I am pleased to welcome you to Boston for our second Leadership Forum: Putting Your Money Where Your Mouth Is 2.0. On behalf of the Harvard School of Dental Medicine Initiative Integrating Oral Health and Medicine, we are thrilled to bring together some of the most influential leaders in academia, healthcare, and business to address the bold idea of integrating dentistry and medicine for the greater benefit of all.

According to the *Journal of the American Dental Association*, 1.3 million U.S. emergency room visits annually are due to nontraumatic dental conditions. The most vulnerable in our society are disproportionately affected by this disconnect between preventative dental and medical care. Studies have shown that low-income individuals, minorities, and the elderly are most at risk of not having access to dental care. This Forum will address why this is happening and propose innovative solutions.

We will hear from Marleece Barber, MD, MSPH, Chief Medical Officer, Lockheed/Martin and Board Member, National Business Group on Health, who will deliver our keynote on “What Integrating Oral Health and Medicine Means to Business and Employers.” Barber, and other industry experts, will look at the cost of inaction.

Faculty from Harvard School of Dental Medicine, Harvard Medical School, and Harvard T.H. Chan School of Public Health will explore models and academic studies that make the case for integration, and present a vision for “An Integrated Practice of the Future.” Policy experts and economists will discuss data that point toward integration as important to the future of health care delivery.

Over the next two days we can look forward to lively and informative speakers, thought-provoking discussion, and the opportunity to connect with like-minded colleagues. I am confident that you will come away from this event with a new perspective of how together we can address the moral and economic imperative of oral health.

Thank you for joining us in Boston, and enjoy the Forum.

Sincerely,

Bruce Donoff, DMD, MD
Monday, October 31, 2016 (con’t.)

3:45 – 5:15 PM  Integrating Care Delivery to Achieve Better Outcomes and Lower Costs
Moderator  Sara Singer, PhD, Professor, Harvard T.H. Chan School of Public Health
Panelists  Leonard Brennan, DMD, Instructor, Harvard School of Dental Medicine and Director of MOTIVATE MOTIVATE

John Da Silva, DMD, MPH, Vice Dean and Associate Professor, Harvard School of Dental Medicine
HSDM/Northeastern University HRSA Project “The Nurse Practitioner Dentist Model”

Russell S. Phillips, MD, William Applebaum Professor of Medicine, Director of the Primary Care Center, Harvard Medical School
An Integrated Practice of the Future

Christine Riedy, PhD, MPH, Interim Chair and Associate Professor, Harvard School of Dental Medicine
Harvard School of Dental Medicine/Oral Health Competencies for Primary Care Providers HRSA Project

5:15 – 6:30 PM  Cocktail Reception, Poster Session, and Networking

Tuesday, November 1, 2016

7:30 – 8:00 AM  Breakfast

8:00 – 8:30 AM  A Physician’s Perspective on Oral Health
Stephen Martin
MD, M Ed, Associate Professor of Family Medicine and Community Health, University of Massachusetts Medical School, Board Member, National Physician’s Alliance, and Project Director, Tandem Health

8:30 – 9:30 AM  Integrating the Health Record to Achieve Better Outcomes and Lower Costs
Moderator  Rick Siegrist, MS, MBA, CPA, Senior Lecturer, Director of Innovation and Entrepreneurship, Harvard T.H. Chan School of Public Health
Panelists  David Gesko, DMD, Senior Vice President and Dental Director, Health Partners
Edward A. Murphy, Executive Vice President, Life and Specialty Ventures, LLC
Rahul Rastogi, MD, Chief Operating Officer and Vice President, Northwest Permanente

9:30 – 10:00 AM  Break

10:00 – 10:45 AM  Does Our Data Make the Case for Integration
Moderator  Michael Chernew, PhD, Leonard D. Schaeffer Professor of Health Care Policy and the Director of the Healthcare Markets and Regulation (HMR) Lab, Health Care Policy, Harvard Medical School
Panelists  Brandy Lipton, PhD, Health Economist, Agency for Healthcare Research and Quality
Andrew Loewer, Manager, Avalere Consulting
Marco Vujicic, PhD, Chief Economist and Vice President, Health Policy Institute, American Dental Association

10:45 – 11:45 AM   Building a Financial Case for Comprehensive and Integrated Oral and Medical Health Benefit Design: How to Expand Benefits in a Time of Austerity
Moderator  Leemore Dafny, PhD, MBA Class of 1960 Professor of Business Administration, Harvard Business School
Panelists  Stanley Bergman, Chairman and Chief Executive Officer, Henry Schein, Inc
Michael Dowling, President and Chief Executive Officer, Northwell Health
Jan Kimpen, MD, Chief Medical Officer, Philips Oral Healthcare
Erin Lenox, Senior Vice President, Willis Towers Watson

11:45 AM – 12:15 PM  Dental Health: A Policy and Economic Imperative for Seniors
Carol Raphael
MPA, Former Chair, American Association of Retired Persons (AARP) and Former CEO, Visiting Nurse Service of New York

12:15 – 12:30 PM  Conclusions
Bruce Donoff
DMD, MD, Dean and Walter C. Guralnick Distinguished Professor of Oral & Maxillofacial Surgery, Harvard School of Dental Medicine
Dr. Marleece Barber
Dr. Marleece Barber is Director of Health, Wellness and Employee Health and Life Insurance Benefits. She also serves as the Chief Medical Officer for the Lockheed Martin Corporation. She is responsible for designing, developing, and executing a health and productivity strategy that includes wellness and preventive care for over 100,000 employees. Prior to joining Lockheed Martin, she was employed by Deere & Company where she created wellness programs and initiatives that emphasized the importance of risk factor reduction in the prevention of chronic disease. She was also the Director of Global Safety, ensuring that appropriate standards were met and programs deployed to prevent workplace injuries. She holds a Bachelor of Science degree in Chemistry from Dillard University; a Doctor of Medicine from the University of Rochester School of Medicine and Dentistry; and a Master of Science from Harvard University School of Public Health. Dr. Barber serves on the Board of Directors of the National Business Group on Health and is an inaugural member of the Institute of Medicine’s Public-Private Partnerships for Global Health and Safety Committee. She is also on the Board of Director’s for the Leapfrog Group.

Dr. James B. Bramson
Dr. James B. Bramson is Chief Dental Officer of United Concordia Companies, Inc. Dr. Bramson is responsible for providing clinical oversight of United Concordia’s provider network management, dental policy, quality assurance, utilization review, fraud and abuse protection, product development and dental wellness. Prior to joining United Concordia, he served as president of Bramson & Company, a strategic consulting firm for the health care industry, and from 2001-2008 Dr. Bramson was the Executive Director for the American Dental Association (ADA). Dr. Bramson began his career in private general dental practice, leaving that for a Hillenbrand Fellowship with the American Fund for Dental Health and ADA in 1986. After his fellowship, he held a number of positions within the ADA before becoming chief executive, officer and board member for the Massachusetts Dental Society from 1997-2001. With more than 30 years of dental industry experience, Dr. Bramson has published numerous articles and earned several important recognitions, including a Distinguished Alumni Achievement Award from the University of Iowa in 2003 and Alumnus of the Year in 2004 from the University of Iowa College Of Dentistry. Dr. Bramson received his doctorate (DDS) from the University of Iowa City in 1979.

Dr. Leonard Brennan
Dr. Leonard Brennan has practiced general dentistry in Portland, Maine for more than thirty-five years. He was the co-director of the Harvard University’s Dental Geriatric Fellowship Program and a clinical instructor in their Department of Oral Health Policy and Epidemiology. Currently, he is a member of the National Eldercare Council that advises the American Dental Association and other organizations on oral health policy and new models of care for the aging population in the United States. Dr. Brennan attended Tufts University School of Dental Medicine and completed a Harvard University Geriatric Dental Research and Teaching Fellowship Program. He was recognized for his postdoctoral work at Harvard as the recipient of the Dr. James Dunning Award for excellence in biomedical research and teaching. He completed a second post-doctoral fellowship in Medicine and Palliative Care at Mt. Sinai Hospital in New York and is a graduate of the American Society on Aging Leadership Institute in San Diego, California. Since 1982, he has taught oral health for the Medical Geriatric Fellowship Program at Maine Medical Center. He has had the opportunity to teach at Harvard University Medical and Dental Geriatric Fellowship Programs, Harvard University School of Dental Medicine, the University of New England Medical School, Northern Haiti Dental Society, and at the 2013 Maine Geriatric Conference. Locally, he has been involved in many community dental and medical organizations and as a volunteer in the Dental Lifeline Network for which he was nationally recognized by CNN Money magazine with the 2014 “Hero Award” for his work with the elderly and other fragile individuals.

Dr. Michael Chernew
Dr. Michael Chernew is the Leonard D. Schaeffer Professor of Health Care Policy and the Director of the Healthcare Markets and Regulation (HMR) Lab in the Department of Health Care Policy at Harvard Medical School. Dr. Chernew’s research activities focus on several areas, most notably the causes and consequences of growth in health care expenditures, payment reform, and Value Based Insurance Design (VBID). Dr. Chernew is a member of the Congressional Budget Office’s Panel of Health Advisors and of the Institute of Medicine Committee on National Statistics. Dr. Chernew is the former Vice Chair of the Medicare Payment Advisory Commission, which is an independent agency established to advise the U.S. Congress on issues affecting the Medicare program. In 2000, 2004 and 2011, he served on technical advisory panels for the Center for Medicare and Medicaid Services that reviewed the assumptions used by the Medicare actuaries to assess the financial status of the Medicare trust funds. In April 2015, Massachusetts Governor Charlie Baker appointed Dr. Chernew to the Massachusetts Health Connector Board of Directors. Dr. Chernew is a Research Associate of the National Bureau of Economic Research. He currently serves as Co-Editor of the American Journal of Managed Care and Editor for the Journal of Health Economics. In 2010, Dr. Chernew was elected to the Institute of Medicine of the National Academy of Sciences and served on the Committee on the Determination of Essential Health Benefits. Dr. Chernew earned his undergraduate degree from the University of Pennsylvania and a doctorate in economics from Stanford University.
Dr. John Da Silva
Dr. John D. Da Silva, Harvard School of Dental Medicine’s vice dean, was born in New York City. He attended Williams College as an undergraduate and received his DMD from the Harvard School of Dental Medicine and his MPH from the Harvard School of Public Health in 1987. Dr. Da Silva returned to the School of Public Health and received his ScM in health policy and management. He completed specialty training in implant dentistry and prosthodontics at HSDM in 1992. In 1998, he was appointed director of Advanced Graduate Education. He served as chair of the Department of Restorative Dentistry and Biomaterials Sciences from 2010 to 2013. Dr. Da Silva has been actively involved in the Harvard Dental Center as the medical director and HIPAA privacy officer. In addition to these responsibilities, Dr. Da Silva has made major contributions in research in the area of color science. He has also been involved in curricular change to improve content on substance-abuse screening and brief interventions.

Dr. Leemore Dafny
Dr. Leemore Dafny is the MBA Class of 1960 Professor of Business Administration at the Harvard Business School. Prior to joining the Harvard faculty in 2016, she served as Director of Health Enterprise Management and Professor of Strategy at the Kellogg School of Management at Northwestern University. Her research examines competitive interactions among payers and providers of healthcare services, and the intersection of industry and public policy. Dr. Dafny’s work has been published in academic journals such as the American Economic Review and the New England Journal of Medicine, and featured in popular media such as The New York Times and The Wall Street Journal. Current projects include studies of consolidation in the U.S. hospital industry and the kidney dialysis industry, products and pricing on the public health insurance exchanges, copayment coupons for prescription drugs, and the implications of for-profit ownership of insurance companies. Dr. Dafny graduated summa cum laude from Harvard College and worked as a consultant with McKinsey & Company prior to earning her PhD in economics from the Massachusetts Institute of Technology. She has won several teaching awards as well as Kellogg’s leading research prize, the Stanley Reiter Best Paper award. Dr. Dafny is a Research Associate of the National Bureau of Economic Research, Editor of The International Journal of Health Economics and Management, and a Board Member of the American Society of Health Economists and the Health Care Cost Institute. Dr. Dafny’s expertise spans both the public and private sectors. She currently serves on the Panel of Health Advisers for the Congressional Budget Office. In 2012-2013, she was Deputy Director for Healthcare and Antitrust in the Bureau of Economics at the Federal Trade Commission in Washington, DC. Dr. Dafny advises companies, government agencies, and nonprofits on a variety of issues including antitrust matters, strategic decisions, and public policy.

Dr. R. Bruce Donoff
Dr. R. Bruce Donoff was born in New York City. He attended Brooklyn College as an undergraduate, received his DMD from the Harvard School of Dental Medicine in 1967 and his MD from the Harvard Medical School in 1973. Dr. Donoff’s professional career has centered on Harvard’s Faculty of Medicine and the Massachusetts General Hospital’s Department of Oral and Maxillofacial Surgery. He began as an intern in 1967, served as Chairman and Chief of Service from 1982 through 1993, and continues to see patients today. Dr. Donoff is the Dean of the Harvard School of Dental Medicine, a position to which he was named in 1991. In addition to these responsibilities, Dr. Donoff has made major contributions in research to the specialty of oral and maxillofacial surgery with interests in wound healing, bone graft survival, sensory nerve repair and oral cancer. He has published over one hundred papers, authored textbooks, and lectured worldwide. He recently helped launch a new Harvard School of Dental Medicine Initiative - Integrating Oral Health and Medicine, a project of great importance to him. Dr. Donoff served twelve years on the Board of the Oral and Maxillofacial Surgery Foundation and is former President of the Friends of the National Institute of Dental and Craniofacial Research. He is the editor of the MGH Manual of Oral and Maxillofacial Surgery and a member of the Editorial Board of the Journal of Oral and Maxillofacial Surgery and the Massachusetts Dental Society Journal. Dr. Donoff has received numerous honors during his academic career, including the American Association of Oral and Maxillofacial Surgeons Research Recognition Award, the William J. Gies Foundation Award for Oral and Maxillofacial Surgery, Fellow of the American Association for the Advancement of Science, the Alpha Omega Achievement Award and the Distinguished Alumni and Faculty Awards from the Harvard School of Dental Medicine. In 2014 he was a Shils-Meskin awardee for leadership in the dental profession.

Michael J. Dowling
Mr. Michael J. Dowling is president and CEO of Northwell Health, which delivers world-class clinical care throughout the New York metropolitan area. Northwell is the largest integrated healthcare system in New York State with a workforce of about 61,000 employees – the state’s largest private employer. With 21 hospitals and more than 500 outpatient physician practices, Northwell is one of the nation’s largest health systems, with $9.5 billion in annual revenue. Prior to becoming president and CEO in 2002, Mr. Dowling was the health system’s executive vice president and chief operating officer. Before joining Northwell Health in 1995, he was a senior vice president at Empire Blue Cross/Blue Shield. Mr. Dowling served in New York State government for 12 years, including seven years as state director of Health, Education and Human Services and deputy secretary to the governor. He was also commissioner of the New York State Department of Social Services. Before his public service career, he was a professor of social policy and assistant dean at the Fordham University Graduate School of Social Services, and director of the Fordham campus in Westchester County. Mr. Dowling has been honored with many awards over the years, including the 2011 Gall Lecturer of the Year, Warden Leadership Excellence Award from the National Center for Healthcare Leadership and the Ellis Island Medal of Honor. Mr. Dowling is chair of the Healthcare Institute and a member of the North American Board of the Smurfit School of Business at University College, Dublin, Ireland, and the Institute for Healthcare Improvement (IHI). He also was an instructor at the Center for Continuing Professional Education at the Harvard T.H. Chan School of Public Health. Mr. Dowling grew up in Limerick, Ireland. He earned his undergraduate degree from University College Cork (UCC), Ireland, and his master’s degree from Fordham University. He also has honorary doctorates from University College Dublin, and Hofstra University.

Dr. David S. Gesko
Dr. David S. Gesko is the Dental Director and Senior Vice President for HealthPartners. HealthPartners is an integrated, not-for-profit, consumer-governed health system based in Minnesota providing both plan (insurance) services along with the entire spectrum of care delivery including medical and dental care. Presently, HealthPartners serves over 1.5 million members. Dr. Gesko is passionate about integrating medical and dental care and applying growing evidence-based research to care delivery. “There is significant evidence linking oral health and overall health. As an integrated organization, HealthPartners holds a key role in exploring this relationship and managing the members and patients we serve to deliver optimal overall health.” Dr. Gesko was appointed for a four year term by Governor Mark Dayton in 2012 as a board member for the Minnesota Board of Dentistry. During his tenure on the Board, Dr. Gesko has held all the officer roles including President.
David L. Holmberg
Mr. David L. Holmberg is president and chief executive officer (CEO) of Highmark Health, a national health and wellness enterprise based in Pittsburgh, Pa., that serves more than 50 million people nationwide. Passionate about solving our nation’s most pressing health care problems, Mr. Holmberg is committed to improving the total health care experience for members, patients and consumers in a rapidly changing health care landscape. Mr. Holmberg also serves as chairman of the board of Highmark Inc., the health insurance affiliate of Highmark Health, as well as the Board of Directors of the Blue Cross Blue Shield Association and American Health Insurance Plans. Mr. Holmberg joined Highmark Inc. in 2007, serving in a series of executive positions. Most recently he was president, Diversified Businesses for Highmark Inc., where he was responsible for businesses representing more than $3.5 billion in revenue. He has also served as chief executive officer for HVHC Inc. and chief executive officer and chairman for HM Insurance Group, United Concordia Dental and San Antonio, Texas-based Visionworks. He received his MBA from the University of Texas at Dallas School of Management.

Dr. Jan Kimpen
Dr. Jan Kimpen is the Chief Medical Officer of Royal Philips, where he is a member of the strategic advisory board Health. Royal Philips has decided to add this function to the Executive Management team since Royal Philips and the Healthcare industry will undergo a huge transformation. Dr. Kimpen will support and build on Royal Philips integrated approach to coordinated care across the Health continuum where Philips will focus on delivering better patient outcomes at lower costs. Integrated solutions are at the core of the strategy of Royal Philips and Dr. Kimpen – in his role of Chief Medical Officer – will work closely with our global network or medical thought leaders to ensure that deep clinical insights and a people-focused approach are at the heart of our proposition. His extensive experience in forging partnerships in the public healthcare sector will provide a strong foundation to expand and deepen Philips’ cooperation agreements with the numerous public and private stakeholders in the healthcare industry.

Erin T. Lenox
Ms. Erin T. Lenox is a senior consultant in the Health and Benefits practice of Willis Towers Watson and specializes in the strategy, design and delivery of employer-sponsored group health and welfare plans. Ms. Lenox has extensive experience consulting with large corporations and designing comprehensive health risk management strategies to address the complex components of the US healthcare delivery system. Ms. Lenox works with clients to develop targeted, data driven solutions that establish and maintain high performing and cost-effective employee benefit programs. A carefully designed configuration of vendor partners, plan designs, funding methodologies, communications and employer subsidization is central to optimizing health outcomes and maximizing the engagement of both the employee and his or her family members. Ms. Lenox also facilitates the integration of data across the diverse set of vendor partners and external stakeholders that support an employer’s group health plan. Several of Ms. Lenox ’s consulting engagements have produced prestigious awards for her clients from entities such as the National Business Group on Health, the New England Employee Benefits Council, the Massachusetts Health Council and the International Association of Business Communicators. Ms. Lenox earned an undergraduate degree from the College of the Holy Cross in Worcester, MA and a Masters in Public Health from Yale University. Ms. Lenox also holds the Certified Employee Benefits Specialist (CEBS) designation from the Wharton School of Management, University of Pennsylvania. Ms. Lenox received the 2015 Power Broker Award from Business Insurance Magazine based on nominations from her colleagues and clients and frequently speaks on industry topics in the marketplace.

Dr. Brandy Lipton
Dr. Brandy Lipton is a Health Economist with the Agency for Healthcare Research and Quality. Her research has examined the effects of policies designed to increase health insurance coverage or improve the quality of coverage on access to care and health outcomes with a focus on vulnerable populations. Her work on oral health policy has assessed the effects of Medicaid adult dental coverage on dental visits, dental caries, and tooth loss. Dr. Lipton received her PhD in economics from Northwestern University in 2012.

Andrew Loewer
Mr. Andrew Loewer, Manager of Avalere Consulting, provides data-driven analysis and quantitative modeling of the impact of various legislative actions and policy changes on the healthcare industry, with a specific focus on the financing and delivery of healthcare. Mr. Loewer applies his expertise as a credentialed actuary to help evaluate the financial implications of future events and quantify risk factors. Prior to joining Avalere, Mr. Loewer was a Senior Analyst at Towers Watson, using data and financial probability models to help Fortune 500 clients with their retirement and healthcare programs. By the end of his time there, he was a subject matter expert for valuation modeling challenges across the company’s over 50 North American offices. Mr. Loewer has a BA in Economics from Cornell University. He is a Fellow of the Society of Actuaries.

Dr. Stephen Martin
Dr. Stephen Martin is an Associate Professor of Family Medicine and Community Health at the University of Massachusetts Medical School. He also serves as residency faculty at Boston University School of Medicine and is a member of the faculty at Harvard Medical School’s Center for Primary Care. He is a graduate of Williams College, the Harvard Graduate School of Education, Harvard Medical School, and a residency in Family Medicine at Boston University. After four years with the National Health Service Corps in a community health center and federal prison medical center, Dr. Martin’s clinical site has been the Barre Family Health Center, a source of health care for ten rural towns. He is on the faculty for the Center’s 12 residents and co-directs the University of Massachusetts’ Rural Health Scholars Program and the Barre Project ECHO for Hepatitis C care. He is founding project director of TandemHealth, a partnership between Consumer Reports and the National Physician Alliance to develop electronic resources for training and practicing clinicians as well as patients. In 2013, he was named Preceptor of the Year by the Massachusetts Academy of Family Physicians. Dr. Martin is the lead author of publications in the BMJ, JAMA, and Lancet. He is a member of the RightCare Alliance Primary Care Council and co-founder of Care that Matters. His chief professional goal is to redress the Inverse Care Law.

Edward A. Murphy
Mr. Edward A. Murphy is Executive Vice President of Life & Specialty Ventures (LSV), a Little Rock, Arkansas-based holding company that owns and operates USABLE Life, a nationwide ancillary insurance carrier and
Dr. Russell S. Phillips

Dr. Russell S. Phillips is director of the Center for Primary Care and the William Applebaum professor of medicine and professor of global health and social medicine. He is a devoted primary care general internist at Beth Israel Deaconess Medical Center where he cares for 300 patients, many of whom he has known for more than 20 years. He has been a leader in innovation in care, developing new models for patients with chronic illness, and for preventing hospital readmissions. At BIDMC, he co-led a task force to improve transitions in care, co-led a working group to develop new sustainable practice models for primary care, and lead efforts to develop strategies for care management for high-risk patients to address the triple aim of improved patient experience, population health, and cost reduction. Dr. Phillips seeks to integrate lessons from global health into innovations for advancing primary care.

Carol Raphael

Ms. Carol Raphael is a Senior Advisor at Manatt Health Solutions. She served as the President and Chief Executive Officer of the Visiting Nurse Service of New York (VNSNY), the largest non-profit home health agency in the United States from 1989 to 2011. Ms. Raphael expanded the organization's services and launched innovative models of care for complex populations with chronic illness and functional limitations. Prior to joining VNSNY, Ms. Raphael held executive positions at Mr. Sinai Medical Center and in New York City government. In 2013, Ms. Raphael was appointed by President Obama to the Bipartisan Commission on Long Term Care. In 2012, Ms. Raphael was an Advanced Leadership Fellow at Harvard University. She is the chair of the Long Term Quality Alliance and is a board member of the New York eHealth Collaborative, a public-private partnership to advance the exchange of health information. Ms. Raphael is co-chair of the National Quality Forum (NQF) Attribution Committee and chaired its Post-Acute, Long Term Care and Hospice Workgroup from 2011 to 2015. Ms. Raphael chairs the CMS Technical Expert Panel on Quality Measure Development for Dual Enrollees and Medicaid Beneficiaries Receiving Home & Community Based Services and Managed Long Term Services & Supports. She served on numerous commissions including the Medicare Payment Advisory Commission (MedPAC), the New York State Hospital Review and Planning Council and several Institute of Medicine Committees. She was a member of New York State Governor Cuomo's Medicaid Redesign Team. Ms. Raphael recently stepped down as Chair of the AARP National Board which serves 38 million members after her six year Board term concluded. She serves on the boards of Henry Schein, Inc., The Scan Foundation, the Primary Care Development Corporation, the Commonwealth Care Alliance, the Medicare Rights Center and Ample Table for Everyone (ATE) as well as numerous advisory boards. She is a member of the New York City Age Friendly Commission where she co-chairs the Professions Workgroup. She co-edited the book “Home Based Care for a New Century” and was a Visiting Fellow at the Kings Fund in the United Kingdom.

Dr. Rahul Rastogi

Dr. Rahul Rastogi is the Vice President and Chief Operating Officer for Northwest Permanente. He assumed this role in October 2016 and is responsible for the oversight of the care delivery system for the medical group. Dr. Rastogi is passionate about innovation and focuses on technology, team, and system design to improve the quality and care experience for patients and families. He believes that expanding telemedicine and virtual care options are the future for creating both flexible healthcare teams and providing convenient, accessible care for members. Since joining Kaiser Permanente in 2004 as an emergency room physician, he has held a number of leadership roles, each progressing in scope, complexity and accountability. Most recently Dr. Rastogi served as director of operations for Continuing Care Services, and medical director of Kaiser Permanente's Regional Telephonic Medical Center and Transportation Services. Under his leadership new innovative programs were created that are the first of their kind in the northwest region. This includes Primary Care at Home and Mobile Health Partners (a partnership with Metro West Ambulance), which dramatically increases convenience for patients by providing primary care services in their homes. Dr. Rastogi graduated from Northeastern Ohio University College of Medicine and completed his residency in Emergency Medicine at William Beaumont Hospital. Furthermore, Dr. Rastogi completed an advanced executive leadership program at Harvard University and has earned certification as an executive coach.

Dr. Christine Riedy

Dr. Christine Riedy received her MS (1995) and PhD (1997) in psychology and her MPH in health services (2002) from the University of Washington. She was on the faculty at the University of Washington from 2001 to 2013, when she was appointed as a lecturer at the Harvard School of Dental Medicine (HSDM). In 2016, Dr. Riedy was named the Delta Dental Associate Professor of Oral Health Policy & Epidemiology (OHPE) and currently holds the position of interim chair of that department. Dr. Riedy is a behavioral scientist whose work has focused primarily on the understanding of and intervening in oral health disparities. Her scholarship and teaching are based on methods and concepts from psychology and public health with application to oral health. Her research primarily falls into a broad theme and related questions utilizing mixed methods such as behavioral approaches for reducing oral health disparities in communities, including interactive change strategies. Her research pursuits are collaborative, occur in underserved/minority communities and involve community engagement principles. Since her appointment at HSDM, Dr. Riedy has focused on the integration of dentistry and medicine. Dr. Riedy currently serves as the lead and contact principal investigator for a Health Resources and Services Administration (HRSA) funded Center of Excellence for Oral Health Integration into Primary Care Training. This five-year, $3.5 million award has been implemented in collaboration with the Harvard Medical School and the University of Massachusetts Medical School, and focuses on addressing the oral health competency gap in primary care training. Additionally, Dr. Riedy has mentored predoctoral and postdoctoral students on topics such as “Understanding the Public’s Perspective on the Integration of Medicine and Dentistry” and the “Development and Validation of a Survey on School-Based Oral Health Programs in Massachusetts.”
Richard Siegrist
Mr. Richard Siegrist is lecturer on health care management at the Harvard T.H. Chan School of Public Health where he teaches physician, graduate, and executive education courses on financial management, cost accounting, management control, innovation and entrepreneurship. He also is co-director of the master in health care management program for physicians and the director of innovation and entrepreneurship. He was previously CEO of the Board of Trustees and chair of the Finance and Governance Committees for UMass Memorial Health Care (UMMHC) and a board member and chair of the Finance Committee for Massachusetts Health Quality Partners (MHQP). Mr. Siegrist began his career in health care at New England Medical Center in Boston. He holds an MBA from the Harvard Business School, an MS in Accounting from the New York University Graduate School of Business, and a BA in Political Economy from Williams College. He is also a CPA.

Dr. Sara J. Singer
Dr. Sara J. Singer is a Professor of Health Care Management and Policy at the Harvard T.H. Chan School of Public Health and the Department of Medicine at Harvard Medical School in the Mongan Institute for Health Policy, Massachusetts General Hospital. Her research in the field of health care management and policy focuses on how organizational leadership and culture impact efforts to implement health delivery innovations, integrate patient care, and improve safety and reliability of health care organizations. A key feature of this research is the development of survey instruments that measure provider and patient perspectives on key interpersonal and organizational factors, enabling benchmarking, rapid and reliable feedback about the effectiveness and comparative effectiveness of delivery system innovations, and broader dissemination of more successful interventions. Dr. Singer acts as Director of Graduate Studies of the Harvard PhD in Health Policy Program (2016-present) and Co-Chair of the Health Policy PhD Program's Management Track (2013-present), Director of the Healthcare Management Field of Study for the Masters in Public Health Program at the Harvard Chan School (2015-present), Implementation Research Director for the Safe Surgery 2015 initiative (2010-present), and Evaluation Co-Chair for Massachusetts’ Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES) program (2010-2014). She also co-founded and served as Executive Director for the Center for Health Policy at Stanford, where she was a Senior Research Scholar and Lecturer (1993-2003). Dr. Singer served as Staff Director for the California Managed Care Improvement Task Force (1997-98), a Senior Legislative Assistant for Health Policy in the US House of Representative (1994), and Health Policy Analyst at the Office of Management and Budget (1992). She holds an AB degree in English from Princeton University, a MBA degree with a Certificate in Public Management from Stanford University, and a PhD from Harvard University in Health Policy/Management with a concentration in organizational behavior.

Tameeka Smith
Ms. Tameeka Smith is President of Dental and Vision for Aetna, a Fortune 50 diversified health care benefits company. She is responsible for driving strategic leadership as well as profit and loss management of two enterprise specialty businesses. Combined, the businesses generate approximately $2B in annual revenues serving more than 12 million members. Ms. Smith joined Aetna in 2011 as Head of Distribution Strategy and Effectiveness for Aetna’s Government Sector & Labor division, a $7.8 billion portfolio of businesses. Ms. Smith successfully developed and executed innovative business strategies that helped double the division revenues and earnings in three years including leading an unprecedented implementation of the enterprise’s CRM platform. Prior to joining Aetna, Ms. Smith spent nearly two decades in the financial services industry where she held senior leadership positions at financial services giant TIAA, BOK Financial, and Nationwide Insurance. During her tenure in financial services Ms. Smith held leadership positions responsible for business development and distribution strategy. In addition to her daily responsibilities, Ms. Smith is the national chair of the African American Employee Resource Group at Aetna. Outside of her profession, Tameeka is passionate about giving back to the community. She serves on the board of the Business Outreach Center in New York, a micro-enterprise business development organization working to improve the economic prospects of traditionally underserved groups. She also volunteers as a coach for the Morris County Chapter of the New Jersey Orators, a non-profit organization that provides public speaking training and life skills to youth. Ms. Smith earned her bachelor’s degree in business administration from University of Denver and an MBA from Regis University.

Dr. Marko Vujicic
Dr. Marko Vujicic is Chief Economist and Vice President, Health Policy Institute at the American Dental Association where he is responsible for overseeing all of the Association’s policy research activities. Prior to joining the American Dental Association, he was Senior Economist with The World Bank in Washington D.C. where he directed the global health workforce policy program. He was also a Health Economist with the World Health Organization in Geneva, Switzerland. Dr. Vujicic is the lead author of the book, Working in Health, and has written several book chapters on various health policy issues. He has published extensively in peer-reviewed journals such as Health Affairs, The New England Journal of Medicine, Health Services Research, Health Policy and Planning, Social Science and Medicine, and Medical Care. He has worked on broad health care reform issues in Africa, East Asia, the Caribbean and Eastern Europe. He is a visiting assistant professor at Tufts University in Boston. Dr. Vujicic obtained his PhD in Economics from the University of British Columbia and a Bachelor’s degree in Business from McGill University in Montreal.
WE WOULD LIKE TO THANK THE MEMBERS OF THE INITIATIVE FOR THEIR GENEROUS SUPPORT OF THE FORUM.

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John Da Silva, Harvard School of Dental Medicine
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Bruce Donoff, Harvard School of Dental Medicine
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German Gallucci, Harvard School of Dental Medicine
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John E. McDonough, Harvard T.H. Chan School of Public Health
Wanda Mock, Harvard School of Dental Medicine
Christine Riedy, Harvard School of Dental Medicine

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