

THE *Next Wave*  
OF HEALTH CARE REFORM  
Delivery System Transformation

NEW YORK HEALTH PLAN ASSOCIATION  
**ANNUAL CONFERENCE**  
MARRIOTT HOTEL | ALBANY, NEW YORK

**2014**  
NOVEMBER 20



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*Welcome* to the New York Health Plan Association's (HPA) 2014 Annual Conference, "The Next Wave of Health Care Reform—Delivery System Transformation."

In April 2014, New York State and the Centers for Medicare and Medicaid Services (CMS) signed a new Delivery System Reform Incentive Payment (DSRIP) waiver. The chief goal of the waiver is to transform the state's health care delivery system by creating platforms for developing an integrated delivery system. The waiver puts an emphasis on restructuring the health care safety-net and improving quality outcomes. While we all agree with these goals, concerns exist about implementation of this ambitious program. The success of this program will depend upon collaborations among a broad array of providers and others working together to achieve these goals.

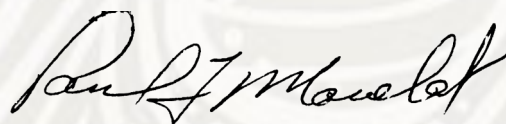
We have invited speakers to join us today to talk with us about the challenges and opportunities involved in implementing DSRIP in New York State. We will learn what is happening here in New York and how other states are approaching this challenge.

Over the years HPA's conferences have brought together health care policy leaders from across the state and the country to discuss current health care topics of the day. We hope you find today's discussions useful, thought provoking and helpful to you and your organization as we all work together to navigate this next wave of health care transformation.

Please take time during the conference breaks to visit our exhibitors and sponsors. We thank them for their generous support of this conference.

And thank you to all of the conference attendees for your continued interest and participation.

Sincerely,



Paul F. Macielak, Esq.  
President & CEO  
New York Health Plan Association

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## 2014 New York Health Plan Association Annual Conference



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# THE *Next Wave* OF HEALTH CARE REFORM Delivery System Transformation

## Annual Conference Schedule

**Wednesday, November 19, 2014**

**5:30-8:00 pm**

**Pre-Conference Reception and Dinner**  
***Reception Sponsored by Beacon Health Strategies***

(For NYHPA members and Gold/Platinum/Diamond-level Sponsors)

**Thursday, November 20, 2014**

**7:30-8:15 am**

**Medical and Pharmacy Directors' Breakfast**  
***Sponsored by NIA Magellan***

(For NYHPA members)

Topic: Evaluating Provider Performance and Quality in an Era of Payment Reform

Presenter: William Henderson | SVP Data Analysis and Research | NIA Magellan

**8:15 am — Registration, Continental Breakfast & Exhibitor Hall**  
**After registering, please take time to visit the Exhibitor tables!**

**9:00 am — Welcome**

Paul F. Macielak, Esq. | President & CEO | New York Health Plan Association  
Robert Hinckley | Board Chairperson | New York Health Plan Association *and* SVP, Strategy and Communications | Chief Strategy Officer | Capital District Physicians' Health Plan

**9:15 am — Opening Remarks**

Courtney Burke | Deputy Secretary for Health | Office of Governor Andrew M. Cuomo

**9:45 am — Keynote Address—"Quality Care and the Empire State"**

Margaret E. O'Kane | President | National Committee for Quality Assurance (NCQA)

**10:30 am — Coffee Break & Exhibitor Hall**

**Please take time to visit the Exhibitor tables!**

In your conference folder you will find an Exhibitor "passport" to enter the NYHPA Annual Conference Raffle! Make sure to take it to each of our exhibitors today and you will be eligible to win a grand prize of a Bose QuietComfort 25 Acoustic Noise Cancelling Headphones or one of two runner-up prizes.\*

**\*To be eligible to win, your passport must be stamped by ALL of the exhibitors and you must be present for the drawing.**

## 11:00 am — From SHIP to DSRIP—Reforming New York’s Delivery System

This panel discussion will focus on how the state is responding to delivery system reform. Hear what is happening in New York as well as in other states.

**Moderator:** Michelle Marto | Vice President for Government Affairs | UnitedHealth Group

**Speakers:** Melinda K. Abrams, M.S. | Vice President | Commonwealth Fund Health Care Delivery System Reform Program

Jason A. Helgerson | Medicaid Director, New York State | Deputy Commissioner, New York State Office of Health Insurance Programs

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## 12:15 pm — Lunch & Exhibitor Hall

Please take time to visit the Exhibitor tables!

## 1:00 pm — Lunch Speaker

Donna Frescatore | Executive Director | NY State of Health, The Official Health Plan Marketplace

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## 1:30 pm — Collaborating Without Crossing the Line

The panelists will discuss how the market is responding to the changing health care landscape and how antitrust laws may help or hinder reform.

**Moderator:** Harold N. Iselin, Esq. | Managing Shareholder | Greenberg Traurig

**Speakers:** Michelle Yost Hale, Esq. | Mergers IV Division, Bureau of Competition | Federal Trade Commission

Elinor R. Hoffmann, Esq. | Deputy Bureau Chief, Antitrust Bureau | Office of the New York State Attorney General

Mark Thomas, Esq. | General Counsel | Healthcare Association of New York State (HANYNS)

## 2:30 pm — Red State, Blue State—How Health Care Played from Potsdam to Peoria

What role did health care play in the outcome of the 2014 state and national elections? How could these results shape the political/policy landscape for the upcoming legislative session? This panel of political experts will address these important questions.

**Moderator:** Elizabeth Benjamin | Reporter—*NY1* and *Time Warner Cable News*; Editor-in-Chief—“State of Politics” (a blog covering the politics of the state of New York); Host—Daily Political News and Interview Show *Capital Tonight*

**Speakers:** Steven A. Greenberg | Greenberg Public Relations  
Robert Bellafiore | Stanhope Partners

## 3:15 pm — Closing Remarks

Paul F. Macielak, Esq. | President & CEO | New York Health Plan Association

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## Opening Remarks

Courtney Burke | Deputy Secretary for Health | Office of Governor Andrew M. Cuomo

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Courtney Burke was appointed deputy secretary for health by New York State Governor Andrew M. Cuomo on July 1, 2013. In this role, Ms. Burke provides oversight for the state's health and mental hygiene agencies including: the Department of Health, the Office of Alcoholism and Substance Abuse Services; the Office for the Aging; the Office of the Medicaid Inspector General, the Office of Mental Health, the Office for People with Developmental Disabilities; the Developmental Disabilities Planning Council; and the newly formed Justice Center. Ms. Burke has a long career in health and disability policy. From March 2011 through June 2013, she served as commissioner of the New York State Office for People with Developmental Disabilities. From 2007 to 2011, she was director of the Nelson A. Rockefeller Institute of Government's New York State Health Policy Research Center. She previously worked for six years as the senior research scientist in the Rockefeller Institute's Health and Medicaid studies program. Prior to joining the Institute, Ms. Burke worked at the New York State Department of Health and as the senior policy analyst at the New York State Office of Advocate for Persons with Disabilities.

Ms. Burke has a master's degree in health policy and management from the School of Public Health, University at Albany, and a bachelor's degree in political science and journalism from the University of Connecticut.

## Keynote Address

Margaret E. O'Kane | President | National Committee for Quality Assurance (NCQA)

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Margaret E. O'Kane is the founder and current president of the National Committee for Quality Assurance (NCQA), an independent, nonprofit organization that improves health care quality through measurement, transparency and accountability. Ms. O'Kane has served as co-chair of the National Priorities Partnership and is a board member of the Foundation for Informed Decision Making and the American Board of Medical Specialties. She was elected a member of the Institute of Medicine in 1999 and received the 2009 Picker Institute Individual Award for Excellence in the Advancement of Patient-Centered Care. She received the Gail L. Warden Leadership Excellence Award from the National Center for Healthcare Leadership in 2012. Modern Healthcare has named Ms. O'Kane one of the Top 25 Women in Healthcare three times, most recently in 2013. A master's degree holder in health administration and planning from Johns Hopkins University, Ms. O'Kane is a recipient of that university's Distinguished Alumnus Award.

## Luncheon Speaker

Donna Frescatore | Executive Director | NY State of Health, The Official Health Plan Marketplace

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Donna Frescatore is executive director of NY State of Health, the Official Health Plan Marketplace, created under the Affordable Care Act. Ms. Frescatore has more than 25 years experience designing and administering public and private health insurance programs. Prior to being executive director of NY State of Health, Ms. Frescatore was assistant deputy secretary of health in Governor Andrew Cuomo's Office. She has also served as the state's Medicaid director and deputy commissioner of the Office of Health Insurance Programs at the New York State Department of Health. She began her state career in the New York State Department of Civil Service where she was responsible for purchasing benefits for the more than one million employees and retirees of state and local governments enrolled in the New York State Health Insurance Program.



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# MODERATORS AND PANELISTS

## From SHIP to DSRIP—Reforming New York’s Delivery System

### Moderator

Michelle Marto | Vice President for Government Affairs | UnitedHealth Group

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Michelle Marto, vice president for Government Affairs with UnitedHealth Group, has more than 20 years experience in public policy and advocacy in New York. Her areas of focus are health insurance, public health and mass transportation.

Ms. Marto holds a B.A. from Purdue University and a M.A. from the Nelson A. Rockefeller College of Public Policy and Public Affairs.



### Speakers

Melinda K. Abrams, M.S. | Vice President | Commonwealth Fund Health Care Delivery System Reform Program

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Melinda K. Abrams is vice president of the Commonwealth Fund’s Health Care Delivery System Reform program. Since coming to the Fund in 1997, she has worked on the Fund’s Task Force on Academic Health Centers, Commission on Women’s Health, and most recently, the Child Development and Preventive Care programs. She played a lead role in conceptualizing and launching the Fund’s Assuring Better Child Health and Development (ABCD) initiative, which awarded grants to state Medicaid programs to encourage innovation in the financing and delivery of preventive and developmental services provided to low-income, young children. Ms. Abrams sits on a number of national committees, including the Board of Managers of TransforMED, the PCMH Advisory Committee for the National Committee for Quality Assurance, and two Medical Home Expert Panels for the Agency for Healthcare Research and Quality (AHRQ). In addition, she is a peer-reviewer for the *Annals of Family Medicine*.

Ms. Abrams holds an M.S. in health policy and management from the Harvard School of Public Health and a B.A. in history from Cornell University.

## From SHIP to DSRIP—Reforming New York’s Delivery System *(cont’d.)*

### Speakers

Jason A. Helgerson | Medicaid Director, New York State | Deputy Commissioner, New York State Office of Health Insurance Programs

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Jason Helgerson became New York’s Medicaid director on January 5, 2011. New York’s Medicaid program provides vital health care services to more than 5.3 million New Yorkers and has an annual budget in excess of \$54 billion. Jason also serves as the executive director for New York’s Medicaid Redesign Team. In this capacity he leads Governor Cuomo’s effort to fundamentally reshape the state’s Medicaid program in order to both lower costs and improve health care quality.

Prior to arriving in New York, Mr. Helgerson was Wisconsin’s Medicaid director. In that capacity, he administered the state’s nationally recognized BadgerCare Plus program for children and families (Wisconsin’s Medicaid, and SCHIP); BadgerCare Plus Core Plan; SeniorCare (Pharmacy Plus Waiver); FoodShare (Supplemental Nutrition Assistance Program); and Wisconsin’s Chronic Disease Program.

Mr. Helgerson was also the principle project sponsor for BadgerCare Plus, former Wisconsin Governor Jim Doyle’s signature health care initiative. Through this program, 98% of Wisconsin residents have access to affordable health care, including all children.

He served as executive assistant/policy director to the Secretary of the Wisconsin Department of Health and Family Services (DHFS) from February 2005 to March 2007. Prior to joining DHFS, he served as the executive assistant for the Wisconsin Department of Revenue.

Prior to joining the Doyle administration, Mr. Helgerson served as the senior education policy advisor for Mayor Ron Gonzales of the city of San Jose, California. In this role, he provided advice and counsel to the Mayor on all issues related to children. Before joining Mayor Gonzales’ staff, he worked for the Milwaukee Public Schools (MPS) where he served as both the chief lobbyist for the district and as a deputy budget director. Prior to taking the position with MPS, Mr. Helgerson worked for Milwaukee Mayor John Norquist where he was the education policy advisor and served as a senior official in the Mayor’s Budget Office.

Mr. Helgerson received his Master of Public Policy degree from the University of Chicago in 1995, and his B.A. in Political Science from American University in Washington, D.C. in 1993. He is also a Clinical Associate Professor at the State University of New York at Albany, School of Public Health.

## Collaborating Without Crossing the Line

### Moderator

Harold N. Iselin, Esq. | Managing Shareholder | Greenberg Traurig

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Harold Iselin is the managing shareholder of Greenberg Traurig's Albany office. He focuses his practice on governmental affairs and health care matters in New York and other states. Additionally, he handles complex civil litigation matters, litigating a broad range of civil cases. He is counsel to the New York Health Plan Association and provides strategic guidance and advice to numerous other health care clients. Mr. Iselin appeared before the U.S. Supreme Court in 1994 in *New York State Conference of Blue Cross & Blue Shield Plans v. Travelers Insurance Company* and has spoken widely on health care reform, ERISA preemption, Medicaid managed care, hospital reimbursement and antitrust issues in health care.



### Speakers

Alexis James Gilman, Esq. | Assistant Director, Mergers IV Division, Bureau of Competition | Federal Trade Commission

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Alexis James Gilman is a deputy assistant director of the Mergers IV Division in the Federal Trade Commission's (FTC) Bureau of Competition, which investigates, among other things, transactions involving hospitals and other health care providers. Prior to becoming a deputy assistant director, he was a staff attorney in the Mergers IV Division, where he was a member of the investigation and trial team in the *FTC v. ProMedica* case and where he led several antitrust investigations in HSR-reportable and non-reportable transactions across various industries.

Before joining the FTC, Mr. Gilman was an associate in the Washington, D.C. office of Morgan, Lewis & Bockius for nearly eight years. At Morgan Lewis, he represented clients in various industries, including pharmaceuticals, publishing, chemicals, IT, energy, and private equity clients, in government investigations of mergers and acquisitions, and he assisted clients with Hart-Scott-Rodino and foreign merger-control filings, consent-order compliance, and trade association counseling. He graduated from the George Washington University Law School in 2002 with honors and from Williams College in 1996 with a B.A. in Political Economy.

# MODERATORS AND PANELISTS

## Collaborating Without Crossing the Line *(cont'd.)*

### Speakers

Elinor R. Hoffmann, Esq. | Deputy Bureau Chief, Antitrust Bureau | Office of the New York State Attorney General

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Elinor R. Hoffmann is deputy bureau chief in the Antitrust Bureau of the Office of the New York State Attorney General, where her practice focuses on antitrust issues in the health care and financial services industries. She is also an adjunct professor of law at Brooklyn Law School where she teaches a class on antitrust issues in health care and serves on the Advisory Board of the Health Law Fellowship program. Prior to joining the Office of the Attorney General, she was a partner in the firm of Coudert Brothers LLP for 16 years.

Ms. Hoffmann has litigated antitrust, fraud, RICO, contract and other cases through trial, appeal and settlement. In addition, in private practice, she counseled domestic and foreign clients on a variety of antitrust and dispute resolution issues. As an assistant attorney general, her work has included competition policy and advocacy projects. Ms. Hoffmann has written and spoken extensively on antitrust and litigation topics, and served on the Board of Editors of Antitrust Law Developments (Sixth), the ABA Antitrust Section's flagship treatise. She is vice-chair of the Antitrust Section's Federal Civil Enforcement Committee, former vice-chair of the Health Care & Pharmaceuticals Committee and a member of the Section's Leadership. She also serves on the Executive Board of the New York State Bar Association's Antitrust Section and is a member of the American Health Lawyers' Association.

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Mark Thomas, Esq. | General Counsel | Healthcare Association of New York State (HANYS)

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Mark Thomas is general counsel of the Healthcare Association of New York State (HANYS). He has many years' experience providing guidance and education to HANYS' member providers and advocating on their behalf before federal and state legislative, regulatory and judicial bodies. Prior to his employment at HANYS, Mr. Thomas was a partner in the Albany office of Wilson Elser, LLP providing client services focusing on compliance, governance, government audits, and many federal and state regulatory matters. He received his bachelor's degree from the Johns Hopkins University and his law degree from Albany Law School.

## Red State, Blue State—How Health Care Played from Potsdam to Peoria

### Moderator

Elizabeth Benjamin | Reporter—*NY1* and *Time Warner Cable News*; Editor-in-Chief—“State of Politics” (a blog covering the politics of the State of New York); Host—Daily Political News and Interview Show *Capital Tonight*

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Elizabeth Benjamin is the host of *Capital Tonight*, a politics and public affairs show that airs nightly from the Hudson Valley to Buffalo. She is also the creator and editor of the “State of Politics” blog. Prior to joining Time Warner Cable News four years ago, Ms. Benjamin was a columnist and blogger for the New York Daily News, a position she held for three years, splitting her time between New York City and Albany. She started her journalism career at the *Albany Times Union*, where she moved from covering several suburban towns and the city of Albany to the state Capitol, where she founded the “Capitol Confidential” blog. In her spare time, Ms. Benjamin is an avid triathlete. The New Paltz native is a graduate of University of Rochester and Columbia Journalism.



### Speakers

Steven Greenberg | Greenberg Public Relations

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Steve Greenberg’s 12 years in the New York State Assembly culminated as press secretary for New York State Assembly Speakers Mel Miller and Saul Weprin. For nine years, he was communications director for New York State Comptroller H. Carl McCall. Mr. Greenberg has also been a campaign manager, communications director and senior advisor for many local and statewide political campaigns, including races for Comptroller and Governor.

Since founding Greenberg Public Relations in 2003, he has used his experience and contacts to create successful strategic communications, public affairs and public relations campaigns for a diverse array of clients, including: Alliance of Automobile Manufacturers; American Traffic Solutions; Citigroup; Harris Corporation; Healthcare Association of New York State; Krenzer Farms; LeadingAge New York; New York Bankers Association; New York Stock Exchange; New York State Department of Education; State University of New York; University at Albany and the Ultimate Fighting Championship (UFC). Mr. Greenberg is also a pollster with the Siena Research Institute at Siena College, where he develops and serves as spokesman for all of Siena’s public opinion polling on state and national politics. He appears regularly on “The Insiders” segment on Time Warner Cable New’s nightly political news program *Capital Tonight* and on *The Capitol Pressroom* with Susan Arbetter. In addition, he is a regular guest on several radio shows aired in different regions of New York, including *Live at the State Capitol* with Fred Dicker. His insights into government and politics are frequently sought out by journalists across the state and they have been quoted by the Associated Press and in such newspapers as *The New York Times*, the *New York Post*, the *New York Daily News*, the *Albany Times-Union*, the *Buffalo News* and the *Washington Post*.

## Red State, Blue State—How Health Care Played from Potsdam to Peoria *(cont'd.)*

### Speakers

#### Robert Bellafiore | Stanhope Partners

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Bob Bellafiore began his career as a journalist and covered New York State government and politics for The Associated Press before joining The Business Council as communications director in 1991 and later joining Governor George Pataki's staff as his first press secretary.

Mr. Bellafiore served in several other senior roles during his eight years in New York State government, including deputy chief of staff for Policy and Planning, director of Special Projects and chief speechwriter. He was involved at senior levels in Governor Pataki's two successful re-election campaigns in 1998 and 2002 and was a senior adviser to U.S. Senator Alfonse D'Amato's unsuccessful 1998 re-election effort. While working for the Governor, Mr. Bellafiore was instrumental in development and passage of numerous high-profile policy initiatives, including workers' compensation reforms, the Charter Schools Act and various economic and criminal justice reforms. He later served as President of the State University of New York's Charter Schools Institute, where he spearheaded the development of the institute's application review and approval process as well as its academic/financial accountability system, and built the institute staff into a nationally recognized charter authorizer. He was a founding board member of the National Association of Charter School Authorizers as well as a board member at the National Charter Schools Institute at Central Michigan University. From 2005-2010, he served as a Trustee of the State University of New York, where he chaired the Board's Communications and External Affairs Committee.

After leaving government, he spent nearly eight years leading Eric Mower and Associates' successful public strategy practice. As senior partner, Mr. Bellafiore managed the firm's Albany office and served as a member of the firm's Board of Directors. Areas included crisis management, integrated communications, advocacy strategy, grassroots/community support, business strategy and marketing. Before founding Stanhope Partners in 2012, he served as vice president of Partner Services and Strategic Initiatives for National Heritage Academies, a national charter school management organization, where he was chief development officer and a member of the executive management team.

Mr. Bellafiore's insights into government policy, political strategy and communications are frequently sought by New York and national journalists and his op-eds have been published in *The New York Times*, the *New York Post* and the *Buffalo News*. He appears regularly on Time Warner Cable's popular public affairs program "Capital Tonight" and public radio's "The Capitol Pressroom."

His consulting practice focuses on education and health care.



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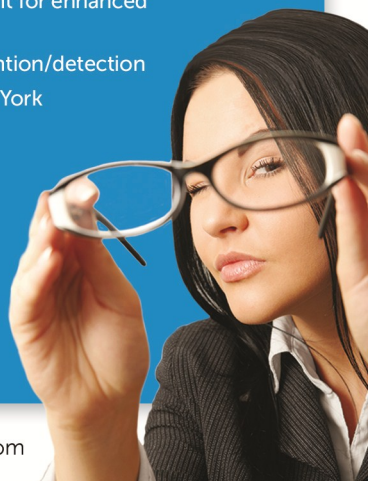
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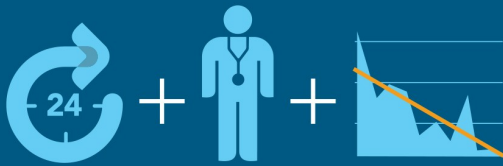


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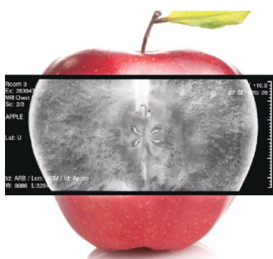
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*Notes from the Conference...*

*Notes from the Conference...*

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## Prepaid Health Service Plans

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## Affiliate Members

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