

Population Health Summit IV:
Working Across Sectors to Address Social Determinants of Health
December 12, 2016

SPEAKER BIOGRAPHIES

Jo Ivey Boufford, M.D.
President and CEO
New York Academy of Medicine

Dr. Jo Ivey Boufford is President of The New York Academy of Medicine. Dr. Boufford is Professor Emeritus of Public Service, Health Policy and Management at the Robert F. Wagner Graduate School of Public Service and Clinical Professor of Pediatrics at New York University School of Medicine. She is Co-Director of the National Program Office of the Robert Wood Johnson Foundation Health and Society Scholars Program. Previously, she served as Dean of the Robert F. Wagner Graduate School of Public Service. Prior to that, she served as Principal Deputy Assistant Secretary for Health in the U.S. Department of Health and Human Services. Dr. Boufford was awarded a Robert Wood Johnson Health Policy Fellowship at the Institute of Medicine in Washington, D.C. She served as a member of the National Council on Graduate Medical Education and the National Advisory Council for the Agency for Healthcare Research and Quality. Dr. Boufford currently serves on the boards of the United Hospital Fund, Public Health Solutions, and NYC Health + Hospitals. She was President of the National Association of Schools of Public Affairs and Administration. Elected to membership at the Institute of Medicine in 1992, she has served as its Foreign Secretary, and is a member of its Board on Global Health. She received honorary Doctorate of Science degrees from the State University of New York-Brooklyn, New York Medical College, Pace University, and Toledo University. She was elected a fellow of the National Academy of Public Administration. She has been a fellow of The New York Academy of Medicine since 1988 and a Trustee since 2004. Dr. Boufford attended Wellesley College for two years, and received her Bachelor of Arts degree in Psychology, magna cum laude, from the University of Michigan and her Doctor of Medicine degree, with distinction, from the University of Michigan Medical School. She is board certified in pediatrics.

David Sandman, Ph.D.
President and CEO
New York State Health Foundation

David Sandman, Ph.D., is the President and Chief Executive Officer of the New York State Health Foundation (NYSHealth), a private foundation dedicated to improving the health of all New Yorkers, especially the most vulnerable. Since 2006, NYSHealth has invested more than \$100 million in initiatives to improve health care and the public health system in New York State. Equally important, the Foundation is committed to sharing the results and lessons of its grantmaking; informing policy and practice through timely, credible analysis and commentary; and serving as a neutral convener of health care leaders and stakeholders throughout New York State.



Dr. Sandman was named President and CEO in 2016, after serving as NYSHealth's Senior Vice President. Previously, Dr. Sandman was appointed by the Governor of New York as Executive Director of the Commission on Health Care Facilities in the 21st Century, also known as the "Berger Commission." The Commission was a nonpartisan, broad-based panel charged with evaluating and reforming the State's health care delivery and financing systems. It developed recommendations to reconfigure the supply of hospitals and nursing homes to best respond to community needs for high-quality, affordable, and accessible care.

After serving as Executive Director of the Berger Commission, Dr. Sandman became a Managing Director of Manatt Health Solutions, where he advised health care providers, foundations, payers, associations, government, and companies regarding development of new health care programs, services, and restructuring plans. Earlier, he was a Vice President at Harris Interactive, a global research and consulting firm. Prior to joining Harris Interactive, Dr. Sandman served as Assistant Vice President at the Commonwealth Fund, where he was responsible for projects related to health care coverage and access, health care in New York City, Medicare, and quality of care issues. He also served as a policy analyst with the City of New York Department of Health; at a number of community-based HIV/AIDS organizations; and as a researcher at the Brookings Institution in Washington, D.C.

Dr. Sandman received his Bachelor of Arts degree, Phi Beta Kappa, from Haverford College, and his Master of Public Administration degree and Ph.D. from New York University's Wagner School of Public Service.

Elizabeth H. Bradley, Ph.D.
Brady-Johnson Professor of Grand Strategy and Professor of Public Health
Faculty Director
Yale Global Health Leadership Institute

Elizabeth H. Bradley, Ph.D., the Brady-Johnson Professor of Grand Strategy and Faculty Director of the Yale Global Health Leadership Institute, is renowned internationally for her work on health system design and large-scale implementation of efforts to improve management capacity in health care delivery within the U.S. and abroad. Dr. Bradley has several health system strengthening projects in international settings including China, Ethiopia, India, Liberia, Rwanda, South Africa, and the United Kingdom. Dr. Bradley is the recipient of a Bill & Melinda Gates Foundation grant that developed a novel framework of diffusion, dissemination, and widespread take-up of health innovations, and she leads the Yale African Women's Forum for Strategic Impact. Professor Bradley has published more than 275 peer-reviewed papers and has co-authored three books including *The American Healthcare Paradox: Why Spending More Is Getting Us Less*. Dr. Bradley is also Head of Branford College at Yale. Dr. Bradley has a Bachelor of Arts degree from Harvard, a Master of Business Administration degree from the University of Chicago, and a Ph.D. from Yale University in health economics and health policy.



Marc N. Gourevitch, M.D., M.P.H.
Professor and founding Chair of the Department of Population Health
New York University Langone Medical Center

Marc N. Gourevitch is the Muriel G. and George W. Singer Professor and founding Chair of the Department of Population Health at New York University (NYU) Langone Medical Center. The focus of Dr. Gourevitch's work is on developing approaches that leverage both health care 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 is principal investigator on a Robert Wood Johnson Foundation-funded Web tool called the City Health Data Dashboard, which allows cities to measure, visualize, and compare their performance and relative standing on actionable and widely accepted indicators of health and health risk, including social, economic, and physical environment factors.

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 Master of Public Health degree from Columbia University Mailman School of Public Health.

Henie Lustgarten
Vice President
Bronx Health and Housing Consortium;
Consultant
Montefiore Medical Center

Ms. Lustgarten has more than 30 years of international experience combining consultancy expertise with operational experience and academic perspective. She has lived and worked in the U.S., U.K., Germany, and Japan and supports health care leaders and organizations to respond to the needs of both service users and providers. Ms. Lustgarten's work often brings patients, clinicians, senior staff, boards, and various community organizations together to understand other perspectives and align strategy, operations, and organizational culture accordingly.

In the U.S., Ms. Lustgarten currently consults with Montefiore Medical Center on developing case management systems and care for people with complex needs, including unstably housed

people with multiple long-term conditions and behavioral health challenges. She is also Vice President of the Bronx Health and Housing Consortium, which brings various health, housing, government, and community organizations together to develop practical approaches to serving populations with complex health and housing needs. She also works to develop respite services for this population with other organizations. Ms. Lustgarten co-founded Affinity Health Plan and worked for the NYC Health + Hospitals Corporation to support primary care development throughout the system.

In the U.K., she worked with the National Health Service to create service delivery networks, lead “turn-around” improvement teams working with hospitals and HMO-like organizations, support patient engagement in policy and service development, and provide clinical leadership programs.

Ms. Lustgarten was also associate professor of business and management at the University of Maryland, European and Asian Divisions, and earned a Master of Urban Planning from New York University.

Jeffrey Shumaker
Chief Urban Designer
New York City Department of City Planning

Jeffrey Shumaker is currently the Chief Urban Designer for the New York City Department of City Planning (DCP). Over the last nine years with DCP, he has worked to ensure a high level of design quality on projects across the City and has helped shape plans for neighborhoods as diverse as Coney Island in Brooklyn, Hudson Yards in Manhattan, and Hunters Point South in Queens.

Mr. Shumaker has also worked extensively on the implementation of many of the citywide initiatives coming out of *PlaNYC* and now *OneNYC*. Examples include working on the City’s first-ever *Street Design Manual* and partnering with multiple City agencies in creating the groundbreaking *Active Design Guidelines* and subsequent *Active Design: Shaping the Sidewalk Experience*. Mr. Shumaker is currently working on the implementation of the Mayor’s *Housing New York* affordable housing plan, including a series of neighborhood studies located across the City’s five boroughs and zoning changes to promote the production of higher-quality mixed-income housing.

Prior to his role in public service, Mr. Shumaker garnered more than 12 years of experience working in the private sector for a variety of architecture and planning firms including Skidmore Owings and Merrill in New York, Goody Clancy in Boston, Wallace Roberts and Todd in Philadelphia, and his own practice, which he founded in 2002. Mr. Shumaker holds dual Master’s Degrees in Architecture, Planning, and Urban Design from the Massachusetts Institute of Technology and a Bachelor of Architecture with Honors from Syracuse University. Mr. Shumaker often lectures on design and has received numerous awards for his work from the Architectural Precast Association (APA) and American Institute of Architects (AIA), including



the 2016 Public Architect Award from the AIA New York Chapter and DCP's Michael Weil Award, recognizing excellence in urban design in the public realm.

Larry McReynolds
President
NYU Lutheran Family Health Centers

Larry McReynolds has served as President of NYU Lutheran Family Health Centers (NYU LFHC) since February 2005 and has more than 20 years of experience in health care administration. In his current capacity, Mr. McReynolds oversees administration, planning, and finance for one of the nation's largest federally qualified health center networks.

Under Mr. McReynolds' leadership, NYU LFHC has evolved to become the medical home for approximately 110,000 individuals in underserved communities throughout New York City. Mr. McReynolds oversees a budget of \$187 million and coordinates teaching programs for more than 500 residents. The health center has grown to include 9 main primary care sites with dental clinics co-located at 5 sites, 18 school-based health centers, and 27 school dental clinics. The center also includes an 11-site community medicine program serving more than 7,000 homeless New Yorkers, post-doctoral dental residency programs, and community-based programs impacting youth, adults, and elderly. On January 1, 2016, Lutheran Medical Center and Lutheran FHC formalized their affiliation with NYU Langone Medical Center, becoming NYU Lutheran FHC. This partnership represents the beginning of a historic new health care delivery system that will provide better care to more New Yorkers in more locations than ever before.

Mr. McReynolds served as board chair of the Community Health Care Association of New York State, as well as board member and regional representative of the National Association of Community Health Centers. He also serves on the NYU Center for Healthcare Innovation and Delivery Science's internal advisory board. He was the recipient of the HRSA National Community Service Award and honoree of the 2014 New York Association of Ambulatory Care. Mr. McReynolds was honored by The Arab American Association in 2013, Mixteca Organization, and the New York Chinese Planning Council in 2014.

Mr. McReynolds received his Bachelor of Arts in English literature with a concentration in Economics from Wheaton College, received his Master in Health & Hospital Administration from Washington University School of Medicine, and is pursuing his Doctorate in Health Care Administration.



Nancy Rockett Eldridge
Executive Director
National Center for Healthy Housing

Nancy Rockett Eldridge is the Executive Director at the National Center for Healthy Housing (NCHH). Ms. Eldridge is a nationally recognized expert with 37 years of leadership experience in housing and health policy with a focus on low-income populations. For 16 years as CEO of Cathedral Square Corporation, her goal was to implement practical, scalable, and sustainable solutions for aging-in-place. She created the Support And Services at Home (SASH) model, a system of care integrating medical homes, hospitals, and service organizations with housing at 138 affordable housing communities in Vermont. SASH has proven to reduce costs, increase access, and improve health. At NCHH she is working in several states to replicate SASH, and is also replicating the Johns Hopkins University CAPABLE intervention in four communities across the country. At the University of Vermont's College of Medicine and the Vermont Medical Society, Ms. Eldridge led complex policy changes in partnership with the medical community, Medicaid, Medicare, advocacy organizations, and academia. Ms. Eldridge has served on numerous national cabinets and learning collaboratives on senior housing and services to promote integrated care. Throughout her career she has excelled in testing financial models for achieving programmatic and policy change including pay-for-success and numerous public/private partnerships. As a current Blue Cross Blue Shield of Vermont board member, she is steeped in the role that public and private payers, accountable care organizations, and hospitals can play in integrating aging-in-place into benefits packages and care plans for seniors. Ms. Eldridge is an alumna of the Kennedy School of Government's Achieving Excellence program at Harvard University and holds a master's degree in urban and environmental policy from Tufts University.

Sharrie McIntosh
Vice President for Programs
New York State Health Foundation

As Vice President for Programs at NYSHealth, Sharrie McIntosh, M.H.A., oversees the Foundation's priority areas, Empowering Health Care Consumers and Building Healthy Communities, as well as its focus on Veterans' Health and its Special Projects Fund. Ms. McIntosh plays a leadership role in further developing the Foundation's program areas and ensuring the quality and accountability of its grantmaking through program and grantee evaluations. As a member of the leadership team, she assists in developing and implementing the Foundation's goals and strategies; identifying emerging opportunities and strategic niches; and building partnerships with other foundations and key stakeholders.

Prior to joining NYSHealth, Ms. McIntosh worked as senior vice president and chief program officer at The Arnold P. Gold Foundation, where she managed the portfolio of programs focused on humanizing health care for patients and health care professionals, as well as implemented strategic priorities and cultivated partnerships and collaborations. She also was a vice president at The Lewin Group, a premier health and human services consulting firm, where she worked



with a wide range of clients, including government agencies, hospitals, and foundations, on improving access to care for vulnerable populations, delivering culturally responsive care, and program design and evaluation. Ms. McIntosh also worked as the affiliations administrator at the New York University School of Medicine/Langone Medical Center, where she was responsible for managing its affiliation agreement with NYC Health + Hospitals.

Ms. McIntosh received a Bachelor of Arts degree from the University of Virginia and a Master in Health Administration degree from Pennsylvania State University.

Aletha Maybank, M.D., M.P.H.
Deputy Commissioner
New York City Department of Health and Mental Hygiene

Dr. Aletha Maybank currently serves as a Deputy Commissioner in the New York City Department of Health and Mental Hygiene (NYC DOHMH) and is the Founding Director of the Center for Health Equity. The Center's mission is to bring an explicit focus to health equity in all of the Department's work by tackling structural barriers such as racism; ensuring meaningful community engagement; and fostering interagency coordination in neighborhoods with the highest disease burden.

Prior to this role, she was an assistant commissioner in the NYC DOHMH and served as the Director of the Brooklyn Office. Dr. Maybank also successfully launched the Office of Minority Health as its Founding Director in the Suffolk County Department of Health Services from 2006–2009.

Dr. Maybank serves as Vice President of the Empire State Medical Association, the New York State affiliate of the National Medical Association. In the media and on the lecture circuit, she has appeared or been profiled on Disney Jr.'s highly successful *Doc McStuffins* animated series, *ESSENCE* Facebook live and its Festival's Empowerment Stage, *MSNBC's Melissa Harris-Perry* show, and various other outlets. She has also advised on the award-winning documentary *Soul Food Junkies* by Byron Hurt and *Black Women in Medicine* by Crystal Emery. For her accomplishments, she has won numerous awards.

Dr. Maybank holds a Bachelor of Arts degree from Johns Hopkins University, a Doctor of Medicine degree from Temple University School of Medicine, and a Master of Public Health degree from Columbia University Mailman School of Public Health. She is pediatrician board certified in preventive medicine/public health.

Anthony Shih, M.D., M.P.H.
Executive Vice President
New York Academy of Medicine

Dr. Anthony Shih joined the New York Academy of Medicine (the Academy) as Executive Vice President in March 2014, overseeing all program, research, and operational activities of the



organization. Founded in 1847, the Academy advances solutions to promote the health and wellbeing of people in cities worldwide. Immediately prior to joining the Academy, Dr. Shih served as Executive Vice President for Programs at the Commonwealth Fund, overseeing all program and research activities for one of the most influential national foundations and think tanks focused on improving the U.S. health system. Previously, Dr. Shih held several senior management roles, including Chief Quality Officer and Vice President of Strategy at IPRO, a leading independent, nonprofit health care quality improvement organization. Board certified in preventive medicine and public health, Dr. Shih received his Bachelor of Arts degree in Economics from Amherst College; his Doctor of Medicine degree from New York University School of Medicine; and his Master of Public Health degree from Columbia University Mailman School of Public Health.

Trilby de Jung, J.D.
Chief Executive Officer
Finger Lakes Health Systems Agency

As Finger Lakes Health Systems Agency's (FLHSA) chief executive officer, Trilby de Jung is the strategic leader of a regional health improvement agency with an annual budget of more than \$5 million and a team of more than 40 policy analysts, clinicians, researchers, community engagement specialists, and other staff members. She works collaboratively with leaders from business, insurance, health care services, community services, consumer advocacy, and education in the nine-county Finger Lakes region to lead data-driven solutions to health care needs and priorities. Ms. de Jung also represents the region on several statewide policy committees, including the New York State Health Innovation Council, the Value Based Payment Workgroup, and the Medicaid Managed Care Advisory Review Panel.

Prior to joining FLHSA in 2014, Ms. de Jung directed health advocacy work at the Empire Justice Center, a statewide nonprofit law firm working to improve systems affecting low-income families through policy change, litigation, and education. From 1995 to 1999, Ms. de Jung served on the faculty at New York University School of Law, where she taught courses and developed curricula in lawyering and mitigation, including modules on meta-analysis of jury and group dynamics and agenda setting for informal advocacy in structured meetings. Ms. de Jung also spent four years as deputy director of policy at the AIDS Institute of the New York State Department of Health. In this role, she researched, analyzed, and drafted policy on a wide variety of AIDS issues and supervised investigations and corrective actions on complaints filed under the New York State HIV Confidentiality Law.

Ms. de Jung holds a Juris Doctor degree from Northwestern School of Law of Lewis & Clark College and a bachelor's degree in environmental politics from Colorado College.



Navarra Rodriguez, M.D.
President and Chief Medical Officer
AdvantageCare Physicians

Dr. Navarra Rodriguez is the President and Chief Medical Officer for AdvantageCare Physicians (ACPNY), one of the largest multispecialty practices in the New York metropolitan area. With more than 20 years of experience, Dr. Rodriguez oversees the medical leadership and health improvement activities for ACPNY, which includes more than 400 physicians at 36 locations throughout New York City and Long Island, serving half a million patients each year. Dr. Rodriguez is a practicing board certified Internal Medicine physician, and continues to see patients at ACPNY's office in Washington Heights.

Before serving as Chief Medical Officer, she was ACPNY's chief population health officer and chief medical informatics officer. She led the organization's transformation from traditional fee-for-service to patient-centric population health management. She has been responsible for the integration of advanced clinical protocols, which has driven success for ACPNY's population health management care model.

Prior to ACPNY, she served as the chief medical officer for the Manhattan's Physician Group. Dr. Rodriguez earned her bachelor's degree from Harvard University and her Doctor of Medicine degree from Columbia University College of Physicians and Surgeons. She completed her residency in internal medicine at New York-Presbyterian Hospital.

Charles King
President and CEO
Housing Works

Charles King is one of the founders and the President/CEO of Housing Works, Inc., a community-based, nonprofit organization that provides a full range of services including housing, health care, mental health, chemical dependency services, legal, advocacy, and job training and employment for homeless men, women, and children living with HIV/AIDS and other chronic conditions.

Mr. King served on the governing body of UNAIDS as a member of the NGO Delegation to the Program Coordinating Board and was co-chair of New York State's task force to end the AIDS epidemic. He is currently the co-chair of the Ending the Epidemic subcommittee of the New York State AIDS Advisory Council.

Mr. King holds both a law degree and a Master of Divinity from Yale University, and is an ordained Baptist Minister.



Kristen Mucitelli-Heath
Director of Regional Health Initiatives
St. Joseph's Hospital Health Center

Kristen Mucitelli-Heath is currently the Director of Regional Health Initiatives at St. Joseph's Hospital Health Center (SJH), a system of care located in Syracuse, N.Y. In that role, she is passionate about her portfolio overseeing operations of SJH's lead Medicaid Health Home in six counties, as well as facilitating regional system development and affiliations, Medicaid Innovation for the system, and population health management system development, and spearheading government relations for SJH and in New York on behalf of Trinity Health, SJH's national system parent. Ms. Mucitelli-Heath spent 10 months as an executive on loan to start up and develop the Central New York Care Collaborative, the Central New York Performing Provider System under the Delivery System Reform Incentive Payment (DSRIP) program.

Prior to her six years at St. Joseph's, Ms. Mucitelli-Heath held roles in the New York State Senate, Empire State Development Corporation, and the New York State Executive Chamber.

Valerie Grey
Executive Director
New York eHealth Collaborative

In pursuit of the Statewide Health Information Network for New York's (SHIN-NY) mission to ensure fast, secure, and accurate access to patient data across the State to support the "triple aim," the New York eHealth Collaborative (NYeC) interacts with a diverse group of stakeholders, including regional health information organizations, government agencies and policymakers, health plans, providers, and consumers. As NYeC's Executive Director, Valerie Grey brings deep knowledge of these groups from her wide-ranging experience in both the public and private sectors.

Most recently, Ms. Grey served as executive vice president for policy for the Healthcare Association of New York State (HANYS); earlier in her career, she led government affairs for a national health plan. Over the course of a long and accomplished public service career, Ms. Grey served in the New York State Governor's Office as director of State operations, first deputy secretary to the governor, and assistant secretary for health and human services. She also served as assistant commissioner of governmental affairs for the New York State Department of Health. In addition to her executive branch experience, Ms. Grey held key executive leadership posts at the New York State Education Department, the New York State Comptroller's Office, and the New York State Assembly Committee on Ways and Means. Ms. Grey holds a master's degree in economics from SUNY Albany.

Christopher F. Koller
President
Milbank Memorial Fund

Christopher F. Koller is President of the Milbank Memorial Fund and Publisher of *The Milbank Quarterly*. The Fund is a 110-year-old operating foundation that improves population health by connecting leaders with the best information and experience. Before joining the Fund in 2013, he served the state of Rhode Island for eight years as the country's first health insurance commissioner, where he and his team aligned regulation and rate review with statutory authority to help promote delivery system reform in such areas as primary care transformation. Prior to that, he was CEO of Neighborhood Health Plan of Rhode Island. He is a member of the National Academy of Medicine's health care services board and serves in numerous national and state health policy advisory capacities. Mr. Koller is also adjunct professor of community health in the School of Public Health at Brown University.