



COLORADO **HEALTH** INSTITUTE

Informing Policy. Advancing Health



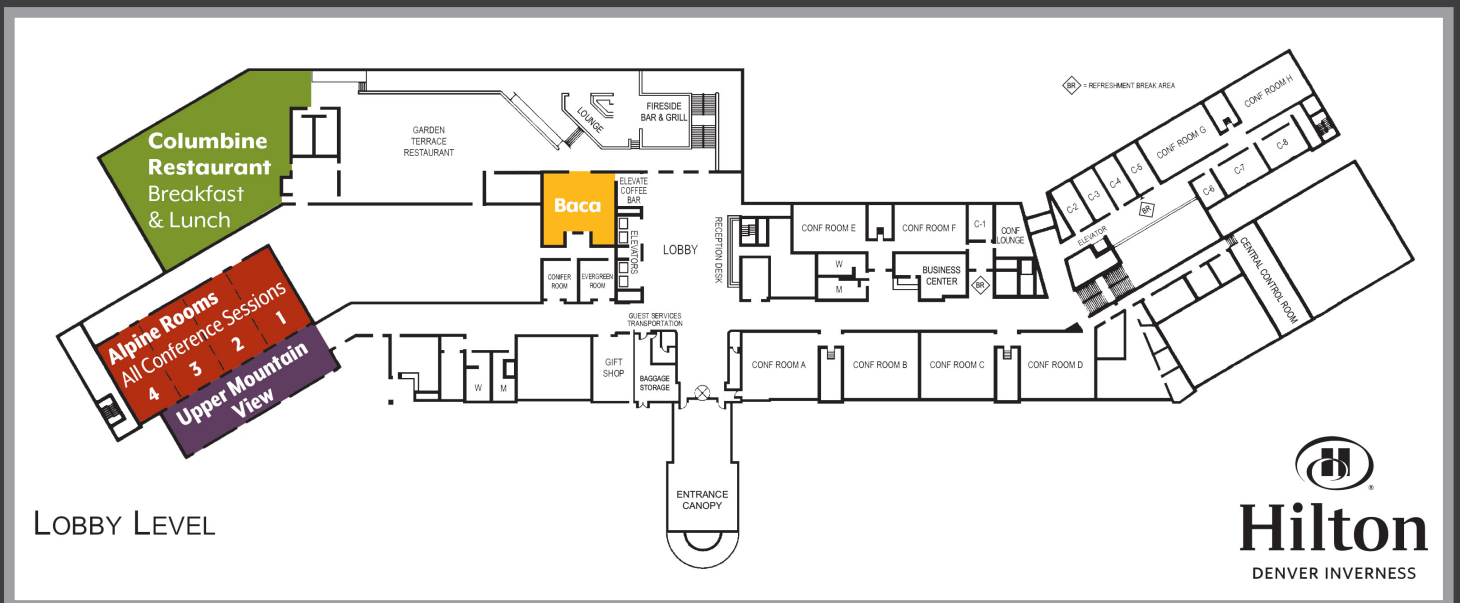
Leading Through the Divide

December 7-8, 2017

Hilton Denver Inverness Hotel • Englewood

#HIHC17

Hotel Map



WiFi Instructions

Locate and connect to the network named Hilton Denver Inverness. You should be taken to a login page in your browser. Scroll down past sign-in and click on the Guest WiFi Connect button, then click "I have a promotional code." Enter the code **hotissues2017**. Happy surfing!

Livestreaming

We will be livestreaming portions of the conference for those who are unable to join us in person. Interested viewers may find the video stream on CHI's website, coloradohealthinstitute.org.



Welcome to Hot Issues in Health.

We have heard a lot this year about all that divides us – politics, race, gender, income and geography.

The health world is coping with divides as well. Despite much progress over the past decade, health outcomes and access to care still depend a great deal on a person's social and economic circumstances. And every day we deal with gaps between the public and private sectors, the rapid pace of technology and the slow, deliberate speed of public policy.

This year's Hot Issues in Health conference confronts these divides and seeks to bridge the gaps. We'll talk about everything from the managed care model for Medicaid and behavioral health integration to the role of competition and what you – as a health care consumer and policymaker – can do when navigating an overwhelming and expensive health care system.

We wouldn't be able to have these discussions without the forward-thinking sponsors of Hot Issues in Health. Our Founding Sponsor, Rose Community Foundation, saw the need for a health policy conference years ago and has helped us fund it ever since. Our Diamond Sponsor, SCL Health, made it possible to bring *Kaiser Health News* Editor-in-Chief Elisabeth Rosenthal to give our keynote address. The rest of our program is made possible by our

Gold Sponsors, Anthem Blue Cross and Blue Shield and the Colorado Hospital Association; our Silver Sponsor, UnitedHealthcare; and our Bronze Sponsor, COPIC.

We are grateful to the elected officials joining us at this forum, including state legislators, county commissioners, city council members and candidates for important positions throughout our state. Your presence sends a strong message about your commitment to health in Colorado.

My colleagues at the Colorado Health Institute have been working for months to bring you deep insights into the hottest issues in health for 2018. I am so proud of them.

And finally, I want to thank you for your interest in smart health policy and the work you do every day to make Colorado a healthier place for all. This conference would not be possible without your collective efforts.

To your health,



A handwritten signature in black ink that reads "Michele Lueck".

Michele Lueck
President and CEO,
Colorado Health Institute



The Colorado Health Institute's mission is to support efforts to make Colorado the healthiest state by providing nonpartisan and unbiased data, analysis and expertise. We assist leaders across the political spectrum.

Our team of health policy veterans brings decades of experience analyzing and interpreting a broad range of complex health-related issues, focusing on health coverage and the uninsured, new models of care, the health care workforce, legislation and policy, community health and the safety net.

Each January, the Colorado Health Institute – known as CHI – establishes a research agenda focused on the themes and trends of greatest urgency for Colorado decision-makers. We respond to research and information requests from legislators, their staff members and the public.

CHI was created in 2002 by three major Colorado health foundations: The Colorado Trust, Caring for Colorado Foundation and Rose Community Foundation. The goal? To fill a gap for reliable and nonpartisan data to help leaders craft informed health policy. Those foundations continue as core funders, along with the Colorado Health Foundation.

From our beginning to the present, CHI has evolved into an authoritative organization that plays an important role in Colorado's health and health care community. We have hosted the Hot Issues in Health conference since 2004.

Our Funders:



Thank You to Our Sponsors

The Hot Issues in Health conference is made possible in part by funding and support from generous sponsor organizations. The Colorado Health Institute acknowledges and thanks these sponsors, who exhibit a clear commitment to fostering productive policy conversations and moving the needle on important health and health care issues in Colorado through their financial support of the conference.

We extend our gratitude to the following organizations:

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Talk to a CHI staff member about sponsorship levels and opportunities.



CONFERENCE AGENDA

THURSDAY, DECEMBER 7

7:30 A.M.

Registration and Buffet Breakfast

Columbine Restaurant

8:30 A.M.

Welcome

Alpine Ballroom

Ruth Benton *Board Chair, CHI*

8:35 A.M.

Opening Remarks:

Leading Through the Divide: Minding the Gaps of Health and Health Policy

Alpine Ballroom

Michele Lueck *President, CHI*

The health policy world is divided in many ways — by politics, by unequal access to coverage and care, by technology. Colorado policymakers must mind these gaps and ultimately mend them in order to move the state forward.

9 A.M.

Perspectives on Medicaid, Managed Care and Transformation

Alpine Ballroom

Alan Weil *Editor-In-Chief, Health Affairs*

Panel Discussion: What's Next for Medicaid?

John Bartholomew *Chief Financial Officer,*

Colorado Department of

Health Care Policy and Financing

Merrill Friedman *Senior Director,*

Disability Policy Engagement, Anthem/Amerigroup

Joan Henneberry *Vice President,*

Health Management Associates

Medicaid has become an increasingly large part of the state budget. Most other states have turned to managed care to try to control their Medicaid costs, with varying degrees of success. Should Colorado go further down this road? Alan Weil will set the stage with a history of managed care, here and across the country, and our panelists will debate the idea.

10:30 A.M.

Break

10:45 A.M.

Breakout Sessions: Common Ground

Choose one

The Competition Conundrum: The Role of Competition in Improving the Affordability of Insurance

Alpine 1

Edmond Toy *CHI*

The debut of the CHI Competition Index allows a look at the markets for insurance and hospitals in each county in Colorado, helping to address the continuing problem of high insurance rates in many of the state's rural counties. Learn where counties stand and what market competition can and can't do to bring down high prices.

Three Small Plays about Big Changes in the Doctor's Office: Understanding Behavioral Health Integration

Alpine 2-3

Jeff Bontrager *CHI; Ashlie Brown* *CHI;*

Barbara Martin *Director, Colorado State*

Innovation Model (SIM); Ruth Benton *Board Chair, CHI*

The integration of primary care and behavioral health care holds promise for improving access to care and quality. But what does integration really look like? CHI's master thespians will leave you with a real-world understanding of this important innovation and how it can improve interactions in the doctor's office.

Local Data for Difficult Debates: How Gray and Guns Differ Across Colorado

Alpine 4

Sara Schmitt *CHI; Sarah Johnson* *Mesa County Public Health / Regional Health Connectors*

Solving complex public health issues requires local information. This session looks at two case studies — Colorado's age wave and firearm deaths — to show how local numbers and partnerships are essential to finding informed solutions.

11:45 A.M.

Buffet Lunch and Networking

Columbine Restaurant

1 P.M.

Breakout Sessions: Shifting Ground

Choose one

Confronting the Crisis of Our Generation: The Opioid Epidemic in Colorado

Alpine 1

Teresa Manocchio *CHI*; **Dr. Donald Stader**

*Associate Medical Director,
Swedish Hospital Emergency Department*

Drug overdoses kill more Coloradans every year than auto accidents and homicides combined. Learn about the progress Colorado has made on prescription drug misuse, and see why the battle is shifting to heroin.

Doctors and Disruptors: How Policymakers Can Respond to Health Care Market Developments

Alpine 2-3

Alex Caldwell *CHI*; **Adam Atherly** *Professor,
Colorado School of Public Health, University of
Colorado*

The health care market is changing, and policy can't keep up. From telehealth to clinics in grocery stores to direct primary care arrangements, we'll look at emerging models of health care and what policymakers could — or should — do in response.

2017 Checkup: What the Colorado Health Access Survey Says About the State's Progress and Shortcomings

Alpine 4

Emily Johnson *CHI*

It's the new normal in Colorado — widespread insurance coverage but stubborn problems with access to care. A close study of survey data from the CHAS suggests policy steps that can lead to better health for all Coloradans and informs debates around different public and private-market options.

2 P.M.

Break

2:15 P.M.

Breakout Sessions: Shifting Ground (repeated)

Choose one

3:15 P.M.

Break

3:30 P.M.

Afternoon Plenary Session: "Healing Machines: Harnessing Data and Technology to Improve Health"

Alpine Ballroom

A conversation with **Aiden Mitchell**
Vice President of Global IoT Solutions, Arrow Electronics

Moderated by **Michele Lueck** *President, CHI*

What does the Internet of Things have to do with health and health care? Aiden Mitchell, Vice President of Global IoT Solutions at Arrow Electronics, shares how new data sets are contributing to improvements in this field.

4:30 P.M. – 6 P.M.

Reception

Upper Mountain View and Colorado Lounge



CONFERENCE AGENDA

FRIDAY, DECEMBER 8

8 A.M.

Registration and Buffet Breakfast

Columbine Restaurant

Elected Officials Breakfast

Garden Terrace Buffet and Baca Room

9 A.M.

Welcome

Alpine Ballroom

Lydia Jumonville *President and CEO, SCL Health*

9:05 A.M.

2018 Legislative Forecast

Alpine Ballroom

Joe Hanel and **Allie Morgan** *CHI*

The 2018 legislative session will be challenging for anyone looking to advance health policy. While many bills will be on the table, political uncertainty abounds. Not only are Democrats and Republicans preparing to face off in the November election, but both parties are struggling to define themselves.

9:45 A.M.

Keynote Address and Q&A

Alpine Ballroom

Dr. Elisabeth Rosenthal *Editor-in-Chief, Kaiser Health News, and author of An American Sickness: How Healthcare Became Big Business and How You Can Take It Back*

The complexity and waste in the U.S. health care system can induce despair among consumers and policy experts who want to change it. But Elisabeth Rosenthal argues that each of us has the power to take back that system.

10:45 A.M.

Break

11 A.M.

Panel Discussion: Colorado Gubernatorial Candidates (invited candidates)

Alpine Ballroom

11 A.M.

Republican Candidates Panel

11:45 A.M.

Democratic Candidates Panel

Moderator: Christine Woolsey

Chief Communications and Marketing Officer, SCL Health

Colorado's next governor will inherit a state that is, by many measures, among the healthiest in the country. But some worrying trends are threatening that status, and health care costs are besieging households and the state government alike. Learn how the women and men who want to be governor plan to advance health in the Centennial State.

12:30 P.M.

Conference closes

KEYNOTE SPEAKERS



Elisabeth Rosenthal

Dr. Elisabeth Rosenthal is the Editor-in-Chief of *Kaiser Health News* and the author of *An American Sickness: How Healthcare Became Big Business and How You Can Take It Back*, a shocking investigation into America's health care system. Drawing on her expertise, Dr. Rosenthal unpacks one of America's most complex and frustrating institutions with a humanist approach, and examines what doctors, patients, and providers can do to help repair it. A former ER physician, she was also an award-winning reporter at *The New York Times* for 22 years, gaining acclaim for her coverage of health and health policy issues. Born in New York City, Dr. Rosenthal holds an M.D. degree from Harvard Medical School. She has been a Poynter Fellow at Yale, a Ferris Visiting Professor at Princeton, and an adjunct professor at Columbia University.



Alan Weil

Alan Weil is the Editor-in-Chief of *Health Affairs*, the nation's leading health policy journal. He is an elected member of the National Academy of Medicine, an appointed member of the Medicaid and CHIP Payment and Access Commission (MACPAC), and a trustee of the Consumer Health Foundation in Washington, DC. He was the executive director of the National Academy for State Health Policy (NASHP); directed the Urban Institute's Assessing the New Federalism project; held a cabinet position as executive director of the Colorado Department of Health Care Policy and Financing, the state's Medicaid agency; and was assistant general counsel in the Massachusetts Department of Medical Security. Weil earned his bachelor's degree from the University of California at Berkeley, a master's degree from Harvard's Kennedy School of Government, and a J.D. from Harvard Law School.

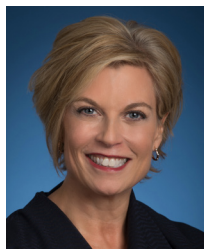


Aiden Mitchell

Aiden Mitchell is the Vice President of Sales leading the Internet of Things (IoT) Global Solutions Team for Arrow Electronics. He is responsible for Arrow's full solution IoT stack including sensors, embedded, connectivity, networks, data platforms including Hybrid, Private and Public Cloud, Analytics and Security. Arrow IoT capabilities are supported by professional services that encompass design, manufacturing, system and software integration, device monitoring and management, and device event support including warranty management break/fix and repair on deployed assets. Aiden has over 20 years of sales and general management experience in the technology sector, having served in leadership roles at Freescale Semiconductor, Motorola SPS and Analog Devices. He has served internationally in the United States, Canada, Europe and China.



GUBERNATORIAL CANDIDATE PANELS



Christine Woolsey *Panel Moderator*

Christine Woolsey is a Senior Vice President for SCL Health, a faith-based nonprofit health care organization dedicated to improving the health of people and communities, especially the

poor and vulnerable. She joined the health system in July 2010 and oversees communications, advocacy/government relations, marketing and philanthropy. In her advocacy role, Woolsey serves as a liaison between SCL Health leaders and legislators and civic and business groups interested in health care access, affordability and transparency. She is a board member of the Colorado Health Institute, the Denver Metro Chamber of Commerce and St. Mary's Medical Center in Grand Junction. Prior to joining SCL Health, Woolsey was Senior Vice President and Director of Midwest Healthcare for Hill + Knowlton Strategies, a PR and public affairs consulting firm. Woolsey earned her bachelor's degree in journalism from the University of Illinois at Urbana-Champaign and spent the first part of her career in Chicago as a reporter and editor covering the health care industry and state and federal health care reform efforts. She won several editorial excellence awards for her reporting on the history of the U.S. health care cost crisis.



Cynthia Coffman

Cynthia Coffman (R) has served as the Attorney General of Colorado since 2015. Prior to that role, Coffman was chief deputy attorney general under Attorney General of Colorado John Suthers from 2004 to 2014. She moved to Colorado in 1997 and worked for

the legislative council of the Colorado legislature. Coffman served as legal counsel for the Colorado Department of Public Health and Environment from 1999 to 2004 and for the Governor of Colorado, Bill Owens, from 2004 to 2005. She earned her bachelor's degree from the University of Missouri and her law degree from the Georgia State University College of Law.



Noel Ginsburg

Noel Ginsburg (D), a manufacturing entrepreneur and Denver native, left the University of Denver during his senior year in 1980 to found Intertech Plastics, Inc., a firm specializing in plastics injection molding. In 2013, Ginsburg became president of

Intertech Medical, and in 2014, he founded CareerWise Colorado, a nonprofit youth apprenticeship program. Ginsburg also co-founded the Colorado I Have a Dream Foundation, which offers college scholarships and mentoring opportunities to inner-city students, and he has worked with nonprofits, including Mile High United Way and the Allied Jewish Federation of Colorado.



Mike Johnston

Mike Johnston (D) is a Vail native and a former Colorado state senator, representing Senate District 33. After graduating from college, Johnston taught in rural Mississippi through Teach for America for two years. He earned a master's degree in education policy from Harvard and a law degree

from Yale. He served as an education policy advisor to political candidates, and once back in Colorado, continued his work in education as a principal in Denver-area high schools. Johnston was an education advisor to Barack Obama during his 2008 campaign, and in 2010 he was featured in Forbes magazine as one of the "Seven Most Powerful Educators."



Cary Kennedy

A Denver native, Cary Kennedy (D) began her career working for Governor Roy Romer and on children's health care initiatives in the 1990s. Kennedy is a former Colorado State Treasurer, as well as a former Deputy Mayor and Chief Financial Officer of Denver. She crafted the Building

Excellent Schools Today (BEST) program that funds the renovation and replacement of schools across Colorado. Kennedy earned a master's degree from Columbia University and a law degree from the University of Denver. Currently she does financial consulting work.

INVITED CANDIDATES



Donna Lynne

Donna Lynne (D) has served as Colorado's Lieutenant Governor and Chief Operating Officer since May 2016. Previously she was the executive vice president of Kaiser Foundation Health Plan Inc. and Kaiser Foundation

Hospitals. Before her time at Kaiser, Lynne served as the executive vice president and chief operating officer for Group Health Inc. and the executive director of the New York Business Group on Health. She spent 20 years working in New York City government.



Victor Mitchell

Victor Mitchell (R) is a businessman and entrepreneur. He served in the Colorado legislature from 2007 to 2009, representing constituents in Douglas and Teller counties. He currently runs Lead Funding, a

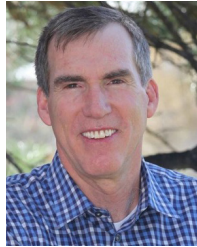
specialty lending organization for homebuilders and developers. Prior to entering real estate, Mitchell founded several wireless communications companies. He has served as an adjunct faculty member in the College of Business at Colorado State University and has earned degrees from both San Diego State University and the Kennedy School of Government at Harvard University.



Jared Polis

Jared Polis (D) has represented Colorado's 2nd Congressional District in the U.S. House of Representatives since 2009. He previously served as a member of the Colorado State Board of Education from 2000 to 2006.

While attending Princeton University, Polis co-founded his first company, American Information Systems. He went on to launch bluemountain.com and ProFlowers.com. He has been named an "Entrepreneur of the Year" by Ernst and Young.



Doug Robinson

Doug Robinson (R) is a former investment banker. Robinson earned his MBA from Columbia University. After graduating, he worked in technology finance. In Denver, Robinson was head of corporate finance of Hanifen Imhoff and a smaller

firm, the Wallach Company. He went on to build his own firm, St. Charles Capital, where he worked until his recent retirement. He also founded the nonprofit organization KidsTek, which helps kids gain technology skills.



Walker Stapleton

Walker Stapleton (R) is the current State Treasurer of Colorado. His family has been actively involved in Colorado since the early 1900's. Stapleton was first elected in 2010 and won re-election in 2014. Prior to being elected, he served as CEO and CFO of various

private and publicly traded companies. He began his private sector career in 1997 at Hambrecht & Quist as an investment banker and later became Director of Business Development for Live365. Stapleton holds a graduate degree in business economics from the London School of Economics and an MBA from Harvard Business School. In 2014, he was named one of America's top 24 rising political stars by the Aspen Institute.



Tom Tancredo

Tom Tancredo (R) is a former member of the U.S. House of Representatives representing the 6th Congressional District of Colorado. Prior to serving as a member of the U.S. House, Tancredo was appointed by President Ronald Reagan to be the regional representative in Denver for the

Department of Education, where he remained through the George H.W. Bush administration. Before that, Tancredo taught history in Arvada and served in the Colorado House of Representatives. He is a Denver native and earned a bachelor's degree from the University of Northern Colorado.

FEATURED SPEAKERS



Adam Atherly

Adam Atherly is a Professor in the Department of Health Systems, Management and Policy in the Colorado School of Public Health at the University of Colorado. Atherly's main area of research is health economics,

with an emphasis on the economics of aging and consumer decisions regarding health plan choice and health. He has studied the effect of health on health care spending, including studies examining the effect of dementia of the Alzheimer's type on Medicare spending; lifetime spending and life expectancy projections for Medicare beneficiaries with and without chronic illnesses; and the effect of copayments and other cost sharing on health care spending. Atherly also has experience in health outcomes research, including scale development, evaluation of efforts to improve quality of care and patient safety, and cost effectiveness analysis.



John Bartholomew

John Bartholomew is the Chief Financial Officer for the Department of Health Care Policy and Financing. He has served in this role for the past nine years and currently oversees seven functional divisions and nearly 130 employees. He has been

a member of the HCPF team for over 18 years. Bartholomew's latest analytical challenges are measuring variation of cost and quality among provider groups and gaining a better understanding of administrative/overhead expenses for cost-based providers. Bartholomew holds a master's degree in economics from the University of Colorado, Boulder, and received his bachelor's degree from the University of California, Santa Barbara.



Ruth Benton

Ruth Benton co-founded New West, a primary care group practice, in 1994. She is the chief business officer responsible to the board of directors. The company has grown to \$60 million in revenue, has 100 physicians and mid-

level providers and 365 employees at 18 locations in the Denver metro area. For four years prior to starting New West, Benton was vice president for operations and managed care with Health One, where she managed contracts for individual practice associations and hospitals. In addition, she was a hospital administrator for Swedish Medical Center in charge of the women's program, surgery services, laboratory services, medical records, admissions, emergency room and risk management. Benton has an MBA from Colorado State University and has received numerous awards from the *Denver Business Journal*, CSU College of Business and others. She is the chair of the board of trustees for the Colorado Health Institute.



Jeff Bontrager

Jeff Bontrager is the Director of Research on Coverage and Access at the Colorado Health Institute. He coordinates CHI's research efforts related to health insurance, the uninsured, public and private insurance eligibility modeling and

Colorado's health care safety net. Bontrager served as the principal investigator on the 2017 Colorado Health Access Survey. He was selected by the *Denver Business Journal* as one of Denver's "Forty Under 40" up-and-coming leaders. Bontrager has a master's degree in public health from the University of Colorado. He joined CHI in 2005.



Alexandra Caldwell

Alex Caldwell is Associate Director of Program Development and Analysis at the Colorado Health Institute. She researches a range of health policy subjects such as the health care workforce, behavioral health and rural

health. Caldwell works closely with foundations, state agencies and others to conduct evaluations and needs assessments informing their work. She also leads SNAC Labs, a series of learning labs on issues impacting the state's safety net. Caldwell holds a bachelor's degree from Dickinson College and a master's degree from the Columbia University Mailman School of Public Health. She joined CHI in 2016.



Whitney Gustin Connor

Whitney Gustin Connor directs Rose Community Foundation's health program area, which supports efforts to promote a health care system that is more coordinated, affordable and accessible. Prior to joining the foundation, Connor was a

consultant to Cape Cod Healthcare's school-based health center program in Massachusetts. Before then, she served as a nonpartisan policy analyst for the Colorado General Assembly and staffed the legislature's committees on health and human services. She has also worked as a planning/grants specialist in women's health at the Colorado Department of Public Health and Environment. Connor has written a number of health policy reports for the Colorado General Assembly, including the Colorado Health Care Resource Book. She earned a bachelor's degree from Colby College and a master's degree in health policy from the University of Colorado. Her work in the community has included volunteering for Planned Parenthood of the Rocky Mountains and Attention Homes, a residential treatment program for at-risk youth.



Merrill Friedman

Merrill Friedman leads the Disability Policy Engagement team and advocacy strategy for Anthem and its affiliate health plans. She works collaboratively with consumers, advocates and stakeholders to ensure the

diverse interests and preferences of older adults and individuals with disabilities, and inform Anthem's health benefits approaches and health care programs. Friedman advances the integration of the independent living philosophy, principles of self-determination, and the six foundational principles of the National Advisory Board (NAB) on Improving Health Care Services for Older Adults and People with Disabilities. In addition, she leads strategic partnerships with national and local organizations to advance the development of inclusive public policy. Her extensive experience in program development, strategy, new business growth and operations management informs the innovation and development of HCBS.



Joe Hanel

Joe Hanel is Associate Director of Strategic Communications at the Colorado Health Institute. At CHI, Hanel studies a variety of health policy issues, including politics and health-related debates at the Colorado legislature. He

spent 19 years in journalism, most recently with *The Durango Herald*. He has a bachelor's degree from the University of Colorado, Boulder, and a master's degree in international affairs from the Johns Hopkins University School of Advanced International Studies in Washington, D.C. He joined CHI in 2014.

FEATURED SPEAKERS



Joan Henneberry

Joan Henneberry is a Vice President supporting colleagues in multiple Health Management Associates offices across the country and working with government and private sector clients to implement state and

federal health reform programs. For decades, her career within government and with private sector partners has focused on improving the performance of publicly financed health care programs. From 2007 to 2011, she served in the cabinet of former Colorado Governor Bill Ritter, Jr., as the executive director of the Department of Health Care Policy and Financing, the agency responsible for public health insurance programs, including Medicaid and Colorado's Child Health Plan *Plus*. She was the senior health policy advisor to the governor, developing and implementing policies and programs that expanded the availability of public health insurance programs for the state of Colorado and designing new models for managing the state Medicaid program.



Emily Johnson

Emily Johnson is Associate Director of Economic Analysis at the Colorado Health Institute. At CHI, she researches and provides analysis on health care coverage, access and related policy issues.

Her recent work includes economic

analyses of federal health reform legislation and investigations into the role of managed care in state Medicaid programs. Johnson holds a bachelor's degree from the University of Mary Washington in Fredericksburg, Virginia, and a master's degree in health services research from the University of Colorado. She joined CHI in 2015.



Sarah Johnson

Sarah Johnson is the Regional Health Connector for Mesa County and is based at Mesa County Public Health. She was previously the Director of Child and Family Programs at Strive, which supports individuals with developmental

and intellectual disabilities and their families, and currently chairs Mesa County's Early Childhood Steering Committee. Johnson has a bachelor's degree in journalism from Northwestern University and a master's degree in social work from Colorado State University.



Lydia Jumonville

Lydia Jumonville joined SCL Health in June 2010 as Senior Vice President and Chief Financial Officer, and for seven years led all financial and accounting functions, as well as supply chain and real estate for the system. She

was named President and Chief Executive Officer in October 2017, after serving as interim president and CEO for five months. She continues to serve as Executive Vice President and Chief Financial Officer while SCL Health looks to fill the role. Prior to joining SCL Health, Jumonville served in a variety of progressive financial leadership positions. She spent nearly 20 years at Baylor Health Care System in Dallas, Texas, managing all financial functions and advancing that organization's mission. Prior to Baylor, she provided tax compliance and consulting services to clients of Arthur Anderson LLP. Jumonville graduated summa cum laude from Louisiana State University with a bachelor's degree in accounting and is a Certified Public Accountant.



Michele Lueck

Michele Lueck has led the Colorado Health Institute as President and Chief Executive Officer since November 2010. During her tenure, the organization has grown to become a leading health policy

institute in the state and nationally. CHI's portfolio has expanded from traditional areas of health care policy to a wide range of issues, from public health, social determinants of health and community-based work, to national trends and market analyses. She frequently speaks in Colorado and across the nation on health policy issues. Currently, Lueck serves on the boards of Adams State University, Kavod Senior Life, the Partnership of Academicians and Communities for Translation (PACT) Council, and the Colorado e-Health Commission. Nationally, she is a board member of the National Network of Public Health Institutes. Lueck earned a bachelor's degree from Harvard University and a master's degree in political science from the University of Melbourne in Australia. She lives in Englewood with her husband, two kids and two Portuguese water dogs.



Teresa Manocchio

Teresa Manocchio is a Policy Analyst at the Colorado Health Institute, where she researches and analyzes issues that impact population health, including behavioral health, the opioid epidemic and other public

health priorities. She is also the project manager for the Colorado Health Access Survey. Prior to joining CHI, Manocchio served as an advisor at the U.S. Department of Health and Human Services. Manocchio holds a bachelor's degree from the University of Colorado, Boulder, and a master's degree in international economics from the University of Denver. She joined CHI in January 2017.



Barbara Martin

Barbara Martin, RN, MSN, ACNP-BC, MPH, has more than 15 years of clinical and leadership experience in health care delivery, care coordination, and working across complex systems of care. She received her master's degree

in public health in 2013 to focus on population-based policy and systems change work to enhance and improve systems of care delivery. Martin has been engaged with the SIM initiative since 2013. She served on the core SIM team during the grant planning process, and led state public health efforts to implement population health strategies to support SIM as director of the Health Systems Unit at the Colorado Department of Public Health and Environment. She joined the SIM office in 2015 as director of the Transforming Clinical Practices initiative (TCPI), leading statewide efforts to build a program that helps clinicians and practices transition into new care delivery and payment models. She stepped in as interim director for SIM in March 2016 and was promoted to the director role in September.



Allie Morgan

Allie Morgan is Associate Director for Legislative Services at the Colorado Health Institute. She manages legislative relations and provides regular research, presentations and commentary on developments at the state capitol. In addition, she oversees

the annual Hot Issues in Health conference and produces analyses on a range of health policy issues. Morgan holds a bachelor's degree from Carleton College and a master's degree in public administration from the University of Pennsylvania's Fels Institute of Government. She joined CHI in 2014.

FEATURED SPEAKERS



Sara Schmitt

Sara Schmitt is the Director of Community Health Policy at the Colorado Health Institute. She leads CHI's research and evaluation on the social and environmental determinants of health. Schmitt works closely with

public health agencies, health care providers and community organizations. She has a bachelor's degree from DePaul University and a master's degree from the University of Chicago. Schmitt joined CHI in 2012.



Dr. Donald Stader

Donald Stader, M.D., is an emergency physician, innovator and entrepreneur practicing at Swedish Medical Center in Englewood, Colorado. He serves as Swedish Hospital's Emergency Department Associate Medical

Director and Emergency Medicine Section Chief. Stader holds a medical degree with honors from Baylor College of Medicine, where he was an Albert Schweitzer Fellow, and attended emergency medicine residency at Carolinas Medical Center. He has a deep interest and expertise in the opioid epidemic. He is the past chair of Colorado ACEP's Opioid Task Force, the Editor-in-Chief of COACEP's 2017 Opioid Prescribing & Treatment Guidelines, an opioid consultant for Colorado Hospital Association and the legislative representative for Colorado Medical Society's Prescription Drug Abuse Committee.



Edmond Toy

Edmond Toy is a Director at the Colorado Health Institute. An economist, Toy applies his analytic and quantitative modeling expertise across a wide range of health policy topics, such as insurance, cost containment

and health care reform. He joined CHI in 2016 after a 15-year career as an economic, financial and strategy consultant in the private sector and as an analyst in the White House Office of Management and Budget. Toy holds a bachelor's degree from Stanford University, a master's degree from the Massachusetts Institute of Technology and a PhD in Health Policy from Harvard University.

ORGANIZATIONS REPRESENTED BY ATTENDEES

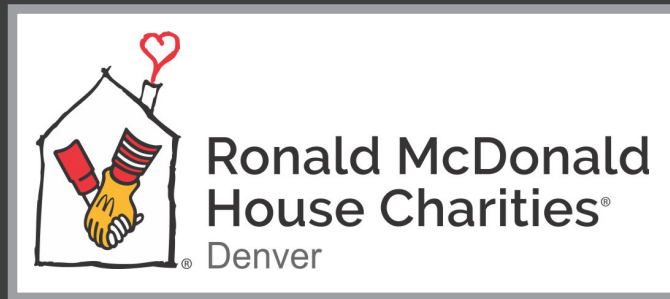
2040 Partners for Health
5280 Strategies
Advocacy Denver
Alzheimer's Association of Colorado
Amgen
Anthem Blue Cross and Blue Shield
Arapahoe County Human Services
Arrow Electronics
August Policy Strategies
Aurora Health Access
BCHIC - Community Foundation Boulder County
Beacon Health Options
Benefits in Action
Boulder County Area Agency on Aging
Boulder County Public Health
Boulder Valley Women's Health Center
Briljent
BrokenHealthcare.org
Broomfield Public Health and Environment
Caring for Colorado Foundation
Center for Health Progress
Center for Improving Value in Health Care (CIVHC)
Central Colorado Area Health Education Center
Centura Health
Children's Hospital Colorado
Chronic Care Collaborative
City of Northglenn
Clear Creek Valley Medical Society
Clinica Family Health
Coloradans Protecting Patient Access
Colorado Academy of Family Physicians
Colorado Access
Colorado Association of Health Plans
Colorado Association of Local Public Health Officials
Colorado Center for Nursing Excellence
Colorado Children's Campaign
Colorado Coalition for the Homeless
Colorado Community Health Alliance
Colorado Community Health Network
Colorado Consumer Health Initiative
Colorado Counties Inc.
Colorado Department of Health Care Policy and Financing
Colorado Department of Public Health and Environment
Colorado Department of Regulatory Agencies
Colorado Division of Insurance
Colorado Governor's Office of Economic Development and International Trade
Colorado Health Access Fund - The Denver Foundation
Colorado Health Network
Colorado Hospital Association
Colorado Legislative Council
Colorado Medical Society
Colorado Nurses Association
Colorado Rural Health Center
Colorado School of Public Health
Colorado Senate Republicans
Colorado Springs Health Foundation
Colorado State House of Representatives
Colorado State Innovation Model (SIM)
Colorado State Senate
Connect for Health Colorado
Conservation Colorado
COPIC
CORHIO - Colorado Regional Health Information Organization
Costilla County
CPEP – The Center for Personalized Education for Physicians
Delta Dental of Colorado Foundation
Dentons
Denver Business Journal
Denver Health and Hospital Authority
Denver Health Foundation
Denver Health Medical Center
Denver Human Services
Disability Law Colorado
Doctors Care
Dolores County

CONTINUED

Early Milestones Colorado
ECHO Colorado
Elbert County
Family and Intercultural Resource Center
Foothills Behavioral Health Partners
Foothills Health Solutions
Frontier Nursing University
Frontline Public Affairs
Gary Community Investments
Good Samaritan Medical Center (SCL Health)
Health District of Northern Larimer County
Health Management Associates
Health Resources and Services Administration
Health Solutions
Healthcare Strategies, LLC
Home Care of the Grand Valley
Ireland Stapleton Pryor & Pascoe, PC
John Snow, Inc.
Kaiser Health News
Kaiser Permanente Colorado
Keystone Health and Wellness
Larimer County
Leading Age Colorado
Lindsay3, LLC
Lockton Companies
Lutheran Medical Center
Marillac Clinic
Mental Health Center of Denver
Mesa County Public Health
Mile High Health Alliance
Milliman, Inc.
Monument Health
Morgan County
National Conference of State Legislatures
National Multiple Sclerosis Society
New West Physicians
Nexus Policy Group
Office of eHealth Innovation
Office of Governor John Hickenlooper
Office of Lieutenant Governor Donna Lynne
Oral Health Colorado
P-Cubed Partners
Peak Vista Community Health Centers
Physician Health Partners

Pinnacol
Pitkin County
Presken Family Care
Project Angel Heart
Project Hope
Public Consulting Group
Pueblo Triple Aim
Quality Health Network
Rocky Mountain Health Plans
Rocky Mountain Youth Clinics
Rose Community Foundation
Ruth L. Sens & Associates
Saint Joseph Hospital Foundation
San Miguel County
SCL Health
Segue Consulting
St. Joseph Hospital
Stahlman Disability Consulting, LLC
State of Colorado
Steadman Group
Summit County
Sunrise Community Health
Swedish Medical Center
Teacup Wellness, Inc.
The Bell Policy Center
The Chanda Plan Foundation
The Colorado Health Foundation
The Colorado Trust
The Denver Foundation
The Kenney Group
Trailhead Institute
Tri-County Health Department
TriWest Group
UCHealth
UnitedHealthcare
University of Colorado
University of Colorado Anschutz
University of Colorado School of Medicine
University of Denver
Veteran's Health Administration – Central Office
Weld County Department of Public Health and Environment
Western Colorado IPA
Zoma Foundation

ABOUT OUR CHARITY DONATION



In lieu of giving out pens, tote bags or stress balls, the Colorado Health Institute will donate needed resources to Ronald McDonald House Charities® of Denver. We invite you to stop by the designated table near registration to learn more about how this deserving organization assists parents and families during difficult times. We are thrilled to support their work during the holiday season.

What is Ronald McDonald House® Charities?

Being alone in the hospital can be a traumatic experience, especially for children. Since 1979, Ronald McDonald House® Charities of Denver has offered a loving home away from home to families needing to be near their seriously ill or injured children while they're being treated at metropolitan area hospitals. Our main focus is providing comfortable, low-cost housing to out-of-town mothers and fathers needing to be near their hospitalized children. Between our two houses, the Aurora House and the Denver House, we're able to keep 118 families close to their hospitalized children each night.



CHI thanks the wonderful staff and volunteers of the Ronald McDonald House® Charities for all they did this year to support our Senior Data Analyst, Rebecca Silvernale, and her husband Chris after their son Liam entered the world early and needed to spend time in the NICU. Becca, Chris and Liam are all home and doing great!



The Colorado Health Institute is a trusted source of independent and objective health information, data and analysis for the state's health care leaders. The Colorado Health Institute is funded by the Caring for Colorado Foundation, Rose Community Foundation, The Colorado Trust and the Colorado Health Foundation.

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