

DATA DRIVEN INNOVATIONS AND INTEGRATION

Achieving Person Centered Care

July 20, 2021



HARVARD
School of Dental Medicine Initiative
INTEGRATING ORAL HEALTH & MEDICINE

Welcome to the fourth Leadership Forum on integration and our first virtual gathering!



Since our last Forum in 2018, the world has changed substantially. COVID-19 has disrupted our daily lives and how we work, socialize, and seek health care. The pandemic forced us to rethink everything and pivot quickly. Operations in the early months of COVID-19 were fraught with uncertainty for everyone and we were impacted in different ways. In primary medical and dental care, we closed our practices to all except emergent care and struggled to meet the needs of our patients. We rose to the challenge. The public health emergency enabled us to pilot telehealth services, experiment with alternative models of care, and interact in new ways with our patients and health professions colleagues. COVID-19 shone a spotlight on the fragmentation in our health system and catalyzed innovation across the health care continuum.

In recognition of our need to embrace more comprehensive healthcare systems, today's Forum will focus on "Data Driven Innovations and Integration: Achieving Person Centered Care." We are excited to convene some of the most influential leaders in business, academia, and healthcare to discuss their innovative strategies to assess patient needs, address gaps in care and social determinants, and improve value and outcomes. We will hear about organizational and systems integration, big data, artificial intelligence, special populations, effective teaming, and adaptive leadership. There is much to learn, discuss, and apply. Through the Forum, our speakers will share their stories of how data can drive systems innovations that allow for person-centered care, including oral health care and social determinants, and how leadership can adapt and champion these new paradigms. I give special thanks to Jane Barrow, the executive director of the Initiative and her team that have worked in such a dedicated fashion to pull together today's top-tier program.

I look forward to our discussions and to deploying what we learn today to affect greater systems change to improve the health of our communities!

Sincerely,

A handwritten signature in black ink that reads "William V. Giannobile".

William V. Giannobile, DDS, DMSc96, PD96
Dean and Professor
Harvard School of Dental Medicine
William_Giannobile@hsdm.harvard.edu

Data Driven Innovations and Integration: Achieving Person Centered Care

Join us on Zoom

8:00 - 8:15 a.m.

Welcome Remarks and Introduction

William V. Giannobile, DDS, MS, DMSc, PD
Dean, Harvard School of Dental Medicine

8:15 - 9:00 a.m.

Integrated Health Systems

Troyen Brennan, MD, MPH, Chief Medical Officer,
CVS Health

9:00 - 9:45 a.m.

Digital Health and Integration

John Halamka, MD, MS, President, Mayo Clinic Platforms

9:45 - 10:15 a.m.

Fireside Chat: Is Innovation Targeting the Right Areas of the Health System?

Moderator

Alden M. Landry, MD, MPH, Assistant Dean, Office for Diversity Inclusion and Community Partnership, Harvard Medical School; Assistant Professor, Emergency Medicine, Beth Israel Deaconess Medical Center

Speaker

Ben Robbins, MD, MBA, Venture Partner, GV
(formerly known as Google Ventures)

10:15 - 10:30 a.m.

Break

10:30 - 11:30 a.m.

Integrated Care for Special Populations

Moderator

Jane Barrow, MS, Associate Dean, Global and Community Health, Harvard School of Dental Medicine; Executive Director, HSDM Initiative to Integrate Oral Health and Medicine

Panelists

Sachin Jain, MD, MBA, President and CEO, SCAN Group

Marcus Osborne, MBA, Senior Vice President,
Walmart Health

Kate Walsh, MPH, President and CEO, Boston Medical Center Health System

11:30 a.m. - 12:45 p.m.

Building Effective Strategies for Integration (Harvard Research Presentation)

Moderator

John Da Silva, DMD, MPH, Associate Professor, Restorative Dentistry and Biomaterials Sciences; Associate Dean, Faculty Affairs and Development, Harvard School of Dental Medicine

Panelists

Sung Eun Choi, SM, PhD, Instructor, Oral Health Policy and Epidemiology, Harvard School of Dental Medicine

Michaela Kerrissey, PhD, MS, Assistant Professor of Management, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health

Hugh Silk, MD, Professor, Department of Family Medicine and Community Health, UMass Medical School; Lecturer, Restorative Dentistry and Biomaterials Sciences, Harvard School of Dental Medicine

12:45 - 1:45 p.m.

Lunch

1:45 - 3:00 p.m.

Promoting Integration through Value-Based Care

Moderator

Richard Quinn Dufurrena, DDS, JD, Chief Dental Officer, United Concordia Dental

Panelists

Rushika Fernandopulle, MD, CEO, Iora Health

Elsbeth Kalendarian, DDS, MPH, PhD, Senior Lecturer, Harvard School of Dental Medicine; Professor, UCSF; Incoming Dean, ACTA (Academic Center for Dentistry Amsterdam)

Robert Lewando, DDS, MBA, Executive Director, Specialty Benefits Professional Programs, Blue Cross Blue Shield of Massachusetts

Trishan Panch, MD, MPH, CEO, Wellframe

Miles Snowden, MD, MPH, Chief Growth Officer and Executive Vice President of Physician Strategy, Navvis

Speaker Bios

3:00 - 3:15 p.m.

Break

3:15 - 4:30 p.m.

Will COVID-19 be the Catalyst for Integration?

Moderator

David Cutler, PhD, Otto Eckstein Professor of Applied Economics, Department of Economics and Kennedy School of Government, Harvard University

Panelists

Eliot Fishman, PhD, Senior Director of Health Policy, Families USA

Myechia Minter-Jordan, MD, MBA, President and CEO, CareQuest Institute for Oral Health

Russell Phillips, MD, Director, HMS Center for Primary Care; William Applebaum Professor of Medicine; Professor of Global Health and Social Medicine, Harvard Medical School

Marko Vujcic, PhD, Chief Economist & Vice President, Health Policy Institute, ADA

4:30 - 5:00 p.m.

Adaptive Leadership

Ron Heifetz, MD, MPP, King Hussein bin Talal Senior Lecturer, Public Leadership, Harvard Kennedy School

5:00 - 5:15 p.m.

Closing Remarks

William V. Giannobile, DDS, MS, DMSc, PD, Dean, Harvard School of Dental Medicine

Jane Barrow, MS

Ms. Jane Barrow is the associate dean for the Office of Global and Community Health at the Harvard School of Dental Medicine (HSDM). Barrow directs School-wide efforts in education, research, and clinical services that further the School's strategic goals for oral public health and the integration of oral health and medicine. She is also the executive director of the HSDM Initiative to Integrate Oral Health and Medicine and is a lecturer in the department of Oral Health Policy and Epidemiology at HSDM. In 2019, Barrow was awarded Harvard Medical School's Joseph B. Martin Dean's Leadership Award for the Advancement of Women Staff.

Barrow is a graduate of Harvard College and of the Master in Health Policy and Management program at the Harvard T.H. Chan School of Public Health.

Troyen Brennan, MD, MPH

Dr. Troyen Brennan is executive vice president and chief medical officer of CVS Health. In this role, Brennan provides oversight for the development of CVS Health's clinical and medical affairs and health care strategy.

Previously, Brennan was chief medical officer of Aetna Inc. Prior to that, Brennan served as president of Brigham and Women's Physicians Organization. In his academic work, he was professor of Medicine at Harvard Medical School and

professor of Law and Public Health at Harvard T.H. Chan School of Public Health.

Brennan received his MD and MPH degrees from Yale School of Medicine and his JD degree from Yale Law School. He has a master's degree from Oxford University and earned a BS from Southern Methodist University. He completed his internship and residency in internal medicine at Massachusetts General Hospital. He is a member of the National Academy of Medicine of the National Academies of Sciences, Engineering, and Medicine.

Sung Choi, SM, PhD

Dr. Sung Choi is an instructor in the Department of Oral Health Policy and Epidemiology at Harvard School of Dental Medicine. She holds a master's degree in biostatistics from Harvard University and a PhD in Management Science and Engineering (Health Policy) from Stanford University. Choi's research focuses on the development and application of mathematical modeling methods to evaluate health policy issues related to oral health and associated chronic conditions. Her methodological interests include integrating data science and operations research methods to inform health decision-making.

David Cutler, PhD

Professor David Cutler has developed an impressive record of achievement in both academia and the public sector. He served as assistant professor of Economics from 1991 to 1995, was named John L. Loeb Associate Professor of Social Sciences in 1995 and received tenure in 1997. He is currently the Otto Eckstein Professor of Applied Economics in the Department of Economics and was named Harvard College Professor in 2014 until 2019. Cutler holds secondary appointments at the Kennedy School of Government and the School of Public Health. Cutler was associate dean of the Faculty of Arts and Sciences for Social Sciences from 2003-2008.

Cutler's work in health economics and public economics has earned him significant academic and public acclaim. He served on the Council of Economic Advisers and the National Economic Council during the Clinton Administration and has advised the presidential campaigns of Bill Bradley, John Kerry, and Barack Obama, as well as being senior health care advisor for the Obama presidential campaign. Among other affiliations, Cutler has held positions with the National Institutes of Health and the National Academy of Sciences. Currently, Cutler is a research associate at the National Bureau of Economic Research, a member of the Institute of Medicine, and a fellow of the Employee Benefit Research Institute. He advises many companies and groups on health care.

Cutler was a key advisor in the formulation of the recent cost control legislation in Massachusetts and is one of the members of the Health Policy Commission created to help reduce medical spending in that

state. Cutler is also the author of two books: *Your Money Or Your Life: Strong Medicine for America's Health Care System* and *The Quality Cure*.

Cutler received an AB from Harvard University (1987) and a PhD in Economics from MIT (1991).

John Da Silva, DMD, MPH

Dr. John Da Silva has had a long career with HSDM, as a student, a faculty member, and as vice dean. Da Silva received his BA from Williams College in Art History and Chemistry, his DMD from the Harvard School of Dental Medicine and his MPH from the Harvard School of Public Health in 1987. Da Silva returned to the School of Public Health and received his ScM in health policy and management. His professional training has been at Harvard School of Dental Medicine, where he completed specialty training in implant dentistry and prosthodontics in 1992. Da Silva was a fellow in the joint Harvard Medical and Dental School program in Geriatrics. He has been a member of the Departments of Restorative Dentistry and Biomaterials Sciences and Oral Health Policy and Epidemiology at HSDM. 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 through 2013. In January 2014, Da Silva was appointed vice dean of HSDM. Da Silva has been actively involved in the Harvard Dental Center as the medical director and HIPAA privacy officer. Da Silva is currently the Associate Dean for Faculty Affairs and Development. Currently the Nagai, Kim, Da Silva lab is exploring the relationship between tooth and cognitive loss with aging.

Bruce Donoff, DMD, MD

Dr. R. Bruce Donoff, Walter C. Guralnick Distinguished Professor of Oral and Maxillofacial Surgery and Harvard University Distinguished Service Professor, served as Dean of Harvard School of Dental Medicine (HSDM) from 1991–2019. He was born in New York City and attended Brooklyn College as an undergraduate. Donoff received his DMD from the Harvard School of Dental Medicine in 1967 and his MD from Harvard Medical School in 1973. 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.

In addition to leading HSDM as its Dean, 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 the HSDM Initiative - Integrating Oral Health and Medicine, a project of great importance to him.

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.

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.

Richard "Quinn" Dufurrena, DDS, JD

Dr. Quinn Dufurrena joined United Concordia Dental in November 2016. As chief dental officer, Dufurrena is responsible for providing clinical oversight of quality assurance/grievance, utilization review/special investigations unit, dental directors/dentist advisors, and dental policy. Prior to joining United Concordia, he was president and chief executive officer of Avitus Dental Management Solutions, where he delivered strategic planning, marketing, and management consulting services to independent dental practices.

Dufurrena has more than 30 years of clinical and management experience. He spent 20 years serving rural populations as a general dentist, and four years serving military personnel as a member of the United States Navy Dental Corps. Dufurrena has served in key executive roles for national and state dental organizations, including the Colorado and Idaho State Dental Associations, and as a Hillenbrand Fellow at the

American Dental Association. He is highly regarded for his expertise in the changing delivery marketplace of dental services organizations and has published over 25 articles and a book, *Transforming the Cottage Industry - The Rise of Dental Support Organizations*.

Dufurrena holds a Bachelor of Science in General Science from the University of Nevada, Reno; a Doctor of Dental Surgery from the University of the Pacific; and a Juris Doctor from Concord Law School.

Rushika Fernandopulle, MD, MPP

Dr. Rushika Fernandopulle is a practicing physician and co-founder and CEO of Iora Health, a growth-stage healthcare services firm based in Boston, Massachusetts, building a new high-impact, relationship-based model of health care. He was the first executive director of the Harvard Interfaculty Program for Health Systems Improvement, and managing director of the Clinical Initiatives Center at the Advisory Board Company. He serves on the staff at the Massachusetts General Hospital, the boards of Families USA, the Schwartz Center for Compassionate Healthcare, and the faculty of Harvard Medical School. He earned his AB, MD, and MPP from Harvard University.

Eliot Fishman, PhD

Dr. Eliot Fishman is senior director of Health Policy at Families USA, where he leads their policy analysis and advocacy agenda development at the state and federal levels, working with the policy department and other members of senior leadership. Prior to joining Families USA,

he served at the Centers for Medicare and Medicaid Services (CMS) from 2013 to 2017. In that role, he led the federal government's work with states on Medicaid waivers and federal policy on the Children's Health Insurance Program (CHIP), and Medicaid and CHIP quality measurement, eligibility, and enrollment. Prior to his work at CMS, Fishman served as director of the Office of Policy in the New Jersey Department of Health, where he directed a large, complex portfolio including the Center for Health Statistics, Institutional Review Board, and the Office of Healthcare Quality Assessment. He received his bachelor's degree from Harvard College and his PhD from Yale University.

William Giannobile, DDS, MS, DMSc, PD

Dr. William Giannobile is dean of the Harvard School of Dental Medicine (HSDM). He is also a professor in the Department of Oral Medicine, Infection, and Immunity at HSDM. He previously served as the Najjar Endowed Professor of Dentistry and Biomedical Engineering at the University of Michigan School of Dentistry. He received his DDS and MS in oral biology from the University of Missouri and later received his certificate in periodontology and DMSc in oral biology from HSDM. He completed postdoctoral training in molecular biology at the Dana-Farber Cancer Institute and Harvard Medical School. He has served as a visiting professor at the University of Genoa Medical School Biotechnology Institute and the Eastman Dental Institute, University College London.

Giannobile's continuously NIH-funded research program over the past 25 years

has focused on oral and periodontal regenerative medicine, tissue engineering, and precision medicine. He currently serves as co-principal investigator to the NIH/NIDCR-supported Michigan-Pittsburgh-Wyss Regenerative Medicine Resource Center. He has produced over 300 manuscripts, textbook chapters, and patents focused on periodontology, regenerative medicine, and oral health research. He is the editor or co-editor of nine books focused on clinical, translational research, periodontology, and regenerative medicine. Giannobile recently completed a 10-year term as the editor-in-chief for the Journal of Dental Research, the official journal of the International Association for Dental Research. Giannobile has served as a consultant to the U.S. Food and Drug Administration for dental devices and served as an associate editor for the upcoming report on the U.S. Surgeon General's Report on Oral Health.

In 2019, Giannobile received the American Dental Association Norton M. Ross Award for Excellence in Clinical Research. He is also a recipient of the Distinguished Scientist Award from the American Academy of Periodontology. He is a fellow of the American Association for the Advancement of Science, the American Association for Dental Research, and the International and American Colleges of Dentists. He is a past president of the American Academy of Periodontology Foundation, and currently serves as the president of the Osteology Foundation, a foundation with the mission of promoting science through clinical practice in oral tissue regeneration. In addition to his administrative and teaching responsibilities, he practices periodontics and implant dentistry at the Harvard Dental Center.

John Halamka, MD, MS

Dr. John Halamka is president of Mayo Clinic Platform, leading a portfolio of platform businesses focused on transforming healthcare by leveraging artificial intelligence, connected health care devices, and a network of trusted partners.

Trained in emergency medicine and medical informatics, Halamka has been developing and implementing health care information strategy and policy for more than 25 years. Prior to his appointment at Mayo Clinic, Halamka was chief information officer at Beth Israel Deaconess Medical Center and Harvard Medical School. He is a practicing emergency medicine physician.

As the International Healthcare Innovation Professor at Harvard Medical School, Halamka helped the George W. Bush administration, the Obama administration, and governments around the world plan their health care information strategies.

Halamka completed his undergraduate studies at Stanford University, earned his medical degree at the University of California, San Francisco, and pursued graduate work in bioengineering at the University of California, Berkeley. He completed his residency at UCLA-Harbor Medical Center in the Department of Emergency Medicine. He is a member of the National Academy of Medicine.

Halamka has written a dozen books about technology-related issues, hundreds of articles, and thousands of posts on the Geekdoctor blog. He also runs Unity Farm Sanctuary in Sherborn, Massachusetts, one of the largest animal sanctuaries in New England.

Ronald Heifetz, MD, MPP

Dr. Ronald Heifetz is among the world's foremost authorities on the practice and teaching of leadership. He advises governments, businesses, and nonprofit organizations across the globe. In 2016, President Juan Manuel Santos of Colombia highlighted Heifetz's advice in his Nobel Peace Prize Lecture.

Heifetz founded the Center for Public Leadership at Harvard Kennedy School where he is the King Hussein bin Talal Senior Lecturer in Public Leadership. Heifetz played a pioneering role in establishing leadership as an area of study and education in the United States and at Harvard. His research addresses two key challenges: developing a conceptual foundation for the analysis and practice of leadership; and developing transformative methods for leadership education, training, and consultation.

Heifetz co-developed the adaptive leadership framework with Riley Sinder and Marty Linsky to provide a basis for leadership research and practice. His first book, *Leadership Without Easy Answers* (1994), is a classic in the field and has long been one of the ten most assigned course books at Harvard and Duke Universities. Heifetz co-authored the best-selling *Leadership on the Line: Staying Alive through the Dangers of Change with Marty Linsky*, which serves as one of the primary go-to books for practitioners across sectors (2002, revised 2017). He then co-authored the field book, *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World* with Alexander Grashow and Marty Linsky (2009). His HarvardX online course, *Exercising Leadership: Foundational Principles* (2020), is reaching nearly 200,000 people within its first year.

A graduate of Columbia University, Harvard Medical School, and Harvard Kennedy School, Heifetz is both a physician and cellist. He trained initially in surgery before deciding to devote himself to the study of leadership in solving complex systemic problems in societies, businesses, and nonprofits. Heifetz completed his medical training in psychiatry to provide a foundation for developing more powerful teaching methods and conceptual tools to address political and social psychology and organizational behavior. As a cellist, he was privileged to study with the great Russian virtuoso, Gregor Piatigorsky.

Sachin H. Jain, MD, MBA

Dr. Sachin H. Jain is president and CEO of SCAN Group and Health Plan. Prior to joining SCAN Group in 2020, Jain was president and CEO of CareMore Health and Aspire Health, innovative integrated healthcare delivery companies. He led growth, diversification, expansion, and innovation of these companies and they grew to serve over 180,000 patients in 32 states. Under his leadership, CareMore built and scaled industry-leading programs to address loneliness, deliver hospital and primary care at home, and address the clinical needs of the highest-risk, highest-need patients.

Jain was previously chief medical information and innovation officer at Merck & Co. He also served as an attending physician at the Boston VA Medical Center and a member of faculties at Harvard Medical School and Harvard Business School. From 2009-2011, Jain worked in the Obama Administration, where he was senior advisor to Donald Berwick when he led the Centers for Medicare & Medicaid Services (CMS). He

was the first deputy director for policy and programs at the Center for Medicare and Medicaid Innovation (CMMI).

Jain has published over 100 peer-reviewed articles in journals such as the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*, and was an editor of the book, *The Soul of a Doctor*. Jain is an adjunct professor of medicine at the Stanford University School of Medicine and a contributor at *Forbes*. In addition, he serves on the board of directors at Make-A-Wish America.

Jain graduated from Harvard College with a BA in government and continued on to earn his MD from Harvard Medical School and MBA from Harvard Business School. He trained in medicine at Brigham and Women's Hospital.

Elsbeth Kalenderian, DDS, MPH, PhD

Dr. Elsbeth Kalenderian received her DDS degree from Rijks Universiteit Groningen in the Netherlands in 1983. As a Fulbright Scholar, she completed her oral and maxillofacial surgery residency at Boston University in 1986 and received an MPH from Harvard in 2007. In 2013, she obtained a PhD from University of Amsterdam, defending her thesis on dental diagnostic terminologies. After a nine-year period at Harvard School of Dental Medicine (HSDM) as clinic dean and chair, she became professor and chair of Preventive and Restorative Dental Sciences at University of California, San Francisco in 2016. She is principal investigator on several NIH-funded grants focused on patient safety, quality metrics, and quality improvement in the dental setting. She is the incoming dean of the Academic Center for Dentistry Amsterdam (ACTA) in the Netherlands.

Kalenderian publishes in peer-reviewed journals and is frequently asked to be a speaker at conferences on leadership, quality improvement, dental diagnostic terminologies, and patient safety.

Michaela Kerrissey, PhD, MS

Dr. Michaela Kerrissey is an assistant professor of management in the Department of Health Policy and Management at the Harvard T.H. Chan School of Public Health. Her research explores how healthcare organizations innovate, improve, and integrate services—particularly how teams solve problems that cross organizational boundaries. Her research has been published in leading management journals such as *Administrative Science Quarterly*, as well as health journals including *Health Services Research*. She designed and teaches a course called *Management Science for a New Era*. Kerrissey received a BA from Duke University, a MS in Health Policy and Management from the Harvard T.H. Chan School of Public Health, and a PhD in Health Policy Management from Harvard University.

Alden M. Landry, MD, MPH

Dr. Alden M. Landry is an assistant professor of Emergency Medicine and physician at Beth Israel Deaconess Medical Center, assistant dean for the Office for Diversity, Inclusion and Community Partnership, associate director and advisor for the William B. Castle Society, and director of Health Equity Education at Harvard Medical School. He is the founder and co-director of the non-profit organization *Tour for Diversity in Medicine*. Landry received

his Bachelor of Science from Prairie View A&M University in 2002 and his medical degree from the University of Alabama Birmingham School of Medicine in 2006. He completed his residency in Emergency Medicine at the Beth Israel Deaconess Medical Center in 2009. In 2010, he earned a master's degree in Public Health from the Harvard T.H. Chan School of Public Health and completed the Commonwealth Fund Fellowship in Minority Health Policy at Harvard University.

Robert Lewando, DDS, MBA

Dr. Robert Lewando is the executive director of Specialty Benefits Professional Programs at Blue Cross Blue Shield of Massachusetts (BCBSMA). Lewando spent approximately 20 years at Harvard Vanguard Medical Associates (HVMA), a multispecialty medical and dental group practice in Boston where he combined a clinical practice and administrative responsibilities. He was chief of HVMA's largest fee for service dental practice in Boston for most of that time.

He still maintains a practice limited to periodontology approximately one day per week, with the rest of his time spent at BCBSMA. Lewando has helped to develop BCBSMA's strategy of trying to improve the overall health of its membership through identification of medical conditions where dental care is particularly important. This has led to the development of condition-specific, member-centric dental benefits for the Total Health program.

Lewando graduated from Tufts University with a Bachelor of Science in Chemical Engineering. He then attended Columbia College of Dental Medicine and received specialty training in Periodontics from

a combined program between the VA and Harvard School of Dental Medicine (HSDM). He also attended Boston College where he received an MBA. Lewando is also the Blue Cross Blue Shield Association voting representative on the Code Maintenance Committee of the American Dental Association that determines future CDT code changes. He is a diplomate of the American Board of Periodontology and maintains a clinical appointment at the Harvard School of Dental Medicine.

Myechia Minter-Jordan, MD, MBA

Dr. Myechia Minter-Jordan is president and CEO for the CareQuest Institute for Oral Health. She leads a diverse group of collaborators and health improvement experts to engage in original research and data analysis, grantmaking, health improvement initiatives, oral health innovation, education, and advocacy, all in pursuit of a single mission—to improve the oral health of all. She joined DentaQuest in 2019 after 12 years at the Roxbury, Massachusetts, based Dimock Center, which focuses on the integration of clinical and behavioral health and is the second largest health center in the Boston area. As CEO, she formed partnerships with world-class institutions, including Harvard Medical School, Beth Israel Deaconess Medical Center, and Partners HealthCare to advance person-centered care. She was an attending physician and instructor at Johns Hopkins Medicine and graduated from Brown University School of Medicine and the Johns Hopkins University Carey School of Business.

Minter-Jordan is a founding member of the New Commonwealth Racial Equity and Social Justice Fund created in the summer of 2020 by a coalition of Black

and Brown executives in Massachusetts to make transformative social change by addressing systemic racism and racial inequity. She serves on several boards and committees including Blue Shield of California, Yawkey Foundation, Greater Boston Chamber of Commerce, The Boston Foundation, Harvard School of Dental Medicine, Harvard Pilgrim Health Care, and the Isabella Stewart Gardner Museum.

Marcus Osborne, MBA

Mr. Marcus Osborne serves as the senior vice president of Walmart Health, where he is focused on furthering Walmart's goal of providing quality healthcare that is affordable and accessible. Walmart Health is a first of its kind health center that provides integrated care of key health services like primary care, dental, counseling, and diagnostics all under one roof with affordable and transparent pricing. Prior to joining Walmart, Osborne was a senior management consultant with Alliance Consulting Group in Boston, Massachusetts. He also served as the chief financial officer of the Clinton Foundation HIV/AIDS Initiative. Osborne attended the Harvard Business School and received his master's degree in Business Administration, graduating with honors.

Trishan Panch, MD, MPH

Dr. Trishan Panch is a primary care physician and co-founder of Wellframe. He has founded and led the clinical, design, product, and consumer experience teams and co-led the company itself since inception and serves on the board. His research work broadly involves the use of

technology to scale clinical interventions. His work has been published in Nature Digital Medicine, The Lancet Digital Health, The Journal of Global Health, and other leading peer-reviewed journals. One of his papers was in the top 0.3 percent of all papers in any subject in terms of impact in 2019 on Altmetrics — ranked 529 out of 200,000 papers and in the top 5 percent of all papers ever evaluated.

He is an instructor in Health Policy and Management at the Harvard T.H. Chan School of Public Health (HSPH) and a lecturer in Health Sciences and Technology at MIT where he teaches courses at the master's and PhD level. He is the founder and co-director of HSPH's popular executive education course, "Applied AI for Health Care." He is the holder of a full utility patent on the Wellframe technology and is the inaugural recipient of Harvard's Public Health Innovation Award. He was elected president-elect of the Harvard T.H. Chan School of Public Health Alumni Association which represents 13,000 alumni across all domains of healthcare. He also serves on the board of Wellframe and the advisory boards of Boston Children's Hospital and Healthcare for All — a leading health policy think tank and advocacy organization. He practiced medicine for 17 years and led a large risk-bearing primary care group in London serving an urban population with high levels of economic deprivation.

Russell Phillips, MD

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 at Harvard Medical School.

He is a general internist at Beth Israel Deaconess Medical Center (BIDMC), where he provides primary care in Healthcare Associates, a large teaching practice. He has been a leader in innovation in practice and payment in primary care, implementing new care models for patients with chronic illness and, using micro-simulation, testing the impact of global payment on value. He has served on a Massachusetts Health Quality Partners Advisory Group on the future of primary care. In Massachusetts, he is advocating for access to primary care, global payment for primary care, and financial support for small, independent practices threatened by the financial strain imposed by COVID-19. He is a leader in oral health integration into primary care, served on a Patient-Centered Collaborative Advisory Committee on Oral Health Integration, and is co-principal investigator on a related HRSA-funded Academic Unit.

In his prior work at BIDMC, which included serving as chief of the Division of General Medicine and Primary Care for a decade, he led a task force to improve transitions in care, a working group to develop new sustainable practice models for primary care, and a task force to develop strategies for care management for high-risk patients. At the state level, he served on the Massachusetts Coordinating Council on the Patient-Centered Medical Home. He has championed palliative care services in primary care, wellness programs, and innovations to improve the quality of life for patients with chronic illness.

A graduate of Massachusetts Institute of Technology and Stanford University School of Medicine, Phillips has held leadership roles in the Society of General Internal Medicine, serving as chairperson of the research committee, and as president of the Association of Chiefs and Leaders in General Internal Medicine.

With more than 250 publications and an H-index over 110, his research has spanned disparities in care, screening for infection in office practice, patient safety, end of life care, and interventions to improve care for patients with chronic disease.

In his role as center director, he has authored more than 20 papers, reviews, and book chapters with a focus on the use of learning collaboratives to transform primary care, the impact of community health workers on resource use, the impact of changes in primary care practice and payment on the finances of primary care practice, and the value of primary care.

Ben Robbins, MD, MBA

Dr. Ben Robbins is a psychiatrist, scientist, and investor who has been working at GV (formerly known as Google Ventures) since 2014. Robbins' investments focus on healthcare delivery and neuropsychiatric therapeutics and include Aspire (acquired by Anthem), Rodin (acquired by Alkermes), Ready, CareBridge, and Cerevance.

In a past life, Robbins worked as an intern at "The Daily Show" with Jon Stewart. Since then, he completed psychiatric training at Massachusetts General Hospital and McLean Hospital, the top and second-ranked departments of psychiatry in the United States. He also co-founded a non-profit to fund, build, and operate a primary school for AIDS orphans in Tanzania.

Robbins received his MD from Harvard Medical School, MBA from Harvard Business School, and BA with honors from Dartmouth College, where he was a member of the football team.

Hugh Silk, MD

Dr. Hugh Silk is a professor in the Department of Family Medicine and Community Health at UMass Medical School and an instructor at Harvard School of Dental Medicine. He is a co-founder of the award-winning national oral health curriculum "Smiles for Life." Silk is also a co-founder of the Center for Integration of Primary Care and Oral Health. He ran successful training programs throughout New England, increasing medical clinicians' participation in oral health screens and fluoride varnish application. Silk has published and presented extensively on oral health issues and education. He is a recipient of the American Association of Public Health Dentistry's 2016 Public Service Award.

Silk received his undergraduate degree (BA) from Harvard University, where he majored in Government. He completed medical school at McMaster Medical School in Hamilton, Ontario, Canada.

Miles Snowden, MD, MPH

Dr. Miles Snowden is a true expert in value-based healthcare strategy, operational delivery, and performance. Snowden brings decades of experience as a clinician and executive leader at national organizations like TeamHealth and UnitedHealth Group. This expertise continues to advance Navvis' market-based, physician-led, patient-centric solution.

As Navvis' Chief Growth Officer, Snowden is responsible for building partnerships with health plans, health systems, and physician organizations in current and new markets across the country. He leads our business development, marketing,

and strategy teams. In addition, Snowden has responsibility for MEDI Leadership, a Navvis subsidiary focused on healthcare executive leadership development and coaching.

In his role as EVP of Physician Strategy, Snowden is advancing Navvis' capabilities to align, engage, and empower primary and specialty care physicians at both the practice and enterprise level. As an organization Navvis is focused on unlocking the power of a truly physician-led care model. Snowden's background as both a physician and healthcare operator is foundational in our efforts to build physician culture, align meaningful compensation, and improve value-based care delivery.

Marko Vujicic, PhD

Dr. Marko Vujicic currently serves as chief economist and vice president of the Health Policy Institute at the American Dental Association. Previously, he was senior economist with the World Bank in Washington, D.C., where he focused on health systems reform in developing countries and directed the global health workforce policy program. He was also a health economist with the World Health Organization in Geneva, Switzerland. In all of these roles, Vujicic led large-scale strategic initiatives focused on bringing cutting edge data and research to specific health policy challenges.

Vujicic has published extensively in peer-reviewed journals such as *Health Affairs*, *The New England Journal of Medicine*, *JAMA*, *Health Services Research*, *Health Economics*, *Social Science and Medicine*, and *Medical Care*. He is also the lead author of the book, *Working in Health*, which examines health workforce

challenges globally, and has written several book chapters on health care policy issues. His team's work has been cited by CNN, The New York Times, The Washington Post, The Wall Street Journal, Fox News, NOVA, and The Atlantic.

Vujcic holds several academic appointments. He is an adjunct senior fellow at the Leonard Davis Institute of Health Economics, University of Pennsylvania, and an affiliate faculty at the Center for Health and the Social Sciences, University of Chicago, as well as the Center for Health Services and Policy Research at the University of British Columbia. He is an adjunct professor at the University of Toronto and a visiting assistant professor at Tufts University.

Vujcic obtained his PhD in Economics from the University of British Columbia and a bachelor's degree in business from McGill University in Montreal.

Kate Walsh, MPH

Ms. Kate Walsh is president and CEO of the Boston Medical Center (BMC) health system, with annual operating revenue of \$4.9 billion. BMC is a private, not-for-profit, 514-bed, academic medical center dedicated to meeting all the needs of its patients, needs that often transcend the scope of traditional medicine like food and housing insecurity, and advancing health equity within the communities it serves. The primary teaching affiliate of Boston University School of Medicine, Boston Medical Center has nearly 6000 employees and 755 physicians who are affiliated with Boston University Medical Group. BMC Health System also includes the BMC HealthNet Plan, a Medicaid Managed Care Organization with more than 400,000 members in Massachusetts and

New Hampshire, and Boston HealthNet, a network affiliation of 14 community health centers throughout Boston.

Prior to her appointment at Boston Medical Center, Walsh served as executive vice president and chief operating officer of Brigham and Women's Hospital. She served previously as the chief operating officer for Novartis Institutes for BioMedical Research and at Massachusetts General Hospital (MGH) in positions including senior vice president of medical services and the MGH Cancer Center. Prior to her tenure at MGH, she held positions in several New York City hospitals including Montefiore, Columbia Presbyterian Medical Center, St. Luke's – Roosevelt Hospital Center, and the New York City Health and Hospitals Corporation.

Walsh received her Bachelor of Arts and a master's degree in Public Health from Yale University. She has served as a member of the board of the Federal Reserve Bank of Boston, and currently serves on the Boston Public Health Commission, the Massachusetts Hospital Association, the Association of American Medical Colleges, Pine Street Inn, and Yale University.



**We would like
to thank the
members of the
Initiative for their
generous support
of the Forum.**

BOARD MEMBERS

Roosevelt Allen, United Concordia Companies
Solomon G. Brotman, Life and Specialty Ventures, LLC
Teresa A. Dolan, Dentsply Sirona
Quinn Dufurrena, United Concordia Companies
Steven W. Kess, Henry Schein, Inc.
Robert Lewando, Blue Cross Blue Shield of Massachusetts
Myechia Minter-Jordan, CareQuest Institute for Oral Health
Edward A. Murphy, Life and Specialty Ventures, LLC
Rachel Nelson, Henry Schein, Inc.
Rick Peterson, Philips Oral Healthcare
Maria Ryan, Colgate-Palmolive Co.
Stephen E. Thorne, IV, Pacific Dental Services
Colleen Van Ham, UnitedHealthcare
Natalie Westfall, Henry Schein, Inc.
Robert Zou, Arrail Group

FACULTY AND ADMINISTRATION MEMBERS

John Ahern, Harvard School of Dental Medicine
Elizabeth Alpert, Harvard School of Dental Medicine
Jane Barrow, Harvard School of Dental Medicine
Christina Cassano, Harvard School of Dental Medicine
Sung Eun Choi, Harvard School of Dental Medicine
John Da Silva, Harvard School of Dental Medicine
Heather Denny, Harvard School of Dental Medicine
Bruce Donoff, Harvard School of Dental Medicine
Charles Frizzell, Harvard School of Dental Medicine
German Gallucci, Harvard School of Dental Medicine
William Giannobile, Harvard School of Dental Medicine
Victoria Levin, Harvard School of Dental Medicine
Emily Mo, Harvard School of Dental Medicine
Michaela Kerrissey, Harvard T.H. Chan School of Public Health
Russell Phillips, Harvard Medical School
Christine Riedy Murphy, Harvard School of Dental Medicine
Corneliu Sima, Harvard School of Dental Medicine
Ashley Simmons, Harvard School of Dental Medicine
Lisa Simon, Harvard School of Dental Medicine
Shenam Ticku, Harvard School of Dental Medicine
Nathaniel Treister, Harvard School of Dental Medicine

Harvard School of Dental Medicine · Boston, MA 02115
oralhealth.hsdm.harvard.edu



HARVARD
School of Dental Medicine Initiative
INTEGRATING ORAL HEALTH & MEDICINE