

Participant Biographies

Jennifer Baldwin, MPN, R.A.
Senior Vice President,
Patient-Centered Medical Home,
CareFirst BlueCross BlueShield

Jennifer Baldwin, MPA, R.N. joined CareFirst BlueCross BlueShield in 2012. She is Senior Vice President of the Patient-Centered Medical Home (PCMH) program, which meaningfully compensates primary care providers for higher engagement in managing the health risks of their patient population. Ms. Baldwin leads the PCMH program, which manages \$5 billion in global care costs, across 4,000 primary care providers, 1 million members, and three jurisdictions (Maryland, District of Columbia, and Northern Virginia). Approximately 15,000 members receive care coordination each year. Her staff includes Regional Care Directors, Practice Consultants, Training, Operations and a team of 300 nurse care coordinators. Ms. Baldwin was also responsible for executing a \$24 million grant CareFirst received from the Centers for Medicare and Medicaid Innovation to implement the PCMH Program for a Medicare population in the State of Maryland. Prior to her position at CareFirst, she worked at Kaiser Permanente, initially as the Chief Nurse Executive, then as the Area Administrator for the District of Columbia and Suburban Maryland. She earned her Master's in Public Administration from George Washington University and her Bachelor of Science from Villanova University, School of Nursing.

Jonathan Blum, MPP
Executive Vice President, Medical
Affairs, CareFirst BlueCross
BlueShield

Jonathan Blum joined CareFirst BlueCross BlueShield in September 2014 and serves as Executive Vice President, Medical Affairs. Mr. Blum oversees CareFirst's Patient-Centered Medical Home program, medical and care coordination policies, pharmacy policies, and provider networks. Prior to joining CareFirst, he served as the Principal Deputy Administrator for the Centers for Medicare and Medicaid Services (CMS), leading CMS's payment and delivery reform strategies and overseeing the Medicare program's policy and management. Mr. Blum serves on several non-profit boards and health care policy advisory committees, including Mary's Center, the Primary Care Coalition of Montgomery County, and the Medicare Rights Center. He earned a Master's degree in Public Policy from the Kennedy School of Government at Harvard University and a Bachelor's degree from the University of Pennsylvania.

Chet Burrell
President & CEO, CareFirst BlueCross
BlueShield

Chet Burrell was named President and Chief Executive Officer of CareFirst BlueCross BlueShield in September 2007 and assumed his duties in December of the same year. Prior to joining CareFirst, Mr. Burrell occupied leadership roles within several private sector health care organizations, including President and Chief Executive Officer of RealMed Corporation, Chairman and CEO for Novalis Corporation, Executive Vice President of Anthem Health Plans, President of the Albany Division of

Empire Blue Cross and Blue Shield, and President and CEO for Blue Cross of Northeastern New York. In addition to his private sector experience, Mr. Burrell has also served in the public sector. During a 10-year career with state government in New York, he served in various senior-level positions including: Executive Deputy Commissioner for the New York State Office of Mental Health, Deputy Director for New York State Office of Health Systems Management, the state's health regulatory agency, and New York State Governor's Staff, Division of the Budget.

Lewis Levy, MD, FACP
Chief Medical Officer, Teladoc

Dr. Lewis Levy serves as the chief medical officer at Teladoc. He is responsible for leading the company's global medical affairs and quality initiatives, as well as overseeing the expansion of Teladoc's physician network. Dr. Levy previously served as CMO at Best Doctors, the world's leading expert medical consultation company, where he significantly contributed to the company's medical standards and reputation for quality care in highly complex, specialized clinical cases.

Dr. Levy has more than 25 years of clinical experience as an internist at Harvard Vanguard Medical Associates in Boston, and has had an extensive teaching career at Harvard Medical School and the Brigham and Women's Hospital. He is a Phi Beta Kappa graduate of Cornell University and holds a medical degree from the University of Rochester School of Medicine and Dentistry. He completed his residency in Internal Medicine at the Graduate Hospital of the University of Pennsylvania.

Len Nichols, Ph.D.
Director of the Center for Health Policy Research and Ethics, Professor of Health Policy, George Mason University

Len M. Nichols is the Director of the Center for Health Policy Research and Ethics (CHPRE) and a Professor of Health Policy at George Mason University (GMU). He has been intimately involved in health reform debates, policy development, and communication with the media and policy makers for more than 20 years, after he was Senior Advisor for Health Policy at the Office of Management and Budget (OMB) in the Clinton Administration. Since that time, he has testified frequently before Congress and state legislatures, published widely and spoken to a tremendous range of hospital associations, physician groups, and health policy forums around the country. In addition to his positions at GMU, Dr. Nichols is on the Board of Directors of the National Committee for Quality Assurance and an advisor to the Patient-Centered Primary Care Collaborative. He was an advisor to the Virginia Health Reform Initiative and is now the payment reform advisor to the Virginia Center for Health Innovation as it leads Virginia's State Innovation Model effort. As he has come to focus his research more on payment and delivery reform, Dr. Nichols was an Innovation Advisor to the Center for Medicare and Medicaid Innovation at CMS, and is now the Principal Investigator on PCMH evaluation studies as well as more general ways to use payment and delivery reform to achieve triple aim and health equity goals. He received his B.A. from Hendrix College in Conway, Arkansas, his M.A. in Economics from the University of Arkansas, and his Ph.D. in Economics from the University of Illinois in 1980.

Participant Biographies

Cynthia Robins, Ph.D. **Senior Study Director, Westat**

Dr. Cynthia Robins is entering her 19th year at Westat, a social science research company based in Rockville, Maryland. She is a medical anthropologist who received her Ph.D. in cultural anthropology from the University of Virginia. She also held a three-year post-doctoral fellowship at the Center for Mental Health Policy and Services Research at the University of Pennsylvania. Her work has included:

- Using in-depth interviews to learn about patients' experiences of trauma and harm within the psychiatric setting;
- Leading Westat's qualitative data analysis team in support of the Department of Defense's 2010 review of the potential impact on the military of repealing Don't Ask, Don't Tell; and,
- Conducting ethnographic site visits in 21 locations to examine barriers to VA mental health services for Veterans of the wars in Iraq and Afghanistan (part of an Institute of Medicine study).

As part of Westat's mixed-methods evaluation of CareFirst's PCMH program, Dr. Robins is leading a team of qualitative researchers who are conducting case studies with 15 PCMH panels. The goal of the case studies is to identify those characteristics or behaviors that distinguish high-performing PCMH panels from their low-performing counterparts. In pursuit of this research goal, she and her team have conducted 500 in-depth interviews with practice staff (PCPs, office managers), CareFirst's PCMH program staff (including nurse care coordinators and data analysts), as well as patients who are participating in the program. Westat's team will begin its fifth year of case study data collection this fall.

Gordon W. Theisz, MD **Family Medicine in Falls Church**

Dr. Gordon Theisz is a family physician in Falls Church, Virginia. He was raised in Severna Park, Maryland and attended Old Dominion University for undergraduate studies and The University of Virginia School of Medicine for his medical degree. Prior to medical school, he served as a commissioned officer in the United States Navy. Stationed on USS THACH (FFG-43) he served multiple leadership positions, was deployed twice to the Middle East, was stationed in San Diego, CA and Yokosuka, Japan, and received two Navy Achievement Medals. After completing his family medicine residency at Riverside Hospital in Newport News, Virginia, he and his family moved to Falls Church, where he eventually established his practice, Family Medicine. Dr. Theisz is proud to be Falls Church's family doctor and volunteers and supports many community organizations including the Boy Scouts of America, Village Preservation and Improvement Society, Citizens for a Better City, Falls Church City Public Schools and his church. He received the G. Stanley Mitchell Spirit of Family Practice award on graduation from residency in 2001. Most recently, Dr. Theisz was proud to receive the Falls Church Chamber of Commerce's Pillar of the Community Award in 2014. A strong proponent of the CareFirst PCMH program, Dr. Theisz is excited to serve as the medical advisor for region 17 in Northern Virginia.