



DECISION 2018

**THE INTERSECTION OF
HEALTH CARE POLICY
& POLITICS**

New York Health Plan Association
2018 Annual Conference
Hilton Garden Inn, Troy, NY
Nov 15, 2018

WELCOME

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Dear Friends:

On behalf of the New York Health Plan Association (HPA), welcome to our 2018 Annual Conference, Decision 2018: The Intersection of Health Care Policy & Politics.

Efforts in Washington over the past year to repeal the Affordable Care Act have created growing concern throughout the health care system about how it would affect our state's efforts to expand coverage and reform the delivery system and, ultimately, what it means for New Yorkers. Meanwhile, the outcome of the mid-term elections will have a profound impact on health care as it will continue as a priority policy issue at both the state and federal levels in 2019.

Today, we are pleased to have joining us nationally recognized health policy experts and local leaders who will provide important insights into what to expect from Washington, the challenges our marketplace faces, and opportunities for making health care more affordable. We are also privileged to be joined by Health Care Futurist Jim Carroll who will share his perspectives on where health care is heading and the changes that will define the future.

We appreciate the time you have taken to join us and hope you find today's forum informative and thought-provoking. Our annual conference is one of the many ways that HPA seeks to generate discussion on the critical issues affecting health policy in New York. Should there be anything we can do to make your attendance more enjoyable, please inform any HPA staff member.

Accompanying your conference program is an evaluation form. Please take a moment to complete this form and return it to the registration desk prior to your departure.

In closing, I would like to thank our sponsors and exhibitors for helping to make today possible, and I ask that you visit their booths during the breaks and throughout the day.

On behalf of the HPA board and staff, thank you for joining us today and I hope you enjoy the program.

Sincerely,



Eric Linzer
President & Chief Executive Officer



Eric Linzer
President & CEO

About the New York Health Plan Association

WHO WE REPRESENT

The New York Health Plan Association (HPA) is an industry voice for health care plans across the state. HPA was established for the purpose of promoting the development of managed health care plans within New York State and is an advocate for quality health care for all New Yorkers.

Currently HPA has 26 member health plans. Our members provide health care coverage to New Yorkers enrolled through their employers, those enrolled through government-sponsored programs such as Medicaid and Child Health Plus, Medicare enrollees, frail elderly and chronically disabled New Yorkers who receive coordinated services through a Managed Long Term Care (MLTC) plan, and individual New Yorkers who shop for coverage on the New York State of Health, the state's official Marketplace, or directly from plans. HPA also has a number of Affiliate members that include dental and behavioral health plans, pharmaceutical companies and other companies that contract with health plans. HPA membership represents all types of health plans and includes for-profit and non-profit companies.

OUR MEMBERS AT WORK

All of HPA's member health plans share a commitment to meeting the health care needs of New York State – providing quality health care services, serving residents healthy and sick, and communities rural and urban. HPA member plans also participate in innovative programs and research that promote the health and well-being of New York State residents.

OUR EDUCATIONAL FOUNDATION

The HPA also maintains an educational foundation that serves as a resource for businesses, labor, government and the media. Major foundation activities include development and ongoing operation of numerous collaboratives aimed at improving quality of care for all New Yorkers.



OUR MEMBERS

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DECISION 2018:

THE INTERSECTION OF HEALTH CARE POLICY AND POLITICS

2018 ANNUAL CONFERENCE AGENDA: THURSDAY, NOVEMBER 15, 2018

7:30–8:30 am Registration\Breakfast\Exhibitors

8:30 am Introduction & Welcome

Eric Linzer, President & Chief Executive Officer, New York Health Plan Association
Don Ingalls, Chairperson, New York Health Plan Association; Vice President, State & Federal Relations, HealthNow New York

8:30–9:15 am 2018 ELECTION: What Happened?

Dr. Don Levy, Director, Siena College Research Institute
INTRODUCTION: Denise Gonick, Chief Executive Officer & Director, MVP Health Care

9:15–10:15 am Health Policy – A View from Washington

Tom Miller, Resident Fellow, American Enterprise Institute
Sara Collins, Ph.D., Vice President, Health Care Coverage and Access Commonwealth Fund
Matt Eyles, President & Chief Executive Officer, America's Health Insurance Plans
MODERATOR: Don Ingalls, Vice President, State & Federal Relations, HealthNow New York

10:15 am Break

10:45 am–12 pm Keynote Address

"Healthcare 2025 – The Transformative Trends That Will Define Our Future"
Jim Carroll, Futurist, Trends and Innovation Expert
INTRODUCTION: Colleen Schmidt, President & Chief Executive Officer, Molina Health Care of New York

Noon

LUNCH AND EXHIBITORS

12:45–2 pm

Reining in the Cost Drivers of Healthcare

Niall Brennan, President & Chief Executive Officer, Health Care Cost Institute
Sarah Emond, M.P.P., Executive Vice President & Chief Operating Officer, Institute for Clinical and Economic Review
Lois Uttley, M.P.P., Director of Women's Health, Community Catalyst and Founder, MergerWatch

2–3:15 pm

View from the Marketplace

Bea Grause, R.N.,J.D., President, Healthcare Association of New York State
Heather Briccetti, Esq. President & Chief Executive Officer, The Business Council of New York State
Kipp Snider, J.D., Vice President, State Policy, PhRMA
MODERATOR: Susan Arbetter, WCNY's The Capitol Pressroom

3:15 pm

Closing Remarks

Eric Linzer, President & Chief Executive Officer, New York Health Plan Association

3:30 pm

Adjourn

Keynote Speaker

JIM CARROLL

Futurist, Trends & Innovation Expert and Author

Jim Carroll is an author, columnist, media commentator, and consultant, with a focus on linking future trends to innovation and creativity. He has a 20-year track record in providing direct, independent guidance to a huge, diverse global client base, combined with a previous professional financial background, including 12 years with the world's largest professional services firm. He has researched key innovation success factors for dozens of associations, professions, companies, individuals, and industries including life sciences, health care, insurance, automotive, manufacturing, agriculture, technology, education, government, consumer products, retail, banking and countless others.

He is recognized worldwide as a "thought leader" and authority on: global trends; rapid business model change; business model disruption in a period of economic uncertainty; and the necessity for fast paced innovation. He is an authority recognized for his deep insight into the cutting-edge trends of our time, including autonomous vehicle technology, sensors and the Internet of Things, 3D printing, virtual reality, alternative energy generation and storage technologies, genomic medicine and healthcare virtualization, advanced robotics and artificial intelligence, blockchain and virtual cash, machine learning and robotics, crowdthinking and next generation R&D.

Jim's client list is a veritable who's who of global leaders – including the PGA of America; the Wall Street Journal; DuPont; NASA; The GAP; Lockheed Martin; the Accenture Worldwide Energy & Utilities Conference; Fairmont/Raffles Hotels International; RGA Reinsurance; National Australian Bank; Stryker Technologies; CIGNA; Pfizer; Diners Club; HJ Heinz; PPG; Johnson & Johnson; NASA Goddard Space Center; Pella Doors & Windows; Blue Cross Blue Shield ; General Dynamics / Northrop Grumman; Bombardier; Signature Travel; Microsoft; the US National Recreation and Parks Association; Yum! Brands; Burger King; US Department of Defense – Commissary Agency; Rockwell Collins; Oracle; the International Association of Conference Centres; Pearson Learning; US Air Force Research Laboratory; McKesson; Siemens; US Navy, Marine, Air Force Child Youth Programs; Nestle.

Jim Carroll is also an author, with books including *Surviving the Information Age*; *The Future Belongs to Those Who Are Fast*; *Ready, Set, Done: How to Innovate When Faster is the New Fast*; and *What I Learned From Frogs in Texas: Saving Your Skin with Forward Thinking Innovation*.



Jim Carroll

Guest Speakers



Eric Linzer

*President & Chief Executive Officer,
New York Health Plan Association*

Eric Linzer is President & CEO of the New York Health Plan Association (HPA) organization, an Albany-based

organization that represents 26 health plans in New York State. These plans provide comprehensive health care services to more than eight million New Yorkers.

As the CEO of HPA, Eric is responsible for development of policy positions for the organization, advocacy with the executive and legislative branches of government, and serves as lead spokesperson to the media and the public on issues relating to the managed care industry.

Eric came to HPA from the Massachusetts Association of Health Plans (MAHP) where he spent 15 years, most recently serving as executive vice president, where his responsibilities encompassed overseeing a wide range of operational activities as well as legislative and regulatory issues, outreach to business groups and brokers, and media relations and communications.

Prior to joining MAHP in 2002, Eric was an account supervisor in the public relations division of Arnold Worldwide and worked in the public affairs department of Harvard Pilgrim Health Care. He holds a JD from Suffolk University Law School, a master's degree in Political Science from Suffolk University and earned his bachelor's degree from Boston College. Eric is also a past recipient of the Massachusetts Medical Law Report's Leader in Quality – Rx for Excellence Award.

Eric and his wife, Pamela, have three teenage children, Hayes, Abigail and Megan, and a German Shepherd mix named Sarah.



Donald R. Ingalls

*Vice President, State & Federal
Relations, HealthNow New York*

Don is Vice President, State & Federal Relations at HealthNow New York, d/b/a

BlueCrossBlueShield of Western New York and BlueShield of Northeastern New York. He serves as the company's primary advocate within the health care policy community and is the critical link in informing and directing internal stakeholders on current and emerging legislative and regulatory developments.

Prior to joining HealthNow, Don was executive director of CMG Health/Magellan Behavioral Health in Buffalo. Prior to coming to Buffalo, he held a number of positions with Community Health Care Plan, a staff model HMO in Connecticut.

Don began his health care career as part of the team implementing the 1974 national health planning legislation in Connecticut.

He earned a BA degree in political science from the University of North Carolina and was a Fellow in the National HMO Management Fellowship Program.

Don currently serves as chair of the New York Health Plan Association, a board member of the United Way of Buffalo and Erie County, and a member of the WBFO (NPR affiliate) Advisory Board, and a member of the advisory committee for the Local Initiative Support Corporation's (LISC) Buffalo program.



Denise V. Gonick

*Chief Executive Officer & Director,
MVP Health Care*

Denise V. Gonick has successfully guided MVP through an increasingly complex health care environment and has led its transformation from a regional health plan to a diversified health care company serving a broad array of customers.

Ms. Gonick began her tenure with MVP in 1995 as associate counsel and soon was named Vice President of Legal Affairs and General Counsel. She then served as Executive Vice President and Chief Legal Officer until she was appointed President of Operations in 2012 and then President and Chief Executive Officer later that year. Before joining MVP, Ms. Gonick practiced public sector labor law.

She is the immediate past chair of the board of directors and a member of the executive and finance committees of the Capital Region Chamber. She also serves on several other boards, including the Chemung Canal Trust Company (Nasdaq: CHMG), the Business Council of New York State, the Center for Economic Growth, the New York Health Plan Association, and Proctors Theatre in Schenectady.

A graduate of Hofstra University with a bachelor's degree in creative studies, Denise earned her JD from Albany Law School. She has completed the America's Health Insurance Plans' (AHIP) Executive Leadership Program and is a Certified Managed Care Executive (CMCE).

Ms. Gonick has been recognized with several honors and awards, including the College of St. Rose Community of Excellence and the CASDA Friend of Education awards in 2018, a *Tune In to Support Open Door Benefit* honoree in 2017, the Capital Region Chamber's Women of Excellence award in 2015, the Albany Business Review's Women Who Mean Business award in 2013, and recognized as an Albany Business Review 40 Under Forty honoree in 2006.



Dr. Don Levy

Director, Siena College Research Institute

Dr. Levy came to Siena in August of 2007 and has been instrumental in focusing Siena's polling not only on statewide, local and national politics but also on economic, social and cultural issues important to all New Yorkers.

Dr. Levy founded and served for two years as the Co-Director of the Institute for Social and Community Research (ISCR) at West Virginia Wesleyan College, and prior to that as Director of Research at the Center for Population Research (CPR) at the University of Connecticut. He holds a Ph.D. in Sociology from the University of Connecticut and a BA from Yale University and is a charter member of the American Association for Opinion Research Transparency Initiative.

In addition to supervising SCRI's political and economic polling, Dr. Levy has conducted studies while at Siena on Community Health and Wellbeing in the states of Connecticut, New York and Rhode Island. The data has been widely used by foundations, health departments and hospitals to support academic research, human services, advocacy and funding.

During the last decade, SCRI has had a unique focus on issues related to health policy in New York State conducting research for many organizations, associations and the state and local health departments.

Dr. Levy has recently completed polling in partnership with major media partners including the New York Times Upshot, C-SPAN, Newsday, and Spectrum News. SCRI, under Dr. Levy's leadership, has consistently been graded as one of America's leading academic polling institutes by Nate Silver and 538.com.

Guest Speakers



Tom Miller

Resident Fellow, American Enterprise Institute

Tom Miller studies health policy, with particular emphasis on regulatory barriers to choice and

competition, market-based alternatives to the policies of the Affordable Care Act, health care litigation, and the political economy of health care reform. He is the coauthor of “Why ObamaCare Is Wrong for America” (HarperCollins, 2011) and author of “When ObamaCare Fails: The Playbook for Market-Based Reform” (AEI, 2012). Mr. Miller was a member of the National Advisory Council for the Agency for Healthcare Research and Quality from 2007 to 2009. He was a senior health policy adviser for the John McCain presidential campaign in 2008. Before joining AEI in 2006, Mr. Miller served for three years as senior health economist for the Joint Economic Committee of the US Congress. He has also been director of health policy studies at the Cato Institute and director of economic policy studies at the Competitive Enterprise Institute.

Mr. Miller’s writing has appeared in such publications as Health Affairs; Wall Street Journal; New York Times; Washington Post; Los Angeles Times; USA Today; Reader’s Digest; National Review; American Journal of Medicine; Journal of Law and Contemporary Problems; Journal of Law, Medicine, and Politics; University of Miami Business Law Review; National Affairs; Regulation; and Cato Journal.

He holds a bachelor’s degree cum laude in political science from New York University and a law degree from Duke University.



Sara R. Collins, Ph.D.

Vice President for Health Care Coverage and Access, The Commonwealth Fund

An economist, Dr. Collins joined the Fund in 2002 and has led

the Fund’s national program on health insurance since 2005. Since joining the Fund, Dr. Collins has led several multi-year national surveys on health insurance and authored numerous reports, issue briefs and journal articles on health insurance coverage, health reform, and the Affordable Care Act. She has provided invited testimony before several Congressional committees and subcommittees.

Prior to joining the Fund, Dr. Collins was associate director/senior research associate at the New York Academy of Medicine, Division of Health and Science Policy. Earlier in her career, she was an associate editor at U.S. News & World Report, a senior economist at Health Economics Research, and a senior health policy analyst in the New York City Office of the Public Advocate. She holds an A.B. in economics from Washington University and a Ph.D. in economics from George Washington University.



Matthew D. Eyles

President & Chief Executive Officer, America’s Health Insurance Plans

Mr. Eyles leads America’s Health Insurance Plans (AHIP), the national trade association

representing health insurance providers. He joined AHIP in 2015 and led its Policy & Regulatory Affairs team, and was Chief Operating Officer before his appointment as President & Chief Executive Officer. Mr. Eyles has more than two decades of health care experience in the private sector and in government. He has led teams at Fortune 200 health care companies in diverse roles—including public policy, government affairs, advocacy and corporate communications—with both a U.S. and global focus.

Before joining AHIP, Mr. Eyles held senior executive positions at Coventry Health Care, Inc. (now an Aetna company) and Wyeth (now a subsidiary of Pfizer, Inc.). Through his work at Avalere Health, he has been a consultant to some of the largest global and U.S. health care companies and organizations. Mr. Eyles began his career at the Congressional Budget Office where he worked on many issues, including health care, budget policy, and regulatory policy. He is on the Board of Directors of the National Health Council and was previously on the Board of the Network for Excellence in Health Innovation. He has undergraduate degrees from The George Washington University in Political Science and History, as well as a graduate degree in Public Policy from the University of Rochester.



Colleen Schmidt

President & Chief Executive Officer, Molina Health Care of New York

Ms. Schmidt was named President & Chief Executive Officer of Molina Healthcare of New York in August

2016. She leads the company in its mission to provide quality health services to financially vulnerable families and individuals covered by government programs.

Molina Healthcare, a FORTUNE 500, multi-state health care organization, arranges for the delivery of health care services and offers health information management solutions to nearly five million individuals and families.

Prior to joining Molina, Ms. Schmidt served as President of Universal American Eastern Division and Vice President of Excellus Blue Cross Blue Shield.

She is a Registered Nurse and has a master’s degree in Business Administration from Binghamton University in New York. She has extensive background in managed care as well as complex health systems. She is committed to improving access to quality health care for the most vulnerable populations.

Throughout her career, Ms. Schmidt has served on a number of boards, including the board of directors for Ronald McDonald, Make a Wish and Boys Scouts of America.

Guest Speakers



Niall Brennan, B.A., M.P.P.
*President & Chief Executive Officer,
Health Care Cost Institute*

Niall Brennan was appointed President and CEO of Health Care Cost Institute (HCCI) in June

2017. In this role, he is responsible for overseeing HCCI's advancements in price transparency and public reporting, increasing both the comprehensiveness and access to HCCI's expansive data set, as well as working with state policy and decision makers to improve their health care systems. He is a nationally recognized expert in health care policy, the use of health care data to enable and accelerate health system change, and data transparency.

Mr. Brennan has published widely in leading academic journals, including the *New England Journal of Medicine* and *Health Affairs*. Prior to joining HCCI, Mr. Brennan was Chief Data Officer at the Centers for Medicare and Medicaid Service. He has also worked at the Brookings Institution, the Medicare Payment Advisory Commission, the Congressional Budget Office, the Urban Institute, and Price WaterhouseCoopers.

Mr. Brennan received his M.P.P. from Georgetown University and his BA from University College Dublin, Ireland.



Sarah K. Emond, M.P.P.
*Executive Vice President & Chief
Operating Officer, Institute for
Clinical and Economic Review*

Sarah Emond leads the strategic planning and operations of the Institute for Clinical and Economic Review (ICER), a leading non-profit health policy research organization, as Executive Vice President and Chief Operating Officer. In that role, she is responsible for overseeing ICER's public programs, communications, operations, and finances.

Prior to joining ICER, Ms. Emond spent time as a communications consultant, with six years in the corporate communications and investor relations department at a commercial-stage biopharmaceutical company, and several years with a healthcare communications firm. She began her healthcare career in clinical research at Beth Israel Deaconess Medical Center in Boston.

A graduate of the Heller School for Social Policy and Management at Brandeis University, Ms. Emond holds a Master of Public Policy degree with a concentration in health policy. She also received a bachelor's degree in biological sciences from Smith College.



Lois Uttley, M.P.P.
*Director, Women's Health Program,
Community Catalyst*

Community Catalyst is a national consumer health advocacy organization. In her role as Director of the Women's Health Program, Ms. Uttley is building upon more than 20 years of research, policy analysis and advocacy to protect access to timely, affordable women's health services from threats posed by consolidation in the health industry.

Her most recent publication, "Empowering New York Consumers in an Era of Hospital Consolidation" (May 2018), reported findings from a year-long study of New York's Certificate of Need (CON) program, funded by the New York State Health Foundation. The report recommended that state oversight of hospital consolidation should be more transparent and engaging of affected consumers and require hospitals to predict the impact of proposed mergers on the price of health care. A 2016 national study she co-authored, "When Hospitals Merge: Updating State Oversight to Protect Access to Care", identified best practices from among the 36 CON programs still in operation.

Ms. Uttley, who is based in Manhattan, is active in New York consumer health advocacy, serving on the steering committee of the statewide Health Care for All NY coalition. She has served as Vice President of the Education Fund of Family Planning Advocates of NYS (where she created the MergerWatch Project that she has directed for the last 20 years), Director of Public Affairs for the NYS Department of Health and as a journalist covering New York State government for the Albany Times Union. She has been President of the Public Health Association of NYC and Chair of the national Action Board of the American Public Health Association. She earned a master's in Public Affairs and Policy from the Nelson A. Rockefeller College of Public Affairs and Policy at the University at Albany and teaches in the master's degree in Health Advocacy Program at Sarah Lawrence College.



Susan Arbetter
Host & Producer, Capitol Pressroom

Susan Arbetter is the Emmy Award-winning host and producer of the syndicated public radio program the Capitol Pressroom, which broadcasts live from the third floor of the State Capitol in Albany weekdays from 11am to noon. Ms. Arbetter also holds the title Director of News & Public Affairs for Syracuse public broadcaster, WCNY.

Ms. Arbetter's career has taken her from Boston University's WTBU where she hosted a rock show called "AOR Wipeout", to WBOS-FM in Boston where she began her professional news career, to Albany where she cut her teeth at WPYX/WTRY in the early nineties. After several years in commercial radio she fell in love with public broadcasting at WAMC Northeast Public Radio where she worked for thirteen years, six of those as News Director. She is one of the creators and co-hosts of the award-winning Roundtable Show.

Ms. Arbetter is the recipient of over thirty awards for electronic journalism, including a 2013 Emmy Award for Best Public Affairs Series for the television show *Insight* and four Emmy nominations for *Connect: NY*. She has also received one or more of the following awards for radio broadcasting: Edward R. Murrow, Scripps-Howard, AP, PRNDI & NYSBA, among others. The Capitol Pressroom is also the recipient of a 2016 NYSBA Award for Community Service and a 2016 Media Award from the Erie County Bar Association. She was also awarded the Women's Press Club's "Excellence in Career Achievement Award" in 2015 and has been named to City & State's Annual Power 100 list every year since 2014 when the list began being published.

Guest Speakers



M. Beatrice Grause, R.N., J.D.
President, Healthcare Association of New York State

Bea Grause began her tenure as President of the Healthcare Association of New York State (HANYS) on July 1, 2016, after serving as President and Chief Executive Officer of the Vermont Association of Hospitals and Health Systems for fourteen years. In that position, she successfully led Vermont hospitals through a variety of reform initiatives, including the state's single-payer debate, continuously and intentionally building the hospitals' brand as trusted, competent leaders.

Ms. Grause completed a three-year term (2012 to 2015) as an at-large member of the American Hospital Association (AHA) Board of Trustees, including a 2015 term on the AHA Executive and AHA Chief Executive Officer Search Committees. As part of her AHA Board responsibilities, she also served as chairwoman of the AHA Allied Advisory Committee on Medicaid.

Before moving to Vermont, Ms. Grause worked for ten years in Washington D.C. in a variety of positions. She began her D.C. tenure as a Legislative Assistant; first in the Office of U.S. Representative Norman Y. Mineta and then for U.S. Representative Joseph P. Kennedy II. After she left Capitol Hill, she simultaneously held senior governmental affairs positions with the Tennessee Hospital Association and Massachusetts Hospital Association. Ms. Grause spent the last three years working as counsel with the law firm of Foley, Hoag. In this role, she developed tailored legislative and regulatory strategies for many healthcare clients.

Ms. Grause earned a Bachelor of Science in Nursing from Boston College in 1979 and her Juris Doctorate in 1991 from Santa Clara University School of Law. She is currently a Fellow of the American College of Healthcare Executives and a 2003 graduate of the Vermont Leadership Institute.



Heather C. Briccetti, Esq.
President and Chief Executive Officer, The Business Council of New York State

Heather C. Briccetti is the President & Chief Executive Officer of The Business Council of New York State, Inc., advocating for New York's business community. Ms. Briccetti joined The Business Council in 2007, as vice president of government affairs, overseeing the organization's legislative and pro-growth agendas. Prior to The Business Council, Ms. Briccetti was a consultant and lobbyist for Powers and Company, working on issues including the Javits Center expansion and the new Yankee Stadium. She has also served as assistant counsel to the New York State Senate majority; legislative aide and counsel to the New York State Assembly majority committee on Racing and Wagering; and special counsel in the New York State Attorney General's office.

Ms. Briccetti has served on numerous boards and committees, including: Capitalize Albany Corporation; New York State Council on Women and Girls; Berkeley College Board of Trustees; Council of State Chambers; New York State Wage Board; American Chamber of Commerce Executives; Central Hudson Gas & Electric Corporation; US Chamber of Commerce Public Affairs Committee; and New York State Tax Relief Commission. She has also contributed her expertise to the U.S. Chamber of Commerce Committee of 100; National Association of Manufacturing's State Associations Group; New York State Department of Environmental Conservation's High-Volume Hydraulic Fracturing Advisory Panel; and Binghamton University's Alumni Association.



Kipp Snider, J.D.
Vice President, State Policy, PhRMA

Kipp Snider joined PhRMA on October 1, 2015, as Vice President, State Policy. Based in Washington, he is responsible for leading PhRMA's State Policy function across all industry issues.

Prior to joining PhRMA, Mr. Snider spent 13 years at Amgen, most recently leading a team of state advocates in the U.S. and Puerto Rico. Earlier in his career, he worked in government affairs and commercial roles at Pharmacia Corporation, and practiced law with Howrey & Simon.

He is a graduate of the College of William & Mary and George Washington University law school.

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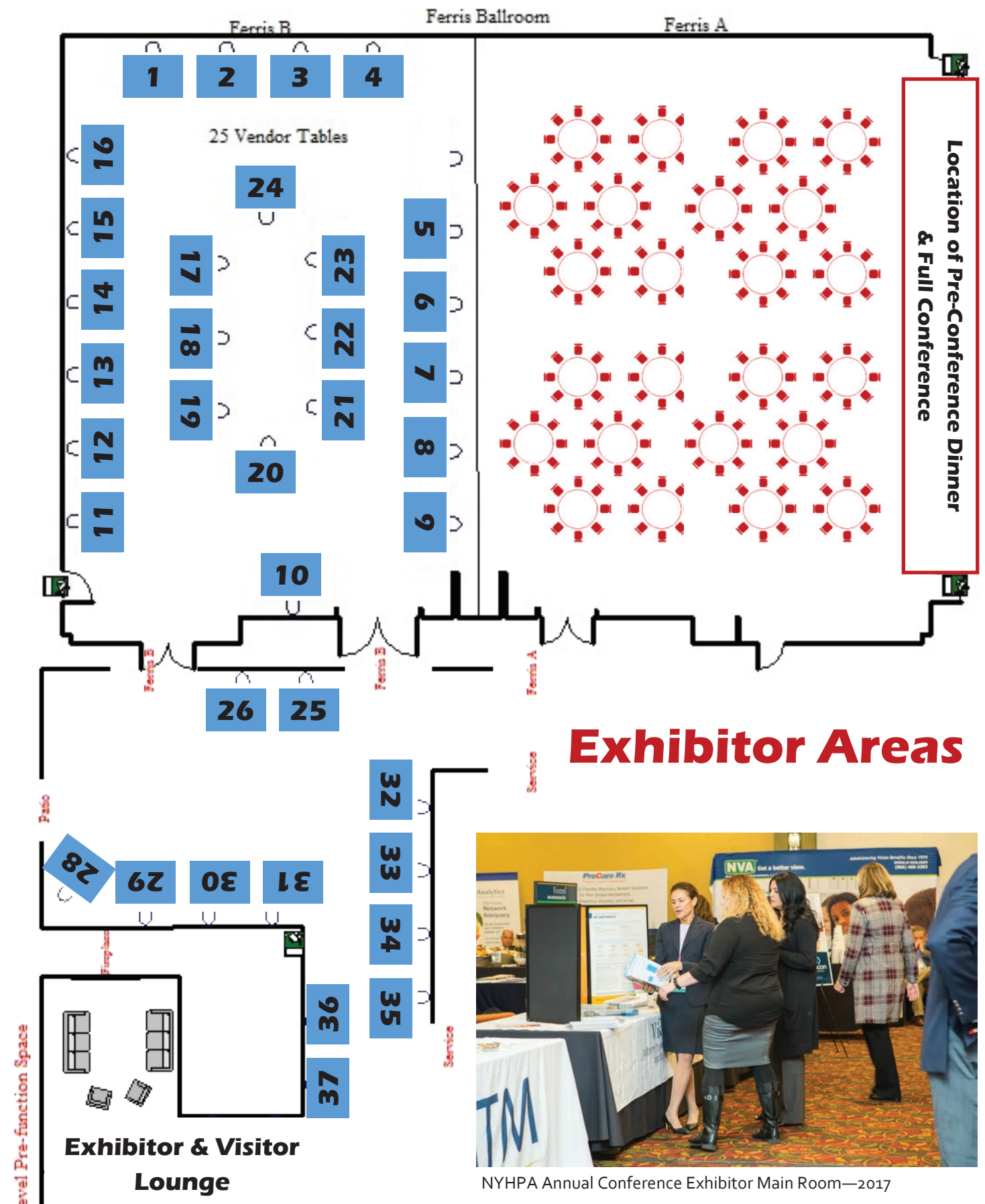
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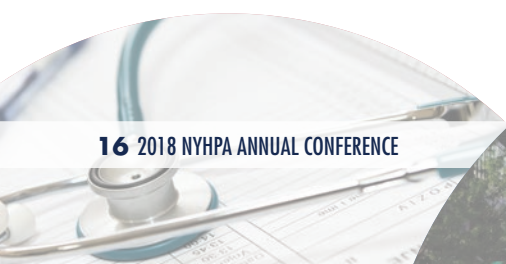
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NEW YORK HEALTH PLAN ASSOCIATION 2019 ANNUAL CONFERENCE

Thursday, November 21st Albany, New York



NYHPA Annual Conference Exhibitor Main Room—2017



16 2018 NYHPA ANNUAL CONFERENCE



2018 NYHPA ANNUAL CONFERENCE 17

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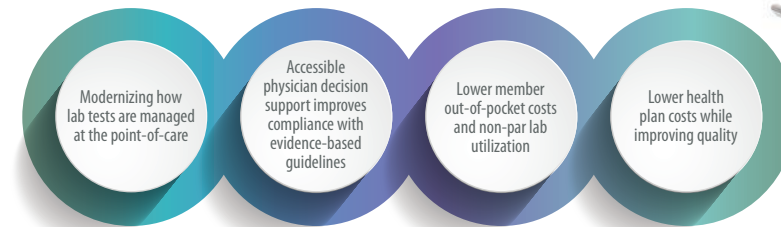
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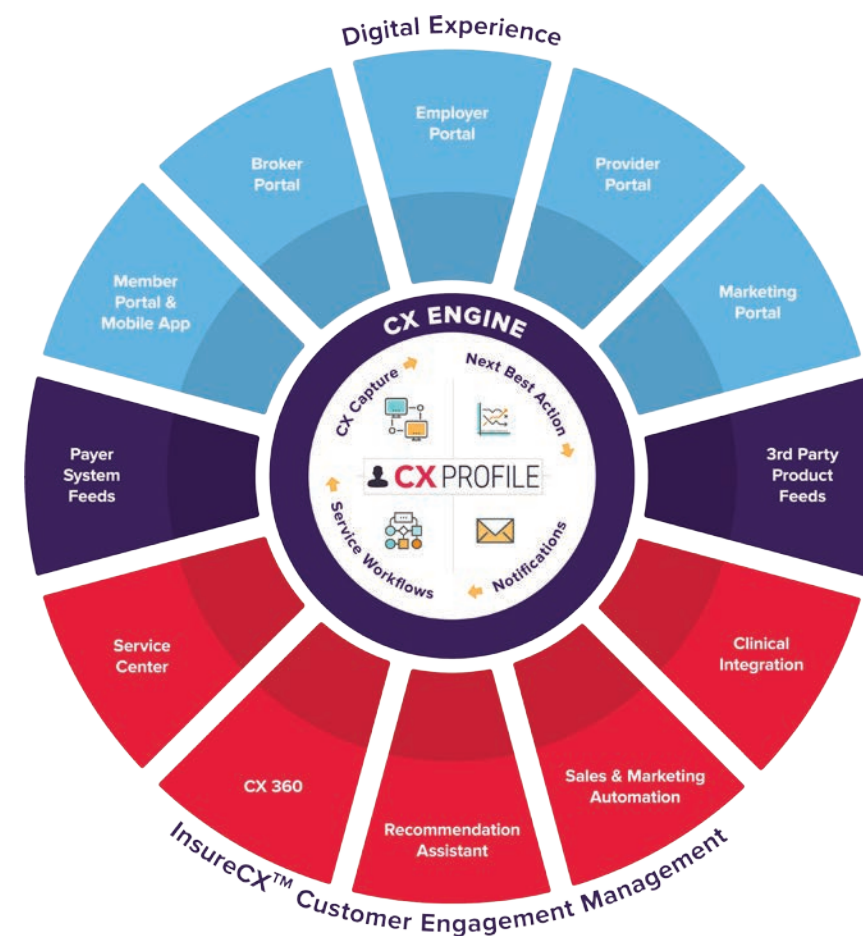
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