Brother's Keeper Winston-Salem, CDF Freedom Schools, StriveTogether, and We in the World. He is co-author of a groundbreaking NEJM Catalyst article that introduces the Better Ancestor Framework to dismantle structural racism in healthcare. Reid was named one of Greater Winston-Salem's 40 Under 40 for his leadership in building civic infrastructure and community-driven systems change. A fifth-generation Winston-Salem native, he ensures that power and ownership remain with communities most impacted by systemic inequities.

Philip M. Alberti

Ex Officio Member

As the Association of American Medical Colleges' (AAMC) Senior Director for Health Equity Research and Policy, Philip M. Alberti, Ph.D., supports the efforts of academic medical centers to build an evidence-base for effective programs, protocols, and partnerships aimed at ameliorating inequalities in health and healthcare through research. Dr. Alberti is responsible for working with AAMC's constituents to elevate the status of community-partnered and health equity-related research efforts, identifying emerging funding sources and policy implications for such projects, and disseminating findings to achieve the broadest possible impact. Prior to joining the AAMC in 2012, Dr. Alberti led research, evaluation, and planning efforts for a Bureau within the New York City Department of Health and Mental Hygiene (NYC DOHMH) that works to promote health equity between disadvantaged and advantaged neighborhoods. Dr. Alberti holds a Ph.D. degree in Sociomedical Sciences from Columbia University's Mailman School of Public Health and was a National Institute of Mental Health Fellow in the Psychiatric Epidemiology Training program.

Debbie I. Chang

Ex Officio Member

Debbie I. Chang, M.P.H., is President and CEO of the Blue Shield of California Foundation. She was previously Senior Vice President of Policy and Prevention and a Corporate Officer for Nemours Children's Health System.

She serves on National Academies of Sciences, Engineering, and Medicine Board on Children, Youth and Families and on the National Academies' Health and Medicine Division's Roundtable on Population Health Improvement and Roundtable on Obesity Solutions, the National Center for Children in Poverty, the University of Michigan Griffith Leadership Center Board, the Asian and Pacific Islander Health Forum and the Winter Park Health Foundation Board. Nemours is a founding member of the Partnership for a Healthier America and the National Convergence Partnership, a unique collaboration of leading foundations focused on healthy people and healthy places.

Chang has more than 29 years of federal and state government and private sector experience in the health field. She has held key government positions including Deputy Secretary of Health Care Financing at the Maryland Department of Health and Mental Hygiene, with oversight for Maryland's Medicaid program and National Director of State Children's Health Insurance Program (SCHIP) when it was first implemented in 1997 at the Federal Department of Health and Human Services. Chang's work on population health, child health systems transformation, Medicaid, SCHIP and Nemours' prevention-oriented health system including its CDC Pioneering Innovation award-winning statewide childhood obesity program has been widely published. Chang holds a master's degree in Public Health Policy and Administration from the University of Michigan and a bachelor's degree in Chemical Engineering from the Massachusetts Institute of Technology.

Allison Gertel-Rosenberg

Ex Officio Member

Allison Gertel-Rosenberg is Vice President and Chief Policy and Prevention Officer at Nemours Children's Health. She has spent her career addressing some of the most important and challenging issues in population health. In her role, she is responsible for leading Nemours Children's National Office of Policy and Prevention leveraging federal policy and advocacy efforts and innovative prevention and population health strategies to improve health and well-being outcomes for children. These efforts have included the highly successful Moving Health Care Upstream, Let's Move! Child Care, Healthy Kids, Healthy Future, and the National Early Care and Education Learning Collaborative initiative with the Centers for Disease Control and Prevention. Ms. Gertel-Rosenberg is widely recognized as an expert on public health and population health and has written articles and presented at national conferences on child health, social determinants of health, multi-sector partnerships, social return on investment, obesity, health care, substance abuse prevention and treatment, and evaluation. Ms. Gertel-Rosenberg received her B.S. in public health from Rutgers College and M.S. in health policy and management from the Harvard School of Public Health.

Hilary Heishman

Ex Officio Member

Hilary Heishman, M.P.H., joined the Robert Wood Johnson Foundation (RWJF) in 2011 and spent her first two years supporting regional health care system transformation through initiatives like Aligning Forces for Quality. As a senior program officer, she has expertise in a variety of topics, with special attention to improving and connecting systems that enable people to be healthy. She embraces the aspect of her role that she describes as “finding connections among projects that RWJF supports.”

Heishman's background in local public health, community health planning, and health care system improvement enable her to take a broad, multifaceted approach to program development. She has developed programs related to building communities' capacities to improve health, helping health care organizations address patients' social circumstances and play a strong role in improving community health, improving the use of health data and information systems, identifying health care payment methods that support community health, and helping people learning from one another in networks. For example, she is a senior program officer for grants that support Health Leads, Data Across Sectors for Health, Payment Reform for Population Health, and 100 Million Healthier Lives.

Previously, Heishman was a prevention specialist with the Centers for Disease Control and Prevention (CDC). While on field assignment, she coordinated the development of a Community Health Improvement Plan in Manchester, N.H. At CDC headquarters in Atlanta, Ga., she supported the Influenza Epidemiology and Prevention Branch during the spread of the 2009 H1N1 influenza. She also worked with CDC's Healthy Community Design Program to promote and evaluate Health Impact Assessments (HIA) and with CDC's WHO Collaborating Center for Reproductive Health to improve birth outcomes in hospitals in Kabul, Afghanistan.

She has been involved with public health work and research at the Northwest Center for Public Health Practice, the Washington State Department of Health's Public Health Improvement Partnership, and the University of Washington Child Health Institute. Heishman served in the Peace Corps in Ghana, where she taught biology and coordinated HIV/AIDS prevention programs.

Heishman received a bachelor's degree in Biology from the University of Virginia and a Master of Public Health in Community Oriented Public Health Practice from the University of Washington, Seattle.

Bobby Milstein

Ex Officio Member

Bobby Milstein, Ph.D., M.P.H., is a director of ReThink Health for the Fannie E. Rippel Foundation and a visiting scientist at the MIT Sloan School of Management. With an educational background that combines cultural anthropology, behavioral science, and systems science, Dr. Milstein concentrates on challenges that involve large-scale institutional change and the need to align multiple lines of action. He led the development of the ReThink Health Dynamics model and a suite of regionally-configured simulations that are used by leaders across the country to explore the likely health and economic consequences of policy scenarios.

From 1991 to 2011, Dr. Milstein worked at the Centers for Disease Control and Prevention, where he founded the Syndemics Prevention Network, chaired the agency's Behavioral and Social Science Working Group, and was coordinator for a wide range of new initiatives. He was the principal architect of the CDC's framework for program evaluation and published a monograph entitled *Hygeia's Constellation: Navigating Health Futures in a Dynamic and Democratic World*, recommended as "required reading for all health professionals."

Dr. Milstein has led several award-winning teams that bring greater structure, evidence, and creativity to the challenge of health system change. He is a cofounder (with Patty Mabry) of the NIH Institute on Systems Science and Health, and a codeveloper of several other widely used health policy simulation models including HealthBound and the Prevention Impacts Simulation Model. He has received CDC's Honor Award for Excellence in Innovation, the Applied Systems Thinking Prize from ASysT Institute, as well as Article of the Year awards from AcademyHealth and the Society for Public Health Education. Dr. Milstein holds a B.A. in cultural anthropology from the University of Michigan, an M.P.H. from Emory University, and a Ph.D. in interdisciplinary arts and sciences with a specialization in public health science from Union Institutes and University.

Josè Montero

Ex Officio Member

José Montero, M.D., M.P.H., M.S., serves as the deputy director of the Centers for Disease Control and Prevention (CDC) responsible for overseeing support to the US health departments, tribal nations, and insular areas, and as the director of CDC's Office for State, Tribal, Local and Territorial Support. He oversees key activities and technical assistance designed to improve the public health system's capacity and performance in an era of health reform.

Previously, Dr. Montero served as vice president of population health and health system integration at Cheshire Medical Center/Dartmouth-Hitchcock Keene. In that capacity, he helped the healthcare system advance its Healthy Monadnock population health strategy. Key components of this process were improved partnerships with all organizations engaged in addressing social determinants of health for the population served and development of a sustainability pathway for the region's population health strategy.

For seven years, Dr. Montero served as director of the Division of Public Health Services at the New Hampshire Department of Health and Human Services (DHHS). In that role, he led the delivery of high-quality, evidence-based services and prompt response to public health threats and emerging issues in the state. Dr. Montero was credited with maintaining New Hampshire's reputation as one of America's healthiest states. He oversaw the development and implementation of policies that advanced a healthier population, as well as the development of the state public health improvement plan and its implementation at the regional level. Under his leadership, DHHS developed a systematic approach for collecting, using, and disseminating actionable data and improved coordination between public health and health care. In New Hampshire, Dr. Montero also served as chief of New Hampshire's Bureau of Communicable Disease Control, deputy director for public health emergency preparedness and response, and state epidemiologist.

Dr. Montero has extensive experience in public health leadership and in the prevention and control of infectious diseases. His major research interests include vaccine-preventable diseases, epidemic preparedness and response, and integration of public health and population approaches into clinical practice. Dr. Montero has held many national and regional committee leadership positions, including president of the board of directors of the Association of State and Territorial Health Officials (ASTHO) and chair of ASTHO's Infectious Diseases Policy Committee. He worked closely with CDC as a member of the board of scientific advisors for the Office of Infectious Diseases; the Social Determinants of Health Think Tank, a subgroup of the STLT Subcommittee to the Advisory Committee to the Director of CDC; and the CDC Advisory Committee to the Director of CDC to prevent tuberculosis in healthcare settings. He has also served on the federal Advisory Committee on Immunization Practices, the National Academy for State Health Policy, the Institute of Medicine Roundtable on Population Health Improvement, the New Hampshire Citizens Health Initiative, Dartmouth Medical School's Leadership Preventive Medicine Residency Advisory Committee, and the Foundation for Healthy Communities. Dr. Montero holds a medical degree from the Universidad Nacional de Colombia. He specialized in family medicine and completed his residency at the Universidad del Valle in Cali, Colombia. He also holds an epidemiology degree from Pontificia Universidad Javeriana in Bogotá, Colombia, and a master's degree in healthcare delivery science from Dartmouth College.

Willie H. Oglesby

Ex Officio Member

Willie (Billy) Oglesby, Ph.D., M.B.A, M.S.P.H., FACHE, is the Humana Dean for the Jefferson College of Population Health where he leads all academic functions of the College, including program growth and evaluation, enrollment management, faculty development and oversight, research expansion, alumni engagement, and student support services. He also works with key leaders across the growing Jefferson enterprise and with stakeholders locally, nationally, and globally to develop new academic initiatives that promote healthcare quality and patient safety, improve operational effectiveness and efficiency, and advance public and population health.

He has worked on a career total of more than \$26M in external funding, including over \$8M as PI or Co-PI in a variety of population health areas including substance abuse, sexual and reproductive health, lifestyle medicine, health system science, interprofessional practice, and others. This work has been supported by a variety of federal agencies, state and local governments, foundations, and non-governmental organizations. He is a reviewer for several leading scientific journals in his field, including serving on the Editorial Board of Population Health Management. He is also a former policy consultant to the National Academies of Practice, former Trustee of the Ohio Conference of the American Association of University Professors, and he currently serves on the Board of Directors for the Association of Prevention Teaching and Research.

Dr. Oglesby is also active in the community. He is a Court Appointed Special Advocate and Guardian Ad Litem where he advocates for abused, neglected, and dependent children in juvenile and family courts and in the foster care system. He is also a Lifetime Member of the National Association for the Advancement of Colored People (NAACP).

Dr. Oglesby completed his Master of Science in Public Health and PhD degrees at the University of South Carolina and completed an MBA program in healthcare management at the Kent State University College of Business Administration. He is a Fellow of the Royal Society for Public Health (UK) and a Fellow of the American College of Healthcare Executives.

Lorna Thorpe

Ex Officio Member

Lorna Thorpe, PhD, MPH is the Anita and Joseph Steckler Professor and Chair of the Department of Population Health at the NYU Grossman School of Medicine. She has leadership and research experience in the field of epidemiology, with a specific focus on population-based surveillance, measuring social determinants of health, electronic health record network-based research, and translating research into policy and practice. She is a former Deputy Commissioner for the NYC Department of Health and Mental Hygiene in charge of Epidemiology, who led the design of many innovative scientific studies aimed at understanding the health of NYC residents. Thorpe began her applied research career as a CDC Epidemic Intelligence Service (EIS) Officer in international tuberculosis (TB) control. She completed her PhD in epidemiology at the University of Illinois at Chicago, MPH at University of Michigan, and BA at Johns Hopkins University.

Monica Valdes Lupi

Ex Officio Member

Monica Valdes Lupi, JD, MPH, is managing director of the Health Program at The Kresge Foundation.

Valdes Lupi most recently served as senior fellow at the de Beaumont Foundation, where she advised and led its efforts to amplify and accelerate policy initiatives aimed at developing and advancing a health agenda on critical public health issues such as tobacco control, racial justice and health equity.

Valdes Lupi was also a senior advisor to the CDC Foundation in its COVID-19 efforts. In this role, she guided activities aimed at quickly identifying and supporting critical gaps and needs among state and local health departments in their response and recovery activities. She also helped build and manage a team of regional advisors to expand the capacity of the foundation in its efforts to support health departments.

Previously, she served as the executive director of the Boston Public Health Commission, the local health department for the City of Boston. Her portfolio included Boston Emergency Medical Services, the largest homeless services program in New England, school-based health centers and other critical public health services.

Prior to her tenure at the Boston Public Health Commission, Valdes Lupi also served as the deputy commissioner for the Massachusetts Department of Public Health, where she led the day-to-day operations for an agency that included public health hospitals, several regulatory bodies, and numerous public health programs. She also has experience working at the national level as the first chief program officer for Health Systems Transformation at the Association of State and Territorial Health Officials. Valdes Lupi led ASTHO's work on health equity, Medicaid and public health partnerships, government relations, state health policy, and public health informatics.

She received her Juris Doctorate from the Dickinson School of Law, Master of Public Health from the Boston University School of Public Health and bachelor's degree from Bryn Mawr College.