

Nominating Committee

Health Care Cost Transparency Board

April 23, 2024

Health Care Cost Transparency Board's: NOMINATING COMMITTEE

April 23, 2024

2:00 – 3:00pm

Hybrid Meeting: Zoom with In-Person Availability

AGENDA

Cost Board Nominating Committee Members:

<input type="checkbox"/>	Ingrid Ulrey	<input type="checkbox"/>	Carol Wilmes	<input type="checkbox"/>	Kim Wallace
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Committee Facilitators:

Theresa Tamura and Rachelle Bogue

Time	Agenda Items	Tab	Lead
2:00 - 2:10 (10 min)	Welcome, introductions, and agenda review	1	Theresa Tamura Health Care Authority
2:10-2:15 (5 min)	Public Comments	2	Theresa Tamura Health Care Authority
2:15-2:20 (10 mins)	Review Cost Board approved Nominating Committee Charter & timelines	3	Rachelle Bogue Health Care Authority
2:20-2:35 (15 min)	1508 Updates & recruitment strategies & committee applications	4	Rachelle Bogue Health Care Authority
2:30 -2:45 (10 mins)	Take action on nominations (discussion & vote)	5	Theresa Tamura Health Care Authority
2:45-2:55 (10 mins)	Wrap up & next steps	6	Theresa Tamura Health Care Authority
3:00	Adjourn or once topics have been addressed		

Unless indicated otherwise, meetings will be hybrid with attendance options either in person at the Health Care Authority or via the Zoom platform.

Agenda

- ▶ Welcome, introductions, and agenda review
- ▶ Public comment
- ▶ Review Cost Board approved Nomination Committee Charter timelines
- ▶ 1508 updates and recruitment strategies and committee applications
- ▶ Action on nominations
- ▶ Wrap up and next steps

Nominating Committee Charter

- ▶ **What is the Purpose of the Nominating Committee?** Assisting the Health Care Cost Transparency Board (“Board”), the primary role of the Nominating Committee is to recruit and evaluate member nominations for the Board’s advisory committees to ensure an effective and appropriate mix of representation and diversity (including gender, geography, expertise, background, and qualifications) that allow them the ability to properly fulfill their roles and adhere to the strategic vision of the Board and Board’s mandate.
- ▶ **Membership:** The Nominating Committee will consist of no less than three members actively serving on the Health Care Cost and Transparency Board. Membership will be on a voluntary basis.
- ▶ **Roles and Responsibilities:** The Nominating Committee is responsible for:
 - Collaborating with the Board, committee chairs, and HCA staff to assess the appropriate mix of competencies, diversity, qualifications, and subject matter expertise of the Board’s advisory committees (for example, members of the data advisory committee must have expertise in health data collection and reporting, health care claims data analysis, etc. as indicated in House Bill 2457, section 4 and related RCWs).
 - Implementing a Board-approved process for corresponding with, recruiting, evaluating, and selecting qualified and diverse candidates for selection to the committees.

Nominating Committee Charter cont.

- ▶ **Roles and Responsibilities:** The Nominating Committee is responsible for: (continued)
 - Process for corresponding with, recruiting, evaluating, and selecting qualified and diverse candidates for selection to the committees.
 - Recommending to the Board candidates to apply for membership (with final approval coming from the Governor's office.)
 - Updating membership to reflect the expertise and backgrounds being sought within membership.
 - Updating relevant materials to clearly reflect the specific purpose of the committee and expectations of its members.
- ▶ **Meetings:** The Nominating Committee will meet as needed (likely no more than quarterly), to fulfill its mandate to the Board of recruiting and selecting qualified candidates to fill any open positions on its committees and other Nominating Committee work.
- ▶ **Quorum:** A majority of the Nominating Committee members constitutes a quorum for a meeting of the committee.
- ▶ **Accountability and Reporting:** The Nominating Committee is accountable to the Board and reports its activities and recommendations to the Board. Time-sensitive issues are brought to the Board's attention in a timely manner.

Nomination application

Nominee Qualifications

Nominees should have subject matter expertise in their field and must have experience and/or professional perspectives related to the specific topics assigned to the Committee for deliberation.

How to Apply

The Cost Board will solicit nominations on a quarterly basis when there is a need to replace vacancies. To receive email recruitment notifications, please sign-up to be included on the mailing list at: https://public.govdelivery.com/accounts/WAHCA/subscriber/new?topic_id=WAHCA_490

Nominations of qualified individuals must include the following information that shouldn't be longer than one page double spaced 11 pt size font:

- Short biography;
- Short statement on how the nominee's experience and/or professional perspective relates to the committee for which the nominee is applying.

For additional information on the Cost Board please visit the Board and Committee page at: hcahcctboard@hca.wa.gov.

Nomination application

The Cost Board Nominating Committee is responsible for reviewing and selecting nominees that are then presented to the Cost Board for final review and approval.

The Nominating Committee will review nominations based on one or more of the following criteria to select suitable nominees.

Do you have relevant or lived experience or expertise in one or more of the following areas

- i. Knowledge and understanding of the health care industry, including the commercial insurance market, Medicaid, and other health care delivery systems
- ii. Thorough knowledge and understanding of cost growth, data systems, and the different entities and complexities that make up the health care ecosystem.
- iii. Consumer perspectives and experiences with the high cost of health care.
- iv. Health equity
 1. Reason for interest in serving
 2. Geographical location and WA county you live in
 3. Represent Washington's diversity

Nominating Committee (NC) 2024 timeline

- ▶ April – Meeting – (Mtg #1)
- ▶ May – July – Cost Board acts on NC Recommendations
- ▶ Aug. – Sept. – NC meeting - Ensures a membership review of Cost Board committees, vacancies or unfilled positions, and actively recruits candidates and identifies additional needs. (Mtg #2 & #3 if needed)
- ▶ Nov. – Dec. – Cost Board – Acts on Committee recommendations

House Bill 1508 Updates

Health Care Cost Transparency Board

Overview

- ▶ Committee expansion
- ▶ Expansion of potential cost driver analyses
- ▶ Two biannual surveys
 - ▶ Out of pocket costs and premiums
 - ▶ Insurance trends among employers and employees
- ▶ Changes to legislative report timing
- ▶ Public hearing on health care cost growth report
- ▶ Best practices analysis (new assignment from the budget)

Committee expansion: Health Care Stakeholder Advisory Committee

- ▶ Advisory Committee of Providers & Carriers will change to “Health Care Stakeholder Advisory Committee”
- ▶ Member makeup:

Number of members	Representing the interests of...	Selected from a list of nominees submitted by...
At least 2	Consumers	Consumer organizations
At least 2	Labor purchasers	Washington State Labor Council
At least 2, including at least 1 small business representative	Employer purchasers	Business organizations

Nominations

Cost Board Nominating Committee

Nominations

- ▶ **Patrick Connor** of NFIB, represents small businesses nominated by NFIB
- ▶ **Paul Schultz**, of Kaiser Permanente, represents carrier nominated by Peggi Fu, ED, Association of WA Health Plans
- ▶ **Emily Brice** of Northwest Health Law Advocates (NOHLA) represents consumers and nominated by Janet Varon, CEO of NOHLA

Nominations

- ▶ **Adrianna Jones** of Washington Community Action Network (WACAN) represents consumers. Nominated by John Godfrey Community Organizing Manager WACAN
- ▶ **Justin Gill**, President, Washington State Nurses Association
- ▶ **Sulan Mlynarek**, Lead Research Analyst, SEIU Healthcare 1199NW
- ▶ **Nariman Heshmati**, President, Washington State Medical Association

Adriann Jones
Adriannjones10@gmail.com
208-201-5109

RE: Consumer Nomination to HCCTB Stakeholder Advisory Committee

April 18th, 2024

Dear Chair Birch and Members of the Health Care Cost Transparency Board,

I am writing to express my interest in the Stakeholder Advisory Committee Consumer Seat of the Health Care Cost Transparency Board (the Board). With my background in public health, coupled with a commitment to equity within healthcare, I am confident in my ability to contribute effectively to the Board's essential work of reducing costs for patients. I am currently pursuing an Executive Master's in Public Policy and Administration with an emphasis on racial equity at the University of Washington. My academic pursuits complement my public health experience, making me well-equipped to serve in this role.

My commitment to community engagement is exemplified by my collaboration on immunization initiatives with diverse stakeholders. One example of this is that I created and managed several immunizations focus groups to increase immunization rates for routine immunizations with FQHC's, health departments, and multiple private practices during 2020-2022. As a Vaccine Specialist at Sanofi Pasteur, I developed expertise in vaccine-preventable disease epidemiology, patient engagement, and fostered strategic partnerships with key stakeholders such as Tribal Health, the Washington Department of Health, and private practices.

Furthermore, as a Public Health Prevention Specialist serving as a subject matter expert in vaccine recommendations at the Centers for Disease Control and Prevention/Texas Department of State Health Services, I led impactful immunization trainings for various stakeholders and played a pivotal role in compliance oversight, investigation functions, and policy enforcement. I served on Immunization Coalition of Greater Houston (ICOGH) for most of my time in this position, educating and training local communities and organizations to increase vaccine confidence and understand barriers to immunizations. I also partnered with a local university to create a healthy campus initiative, "Elevate," that prioritizes the health and wellness of students, faculty and staff.

My in-depth experience navigating complex healthcare landscapes reflects a deep-seated commitment to public health advocacy and community empowerment. I would be honored to bring this perspective of public health and community engagement to the Board and its mission to reduce consumer costs.

Thank you for considering my nomination. I look forward to further engaging with the Board in its essential mission.

Best,

Adriann Jones

Adriann Jones

(208)-201-5109 - adriannjones10@gmail.com

Summary

Dedicated public health professional with over 8 years of leadership experience and a strong background in advocacy. Currently transitioning into public health policy, I bring extensive expertise in healthcare systems, community outreach, and program management. Recognized nationally for my ability to drive impactful initiatives and effect positive change, I am committed to leveraging my skills to address complex public health challenges and advance equitable healthcare policies.

Education

University of Washington, Evans School of Public Policy and Governance Expected June 2025
Executive Master's in Public Policy and Administration
Relevant coursework: Policy Leadership, Global Health Policy Development, Organizational Leadership, Public Policy Development and Implementation

Sam Houston State University, College of Health Sciences Graduated August 2015
Bachelor of Science in Public Health

Professional Experience

Sanofi Pasteur: April 2020-July 2023
Vaccine Specialist

- **Consultant:** Provide strategic consulting services to clients on public health initiatives, offering expert guidance and tailored solutions to address healthcare challenges, such as addressing vaccine hesitancy and optimizing vaccination rates.
- **Strategic Partnerships and Stakeholder Collaboration:** Forge strategic partnerships with diverse stakeholders, including Tribal Health, Department of Health, and private practices. Collaborate seamlessly with community stakeholders to drive immunization initiatives, showcasing a proven ability to navigate complex healthcare ecosystems.
- **Innovative Initiatives:** Spearheaded the launch of ImmYounity, a pioneering vaccine training platform in collaboration with the internal public affairs team. Empower healthcare professionals with effective tools to navigate vaccination conversations, addressing vaccine hesitancy.
- **Disease Epidemiology:** Demonstrate a profound understanding of disease epidemiology and extensive knowledge of vaccines. Utilize business data, advanced customer engagement, and adept selling skills to craft and implement targeted account action plans, yielding significant business impact.

Texas Department of State Health Services, Center for Disease Control (CDC): October 2018-March 2020
Public Health Prevention Specialist II, CDC Contractor

- **Leadership:** Serve as a Subject Matter Expert on vaccine recommendations, delivering impactful immunization trainings to diverse stakeholders. Proactively contribute to planning, creating, and conducting public health training courses, displaying leadership in disseminating critical health information. Served as a Committee Member for the Immunization Coalition of Greater Houston from 2015-2020.
- **Competing Priorities:** Competing Priorities: Skillfully managed competing objectives and directives from the Texas Department of State Health Services and the Center for Disease Control (CDC), navigating complex requirements and aligning strategies to meet the diverse needs of both organizations while ensuring effective program implementation.
- **Program Management:** Oversaw the Adult Safety Net Program's provider requirements, vaccine storage and handling procedures, vaccine inventory reporting, compliance with Texas Vaccines for Children program regulations, ImmTrac2 training and support initiatives, implementation of recall/reminder systems, and adherence to minimum state vaccine requirements for both children and adults.
- **Compliance Oversight and Investigative Functions:** Execute compliance site visits with initiative and independent judgment, ensuring adherence to policies and procedures. Undertake investigation functions, review operating reports, and prepare insightful summaries on investigated activities.

Texas Department of State Health Services: February 2016-October 2018
Health Service Technician III

- **Versatile Healthcare Support:** Collaborate with public health nurses to provide clinic and community-based services. Conduct home visits for Tuberculous patients, showcasing dedication to monitoring and supporting Direct Observation Therapy treatment.
- **Community Outreach and Collaboration:** Actively engage in outreach functions for Title V Child and Maternal Health population services, participating in community/stakeholder events. Collaborate on projects/studies with various health agencies, emphasizing effective coordination and collaboration.

Susan G. Komen Houston:

August 2015-October 2015

Mission Coordinator

- **Strategic Planning and Community Engagement:** Lead the planning and development of protocols for promotional activities and programs. Manage and coordinate education for community outreach events, emphasizing strategic planning and community engagement.

Mission Coordinator Intern

July 2015-August 2015

- **Strategic Planning and Community Engagement:** Spearheaded strategic planning efforts and developed protocols for promotional activities and programs aimed at enhancing community health and wellness. Managed and coordinated educational initiatives for community outreach events, emphasizing strategic planning and robust community engagement. Additionally, volunteered time and expertise to support various community-based initiatives, demonstrating a commitment to giving back and fostering positive change beyond professional responsibilities.

PUBLICATIONS/PROJECTS

- Treehouse Policy Recommendations, 503 Policy Leadership (2024)
- Financial Analysis Memo: Pineville Hearing and Deafness Center, 502 Organizational Leadership (2023)
- ImmYounity, Sanofi (2021-2023)
- Confidence in Addressing Vaccine Hesitancy, CDC/DSHS (2018-2020)
- Decreasing Vaccine Waste Project, DSHS (2019-2020)

Skills

Software: Microsoft Suite, Veeva, Zoom, Google Suite, Canva

Hard skills: Public Speaking, Consulting, Project Management, Project Implementation, Public Relations, Independent and Group Work, Stakeholder Management, Event Planning, Problem Solving

Soft skills: Cultural Humility, Trauma Informed, Relationship Building, Adaptive Communication Style, Lived Experience



Dear Chair Birch and Health Care Cost Transparency Board Members:

Thank you for the essential work on the Health Care Cost Transparency Board (HCCTB). Given the consistent and dramatic increases in the prices patients and their families face when they access the care they deserve, we at Washington Community Action Network (WACAN) believe the HCCTB's mission could not have greater urgency.

WACAN is Washington's largest grassroots community organization, with over 40,000 members and a record of over forty years of standing up for Washington consumers and advocating for health care policy reform. We have followed the HCCTB's work since it was established and have encouraged our members to submit public comments on the impact of high prices on patients.

In light of the recent passage of 2ESHB 1508, WACAN nominates our member, Adriann Jones, a dedicated public health professional and EMPA candidate at the University of Washington, Evans School of Public Policy and Governance, to represent consumers as a member of the HCCTB's Stakeholder Advisory Committee. Please find nomination materials attached.

I have full confidence in Ms. Jones' ability to add both public health expertise and the consumer perspective as one whom the failures of the current healthcare system have deeply impacted. I have seen her dedication and passion for public service and policy firsthand. I know she will contribute a profound patient perspective that is deeply needed to inform the HCCTB's important work.

Thank you for considering this nomination. Please reach out to me at johngodfrey@washingtoncan.org or Ms. Jones at adriannjones10@gmail.com if you have any questions.

Sincerely,

John Godfrey
Community Organizing Manager
Washington Community Action Network



711 Capitol Way South
Suite 505
Olympia, WA 98501

1-360-786-8675
NFIB.com

April 15, 2024

Director Sue Birch, MBA, BSN, RN
Health Care Cost Transparency Board chair
Washington State Health Care Authority
626 8th Avenue SE
Olympia, WA 98501

RE: HCCTB Health Care Stakeholder Advisory Committee, **HB 1508 small business nomination**

Sent via email to hcahcctboard@hca.wa.gov

Director Birch:

Pursuant to Section 1(3)(p) of 2nd Engrossed Substitute House Bill 1508 (*Chapter 80, 2024 Laws*), NFIB submits for the nominating committee's and board's consideration, **Patrick Connor** to represent small businesses as a member of the Board's **Stakeholder Advisory Committee**.

Also please accept this as Mr. Connor's letter of interest.

With some 7,000 members in Washington state and more than 300,000 nationwide, NFIB is the voice of small business, advocating on behalf of America's small and independent business owners, both in Washington, D.C., and in all 50 state capitals. NFIB is nonprofit, nonpartisan, and member-driven. Since our founding in 1943, NFIB has been exclusively dedicated to small and independent businesses, and remains so today.

As you know, NFIB, its Washington State director and several members, have been strongly engaged in health care policy through both the legislative and regulatory processes for decades.

For instance, NFIB has provided members for the Health Care Cost Transparency Board; the Washington State Health Insurance Pool board of directors; Governor's Performance

Measures Coordinating Committee; WAHBE Cascade Care stakeholder advisory committee, standard benefit design work group, and Small Business Health Options Program (SHOP) technical advisory committee; and Universal Health Care work group.

In addition, as a national organization, our state director has access to a network of policy specialists, advocates in every state and the nation's capital, as well as our own Small Business Research Center and our legal center, which could be accessed to explore policy options and results from across the country.

With his own extensive knowledge and experience in health care policy matters, NFIB is pleased to nominate our state director, Patrick Connor, as a member of the HCCTB stakeholder advisory committee.

An uncredited biography of relevant experience follows.

Thank you for your consideration.

Respectfully submitted,

A handwritten signature in black ink that reads "Patrick L. Connor". The signature is written in a cursive style with a large, stylized initial "P".

Patrick Connor

Washington State Director

HCCTB Health Care Stakeholder Advisory Committee

HB 1508 small business nomination

- 20 years' professional experience as a public policy advocate
- 15 years' tenure as a small-business association executive
- 10 years' management experience in family-owned small businesses
- 6 years' experience representing an agricultural association on state and federal issues
- 6 years' service as a municipal councilor

This individual has represented small business on several health care / health policy committees and work groups, including;

- Governor's Performance Measures Coordinating Committee
- Washington Health Alliance board of directors
- WAHBE Cascade Care stakeholder advisory committee
- WAHBE Small Business Health Options Program (SHOP) technical advisory committee
- WAHBE standard benefit design work group
- Universal Health Care work group

Other relevant experience includes:

- Affordable Care Act (ACA) advocacy and education
- Association Health Plans (AHPs) state and federal regulation, state legislation
- Governor's health-care cost and quality initiatives coalition building, legislative advocacy
- All Payer Claims Database (APCD) coalition leadership, legislative advocacy
- Health Benefit Exchange (WAHBE) enacting legislation, advisory committees, surfacing board and committee nominations
- Municipal responsibility for LEOFF 1 benefits
- Prior authorization and utilization review research and legislative advocacy
- State Children's Health Insurance Program (SCHIP) federal advocacy
- Taft-Hartley health insurance enrollment and payments
- Workers' compensation legislation and rulemaking

Personal experience with long-term hospitalization, medical testing and treatments, rare diseases, employer-sponsored insurance plans and plan utilization, HRAs, and medical FSAs.

Bachelor of Arts *cum laude* from an institution of higher education in Washington state
Honors graduate from a Washington state high school

Resides in Olympia, WA



Director Sue Birch
Chair, Health Care Cost Transparency Board
Washington State Health Care Authority

Re: Consumer Nomination to HCCTB Stakeholder Advisory Committee, pursuant to 2ESHB 1508

Sent via email to hcahcctboard@hca.wa.gov

Dear Chair Birch and members of the Health Care Cost Transparency Board:

Thank you for your important work on the Health Care Cost Transparency Board (Board). Northwest Health Law Advocates (NoHLA) considers the Board's mission to be vital and urgent in light of the considerable per capita spending growth in recent years and mounting affordability challenges for Washington consumers.

Pursuant to Section 1(3)(n) of 2ESHB 1508 (Ch. 80, Laws of 2024), we submit Emily Brice, NoHLA's Deputy Director, as a candidate for consideration to represent consumers as a member of the Board's Stakeholder Advisory Committee. NoHLA is a nonprofit consumer legal advocacy organization seeking a health care system which allows all Washington residents to receive quality, affordable health care. For 25 years, NoHLA has worked to identify the most pressing health care needs of Washington communities and raise these perspectives in state health policy deliberations.

As you will see from the enclosed materials, Ms. Brice is a recognized health policy expert with significant experience advocating for a health care system that centers patients. Ms. Brice has particular expertise in consumer affordability policy, bringing years of experience with subsidized insurance coverage solutions and individual and employer affordability challenges that informs her interest in the Board's work. Ms. Brice's prior tenure in Massachusetts government means she also offers unique perspective on spending benchmark programs in other states.

Ms. Brice has monitored the Board's initial progress closely, is well-informed on the opportunities and challenges before the Board, and looks forward to the opportunity to contribute to the Board's work.

Thank you for your consideration. Please contact me at janet@nohla.org or Ms. Brice at emily@nohla.org for any questions.

Sincerely,

A handwritten signature in black ink that reads "Janet Varon". The signature is written in a cursive, flowing style.

Janet Varon, J.D.
Executive Director

CANDIDATE SUMMARY: EMILY BRICE, NOMINEE FOR CONSUMER REPRESENTATIVE SEAT

RELEVANT EXPERIENCE

Northwest Health Law Advocates (Seattle, WA)

Deputy Director 2023 – present
Senior Attorney & Policy Advisor 2020 – 2023
Staff Attorney 2011 – 2013

- Partner with impacted communities to advocate with state and federal policymakers for improved access, affordability, and equity in health coverage and care for Washingtonians.
- Co-founder of Fair Health Prices Washington (www.fairhealthprices.org), a movement of consumers, workers, and businesses united to tackle rising health care costs with data-driven solutions.
- Appointed member of the Washington Health Benefit Exchange’s Advisory Committee (~2013) and Cascade Care Workgroup (2021-current).

Massachusetts Health Connector (Boston, MA)

Deputy Chief of Policy and Strategy 2017 – 2020
Senior Policy Advisor 2016 – 2017
Senior Policy Advisor on State Innovation Waivers 2015 – 2016

- Led annual procurement of 11 insurers for participation in Massachusetts’ Exchange, developing policies to improve enrollee affordability and value in the merged individual and small group market. Delivered lowest-cost average non-group premiums of any Exchange in the country each year in the role. Worked closely with business community on small group coverage and affordability solutions.
- Oversaw annual design of a subsidized coverage program with a \$220M state budget that contributed to the state’s lowest uninsurance rate in the country. Navigated challenges ranging from a \$143M federal budget cut to provider network adequacy issues, while maintaining a stable and affordable enrollee experience for low-income individuals.
- Developed strategic policy initiatives for the Massachusetts Exchange, including spearheading and shepherding Section 1332 waiver applications and managing state and federal legislative affairs.

WA State Office of the Insurance Commissioner (Olympia, WA)

2013 - 2015

Senior Health Policy Advisor.

- Advised Insurance Commissioner on health insurance market regulation during Affordable Care Act overhaul, including serving as intragovernmental liaison on ACA reforms to Governor’s Office, Congressional delegation, and other state agencies.
- Fostered policy relations with health insurance stakeholders, such as negotiating agreements between insurers and consumer advocates to strengthen women’s health protections.
- Developed agency’s policy approach to key health reform challenges, including Essential Health Benefits implementation, insurance appeals transparency, and coverage renewals. Issued regulatory guidance to implement these policies.

Health Leads (Chicago, IL)

2006 – 2008

Chicago Site Director.

- Built new Chicago regional office of national nonprofit (formerly known as Project HEALTH), expanding programming to two hospitals and one federally-qualified health center.

CANDIDATE SUMMARY: EMILY BRICE, NOMINEE FOR CONSUMER REPRESENTATIVE SEAT

- Established, managed, and secured funding and staff for three clinic-based social service programs and a disease management program for youth.

PROFESSIONAL AFFILIATIONS & EDUCATION

Washington State Bar Association 2011 – present
Licensed Washington State attorney. Member, Health Law Section.

University of Washington School of Law 2008 – 2011
J.D. with Health Law Concentration.

University of Chicago 2003 – 2006
A.B. in Political Science.

SELECT NATIONAL PUBLICATIONS & PRESENTATIONS

- Presentation, “State Strategies to Lower Hospital Costs” (Aug. 15, 2023), National Conference of State Legislatures
- A. Gasteier, E. Brice, et. al. “Why Massachusetts Stands Out in Marketplace Premium Affordability” (Sept. 4, 2018), Health Affairs Blog, at: www.healthaffairs.org/doi/10.1377/hblog20180903.191590/full/
- Webinar presentation, “Setting a New Standard for Health Insurance Design” (Feb. 2020) National Academy for State Health Policy
- Panel presentation, “Getting Beyond the ACA: the Expansion Path” (Sept. 2018) U. Penn Leonard Davis Institute Health Insurance Exchange Conference
- Panel presentation, “1332 Waivers: How States Are Making the ACA Work” (Feb. 2018) Academy Health National Health Policy Conference



Paul Schultz
Executive Director
Actuarial Services
Kaiser Foundation Health Plan, Inc

Paul is Executive Director, Actuarial Services for the Washington market of Kaiser Foundation Health Plan, Inc., America's leading integrated health plan. In this role, he leads the team responsible for providing actuarial support for commercial lines of business for the Washington market, including pricing, product development, rate development and filing, and line of business strategy. Paul's team is also responsible for market-wide rate setting, reserving, revenue forecasting, fee schedule development, and overall market-wide actuarial strategy. A strategic advisor to the Washington leadership team, Paul actively collaborates across departments to design and launch new products to support the region's goal of sustainable growth.

Prior to joining Kaiser in 2023, Paul held a variety of roles in the health care industry, including, most recently, eight years as Chief Actuary of Blue Cross Blue Shield of Vermont. In an actuarial career spanning more than 25 years, Paul has also held positions of responsibility for a national health plan, a pharmacy benefit manager, and two employee benefit consulting firms.

Paul is a Fellow of the Society of Actuaries, a Member of the American Academy of Actuaries and a Fellow of the Conference of Consulting Actuaries. He holds a bachelor's degree in actuarial science from Purdue University.

Justin Gill, DNP, ARNP, FNP-C

LinkedIn: www.linkedin.com/in/justingill

Justin Gill is an experienced telehealth provider, health policy leader, educator, and licensed family nurse practitioner (FNP), seeking opportunities to engage in challenging clinical leadership opportunities.

EDUCATION

- | | | |
|--|----------------|------------------------|
| <u>Yale University</u> | New Haven, CT | 08/2016-05/2019 |
| Doctor of Nursing Practice (DNP) | | |
| <ul style="list-style-type: none">• Doctoral nursing program focused on health systems leadership and health policy• DNP Project: <i>NP Reimbursement Parity: An Advocacy Strategy for Washington State</i> | | |
| <u>Georgetown University</u> | Washington, DC | 09/2013-04/2015 |
| Master of Science, Nursing | | |
| <ul style="list-style-type: none">• Completed a Family Nurse Practitioner program• Clinical rotations in primary care completed in Washington State | | |
| <u>University of Washington, Bothell</u> | Bothell, WA | 09/2012-08/2013 |
| Bachelor of Science, Nursing | | |
| <ul style="list-style-type: none">• RN-BSN bridge program focused on critical thinking and leadership• Research conducted with faculty on advocacy in nursing and public health | | |
| <u>Whatcom Community College</u> | Bellingham, WA | 05/2009-06/2012 |
| Associate Degree in Nursing | | |
| <ul style="list-style-type: none">• Successfully passed NCLEX exam upon graduation• Senior preceptorship in Critical Care/Dialysis at Skagit Valley Hospital | | |

CLINICAL/WORK EXPERIENCE

- | | | |
|--|--|------------------------|
| <u>Telemedicine Provider</u> | | 07/2020-Present |
| You Health, LLC | | |
| <ul style="list-style-type: none">• Currently completing asynchronous visits on the Hims and Hers Platform• Treat ED, Acne, Aging, Hair Loss, and birth control visits. | | |
| <u>Family Nurse Practitioner</u> | | |
| Providence Medical Group, Mill Creek/Monroe, WA | | 06/2019-Present |
| <ul style="list-style-type: none">• Currently serve as a provider in fast paced Urgent Care clinic. 3 days per week• See patients of all ages and ailments, including acute needs such as minor surgery and urgent concerns | | |
| <u>Health Policy Lecturer</u> | | |
| University of Washington, Bothell | | 08/2019-06/2023 |
| <ul style="list-style-type: none">• Teach various health policy-related courses to both graduate and undergraduate students• Curriculum focused on health care policy, policymaking process, healthcare finance, and advocacy | | |

CLINICAL/WORK EXPERIENCE cont.

Clinical Adjunct Faculty

- Washington State University** 01/2019-12/2022
- Serve as clinical faculty advisor for ARNP students
 - Meet with students/preceptors to facilitate experiences.

Family Nurse Practitioner

- CHI Franciscan/Harrison Urgent Care, Port Orchard/Gig Harbor, WA** 08/2016-05/2019
- Served as a provider in fast paced Urgent Care clinic.
 - See patients of all ages and ailments, including acute needs such as minor surgery and urgent concerns

Family Nurse Practitioner

- Skagit Regional Clinics, Burlington, WA** 07/2015-08/2016
- Served as a full scope primary care provider in family medicine

Registered Nurse- Family Practice Clinic

- PeaceHealth Medical Group Cordata, Bellingham, WA** 02/13/14-07/2015
- Responsible for triaging calls, assisting with procedure, intake, and other clinic support duties

Registered Nurse- Progressive/Cardiovascular Units

- Skagit Valley Hospital, Mount Vernon, WA (02/2013-11/2013)** 07/2012-02/2013
PeaceHealth St. Joseph Medical Center, Bellingham, WA (07/2011-02/2013)
- Cared for patients on progressive care beds with cardiac and complex medical illnesses
 - Taught patients about their illnesses, administer medications, completed health assessment

POLICY LEADERSHIP ROLES & INTERNSHIPS

President

- Washington State Nurses Association** 06/2023-Present
- Elected to 2-year term by association membership
 - Volunteer role serving as the President of WSNA and board chair
 - Strategic planning and non-profit oversight

Vice President

- Washington State Nurses Association** 08/2021-06/2023
- Support President and Executive Direction to advance the mission of the organization
 - Lead on special projects and strategic priorities

Board Member

- Whatcom Community College Foundation** 11/2020-09/2022
- Engage in philanthropic activities to support students and scholarships
 - Fundraising and "Friend-Raising" to support strategic goals for the WCC Foundation

Board Member & Council Member- Legislative/Health Policy Council

- ARNPs United of Washington State** 01/2019-07/2021
- Attend weekly calls during WA state legislative session
 - Support strategy to promote AUWS legislative priorities and identify competing priorities

POLICY LEADERSHIP ROLES & INTERNSHIPS cont.

Chair of WSNA Legislative/Health Policy Council & Member of Board of Directors

Washington State Nurses Association

08/2019-08/2021

- Lead the Legislative/Health Policy Council, and represent the council as a voting member of the WSNA Board of Directors

Political Action Committee (PAC) Board Member

03/2017-12/2020

American Nurses Association

- Appointed by ANA Board of Directors as full voting member since 2019; alternate from 2017-2018
- Lead fundraising outreach activities for ANA-PAC, and vote on political candidate endorsements

Council Member- Legislative/Health Policy Council

Washington State Nurses Association

06/2013-07/2019

- Two-year term on council; re-elected twice by WSNA membership
- Identify legislative trends and create, respond to, or recommend legislative ideas to improve patient care, nursing practice, and healthcare reform

Member- Presidential Endorsement Advisory Taskforce

American Nurses Association

11/2018-02/2019

- Appointed to taskforce to discuss ANA's role in future presidential elections
- Work with colleagues to develop a draft revised policy for ANA BOD consideration.

Internship- Government Affairs/Advocacy

American Nurses Association, Washington DC

09/2017-12/2017

- Completed as part of DNP program health policy practicum
- Attended congressional hearings, political party briefings, and nursing coalition meetings
- Worked with State Government Affairs Director and Political Action Specialist on developing membership messaging and writing talking points

Fellow- American Nurses Advocacy Institute

American Nurses Association, Washington DC

10/2013-10/2014

- Completed fellowship program related to political advocacy in nursing and healthcare
- Worked on advocacy efforts related to nurse staffing with the Washington State Nurses Association

Vice President- State Student Nurse Association

Nursing Students of Washington State (NSWS)

06/2011-06/2012

- Worked with the NSWS BOD in leading organization operations
- Led for the NSWS 2012 Annual Convention
- Networked with Student RN leaders to build an effective coalition of nursing students
- Examine issues facing nursing students, and explored opportunities to assist nursing students in WA

President- Student Nurse Association

09/2010-06/2012

Student Nurses of Whatcom Community College (SNOW), Bellingham WA

- Led club activities including blood drives, association meetings, and blood pressure screens
- Led mentorship program between second year and first year nursing students

Congressional Intern (Summer Internship)

Congressman Jerry McNerney's Office (CA-11), Stockton CA

6/2008 - 8/2008

- Assisted local constituents with case work including, Social Security and Medicare
- Met with disadvantaged and underrepresented constituents of the district at local community events
- Assisted Congressman McNerney and staff with office duties and phone calls

SPECIAL AWARDS/ACCOMPLISHMENTS

- **2022 Commencement Honorary Speaker- University of Washington Bothell**
- **Keynote Speaker** at Whatcom Community College 2021 Commencement in Bellingham, WA (Recorded) "Our Future Post COVID 19"
- **"Policy and Patients" Panelist for UW Nurses Leadership Summit held on 11/06/2020:** Joined Jennifer Muhm, MPA from WSNA, and Rep. Eileen Cody, RN in a conversation about the importance of nursing's role in political advocacy and policy development.
- **Keynote Speaker- University of Washington Sigma Theta Tau Induction Ceremony (June 2019):** Served as the keynote speaker for the UW Bothell STTI Induction ceremony, with a focus on political and professional advocacy
- **"Best Poster Award"- University of Washington Advanced Practice Nursing Conference (Oct 2018):** Poster presentation for DNP project related to political advocacy strategy for NP reimbursement parity.
- **2017 Outstanding Alumni Award- UW Bothell School of Nursing & Health Studies:** Received the first "Outstanding Alumni" award from UW Bothell NHS in January of 2017.
- **Opening Keynote Speaker--Wyoming Nurses Association Legislative Day 2015:** Provided a keynote speech and presentation discussing the importance of political advocacy among nurses and advanced practice nurses.
- **American Nurses Association (ANA) 2014 Nurse Advocate Award Winner:** Prestigious award granted to one nurse in the United States for their passionate political advocacy efforts in enhancing patient care and nursing practice.
- **Nursing Students of Washington State (NSWS) 2014 Convention Panelist:** Served as professional panelist as a recent graduate, former board member, and health policy advocate.
- **Whatcom Community College Laidlaw Award (Spring 2012):** Award granted to student each academic year for academic excellence and leadership within the local community.

COURSES TAUGHT

- **University of Washington, Bothell (Role: Lecturer)**
 - **BNURS 420: Health Policy and Organization of Healthcare:** Fall 2019, Winter 2020, Spring 2020, Autumn 2021, Winter 2022
 - **BNURS 297: History of Health Policy** Fall 2020
 - **BNURS 585: Health Policy and Civic Engagement** Winter 2021
 - **BNURS 530: Advanced Practice Management & Administration in Healthcare** Spring 2021

TELEVISION APPEARANCES, PUBLICATIONS, MANUSCRIPTS

- Washington State Department of Health TV Advertisement (Public Service Announcement)
 - o <https://www.youtube.com/watch?v=aw3FdMCnpjA>

- CBS News Interviews:
 - o CDC Quarantine Guidance Change: <https://www.cbsnews.com/video/nurse-practitioner-cdc-covid-19-isolation-guidance-testing/>
 - o COVID 19 Vaccine Booster and Omicron: <https://www.cbsnews.com/video/pfizer-covid-19-vaccine-booster-omicron-variant/>
 - o Judges Halt COVID 19 Mandate: <https://www.cbsnews.com/video/covid-19-judges-halt-biden-vaccine-rule-us-reopens-to-international-travel/>

- MSNBC:
 - o Joy Reid Segment: https://www.yahoo.com/now/journalist-says-not-victim-celebrities-022537056.html?soc_src=social-sh&soc_trk=ma
 - o American Voices with Alicia Menendez: <https://www.msnbc.com/american-voices/watch/breaking-down-america-s-second-covid-19-vaccine-98093125638>

- Gill, J., Kaplan, L., Summers, L. (2019). Same pay for same service: Efforts in Washington state. *The Nurse Practitioner* (Accepted for publication in June 2019).

- Gill, J., Summers, L., Kaplan, L., Dixon, J. (2019). *Nurse practitioner reimbursement parity: An advocacy strategy for Washington state*. (Unpublished DNP manuscript). Yale University, New Haven, CT, USA.

- Kaplan, L., & Gill, J. (2018). *2018 Washington State advanced registered nurse practitioner survey data report*. (Unpublished report). Retrieved from: <https://www.wcnursing.org/wp-content/uploads/2018/11/ARNP-2018-Survey-Report-11-13-18.pdf>

April 15, 2024

To Whom it May Concern,

I write this letter to express my interest in serving on the Health Care Cost and Transparency Stakeholder Advisory Committee. As an advanced registered nurse practitioner in Urgent Care, and President of the Washington State Nurses Association, I have a significant interest in cost and transparency in healthcare because of the direct impact it can make on patients throughout the State of Washington.

I am open to also serving in the role of Position 14 (Nonvoting member who is a member of the advisory committee of health care providers and carriers and has operation experience in health care delivery).

I appreciate the opportunity to apply for this role. Please do not hesitate to contact me with any questions or concerns.

Justin Gill, DNP, ARNP, RN

President

Washington State Nurses Association

To Whom It May Concern:

I am writing with great excitement to express my interest in serving on the Health Care Cost Transparency Board. Washington leads with integrity and the Health Care Cost Transparency Board is no different. I am proud and inspired by the Board's purpose to center value in healthcare, and to ensure all Washingtonians are able to access that value. Although it is true that healthcare spending continues to increase at alarming rates, it is the work being done in Washington State by the Health Care Cost Transparency Board that I believe is the beginning of the path to find a solution for all- patients, government and business.

Over the last fifteen years, I have worked as a strategic researcher supporting public sector and healthcare unions, their members, and impacted communities in California, the Midwest and the Pacific Northwest. Currently, I lead the research department at SEIU Healthcare 1199NW. Through this work I have studied, analyzed and supported healthcare financials in the governmental sphere and in the private sector sphere. Additionally, I develop and maintain relationships with various labor unions, community partners, governmental bodies, and other stakeholders.

Healthcare workers yield a wealth of knowledge and expertise about care provided to our communities here in Washington. Involving healthcare workers will allow the Board increased capacity and increased information through their lived experiences providing care, coordinating care, and witnessing the impact of the healthcare system on their patients. Healthcare workers are also patients themselves, and often have patient experience to share in their own right. Finally, the participation of a healthcare workers' union provides themes and information from a state-wide, multi-system, multi-setting perspective.

I would be honored to support the goals and mission of the Health Care Cost Transparency Board. There's so much work to be done, and so many opportunities to improve the value of healthcare in Washington. This work is more than necessary- it is our future.

Thank you for your consideration,

Sulan

EDUCATION:

Master of Economics, Roosevelt University, Chicago | 2011-2013

- Program focus in heterodox economics with a specialization in financialization
- Coursework in domestic and international macroeconomics, monetary and fiscal policy, microeconomics, and data programs including R.
- Recipient of Graduate Assistantship 2012, 2013
- Panelist at Global Studies Association Conference 2014

Bachelor of Political Science, Alverno College, Milwaukee | 2007-2009

- Recipient of the Alverno College Scholarship Award '07, ACLU Young Leader Award '07 & Davis-Putter Scholarship Award '08
-

RELATED EXPERIENCE:

SEIU Healthcare 1199NW, Washington and Montana

Lead Research Analyst: October 2021-Present; *Research Analyst:* March 2016-October 2021

- Directing the work of our research team, including training new researchers and supporting team member's workloads and growth.
- Integrating research support with organizational priorities to strengthen contracts and union conditions for 32,000 union members and unorganized workers in Washington and Montana.
- Conducting in-depth qualitative and quantitative research leading to decision menus, research reports, issue briefs, fact sheets, presentations, and other material.
- Developing and conducting directional research, often in multi-stakeholder spaces, across individual campaigns to generate at-scale campaigns.
- Developing an understanding of complex and developing topics: e.g., tech sector expansion into healthcare, funding sources of varying health entities and governments, and venture capital.
- Drafting bill language and organizational memos to legislation and governmental bodies, and representing the organization with elected representatives.
- Providing collective bargaining support including drafting bargaining proposals, surveying membership, financial and cost-of-living analysis, health and retirement benefits analysis, support for unfair labor practice charges, and enacting accountability mechanisms.
- Creating a variety of research products and workshops to support members and co-workers including reports on governmental overlay and funding, research 101 trainings, and other broad topics.
- Serving as a committee or coalition member within several policy and issue spaces.

SEIU Local 73, Illinois and Indiana

Research Analyst: August 2013-December 2015

- Integrating research support with organizational priorities to strengthen contracts and union conditions for 30,000 union members and unorganized workers in Illinois and Indiana.
- Developing and conducting strategic research across individual campaigns, including to unionize unorganized workers.
- Providing collective bargaining support including drafting bargaining proposals, surveying membership, financial and cost-of-living analysis, health and retirement benefits analysis, and support

for unfair labor practice charges.

- Conducting in-depth qualitative and quantitative research leading to strategy menus, research reports, issue briefs, fact sheets, presentations, and other material.
- Drafting bill language and organizational stances to legislation,
- Collaborative work with stakeholders, members, and community.

SEIU Local 721, Southern California

Organizer, January 2010-June 2011

- Worked collaboratively on union organizing campaigns for public sector workers including airport workers, county workers, and healthcare workers
- Supported a geographically-focused low wage worker pilot

Good Jobs and Livable Neighborhoods, Milwaukee, Wisconsin

Policy & Data Strategist, July 2007- December 2009

- Supported the research, creation and implementation of tax and labor policies
- Facilitated a coalition space, and maintained collaborative relationships with each coalition partner
- Developed and facilitated participatory processes for environmental hazard impact assessments, and for prevailing wage policy.

NARIMAN HESHMATI MD, MBA, FACOG

EMPLOYMENT

8/2023-Present **Optum Washington**

Executive Medical Director of Affordability, Advocacy, & Pharmacy

- Optum Care is a family of more than 53,000 doctors and 1,450 neighborhood clinics across the country. Optum Washington includes The Everett Clinic, The Polyclinic, and The Optum Care Network Pacific Northwest. As the Executive Medical Director for Affordability, Advocacy, & Pharmacy, I have accountability for the total cost of care for all patients within Optum Washington including over \$850 million dollars of value based care revenue. Additionally, I oversee our pharmacy service line within the care delivery organizations and network. I also partner with UHG external affairs to manage our external advocacy and legislative relationships.

3/2022-8/2023 **Optum Washington**

Senior Regional Medical Director, Surgery & Specialty

- As the Senior Regional Medical Director for Surgery & Specialty, I sat on the Senior Leadership Team and oversaw the surgical and specialty departments throughout the state and supported integration efforts of the care delivery organizations. This included over 40 departments and multiple ambulatory surgery centers with direct accountability for \$400+ million in revenue.

3/2021-3/2022 **The Everett Clinic (Everett, WA)**

Senior Regional Medical Director, Central Region

- The Everett Clinic leadership structure entailed three regional medical directors who reported to the Chief Medical Officer and oversaw their regions medical operations, program coordination, strategic leadership, and had accountability for execution of organizational goals. I was responsible for the Central Region which oversaw both ambulatory surgery centers in our organization along with all medical and surgical departments. In total, I had direct responsibility over 25 medical specialty, surgical, and primary care departments/sites.

7/2019-8/2023 **The Everett Clinic (Everett, WA)**

Medical Director of Advocacy

- In my role as the medical director of advocacy, I interfaced with other medical groups, physician/hospital associations, regulatory bodies, and the state legislature to help guide our strategy and approach to broader issues that impact delivery of healthcare in WA state. During the COVID pandemic, I worked with our organizational and government colleagues to guide statewide policy decisions. I served on several pandemic ad hoc work groups created by the state and was appointed by Gov Inslee to the Pandemic After Review Taskforce.

7/2019-3/2021 **The Everett Clinic (Everett, WA)**

Associate Medical Director of Surgical Services

December 13, 2023

Mandy Weeks-Green
Board and Commission Director
Health Care Authority

Nariman Heshmati, MD, MBA, FACOG
President

John Bramhall, MD, PhD
President-Elect

Katina Rue, DO, FFAFP, FACOFP
Past President

Bridget Bush, MD, FASA
Vice President

Matt Hollon, MD, MPH, MACP
Secretary-Treasurer

Jennifer Hanscom
Chief Executive Officer

Dear Ms. Weeks-Green,

I am writing to express my deep interest in serving on the Advisory Committee of Health Care Providers and Carriers (Advisory Committee) of the Health Care Cost Transparency Board.

I am the current president of the Washington State Medical Association and a practicing board-certified obstetrician-gynecologist in Everett, Washington where I have provided care to patients in my community for more than 14 years. I am committed to improving access to high quality healthcare while reducing costs for families across our state.

Our current health care system is unaffordable and inaccessible to many patients. Fixing our system requires multi-disciplinary collaboration where all stakeholders are at the table. I believe my experience makes me qualified to join the Advisory Committee as I understand the importance of partnership when facing difficult issues in medicine. In my various roles I have maintained regular communication with medical groups, hospitals, regulatory bodies, members of Congress, and the state legislature to help guide approaches to solving issues impacting our health care system.

My experience in health care affordability will add value to the Advisory Committees' work. In my current role as executive medical director of affordability, advocacy, and pharmacy at Optum Washington, I am accountable for the total cost of care for all patients within Optum Washington, to include over \$850 million dollars of value-based care revenue. My experience with this level of accountability demonstrates my awareness of cost-related issues. I also understand the nuances of large health systems and believe my experience working within Optum Washington will help guide the Advisory Committee as it continues its work.

My professional background and passion to improve access to care and affordability will guide the work I do on the Advisory Committee, should I be selected. I believe all health care professionals can help improve the health care system by drawing from our professional experiences and passion for helping others that drove us to the medical field. It would be an honor to serve on the Advisory Committee to help make health care more affordable for Washington's patients.

Respectfully submitted,



NARIMAN HESHMATI

Seattle Office
2001 Sixth Avenue, Suite 2700
Seattle, WA 98121
o / 206.441.9762 fax / 206.441.5863
email / wsma@wsma.org

Olympia Office
1800 Cooper Point Road SW
Building 7, Suite A
Olympia, WA 98502
o / 360.352.4848 fax / 360.352.4303

Nariman Heshmati, MD, MBA, FACOG
President
Washington State Medical Association

- I partnered with my operational dyad Vice President to help oversee all surgical related departments and services at the Everett Clinic including OBGYN, Surgery, Anesthesiology, Ophthalmology, Optometry, Urology, Hand Surgery, Physiatry, Podiatry, Orthopedics, ENT, Gastroenterology, and the Comprehensive pain center. In this role, I reported to the Chief Medical Officer and my responsibilities included managing 13 department chairs/medical directors who reported to me, strategic planning of the departments, oversight of our ambulatory surgical centers, operational budgeting, and hiring.

7/2009-Present

The Everett Clinic (Everett, WA)

Physician Partner in Division of Obstetrics & Gynecology

Former Chair of Surgery Section (2017-2019)

Former Director on the Clinical Leadership Board (2017-2019)

- I served as an elected member of the Clinical Leadership Board (CLB) and as the Chair of the Surgery Section. The CLB is the “board” of TEC and provides oversight on all matters of quality and safety; partners with the management team on operational issues, and provides input on matters of strategy and growth.
- Highest producer in the division from 2009-2019 with 12-14,000 RVUs per year and 1.2 million+ in collected annual revenue.
- Currently serve on or have served on numerous committees including Patient Safety, Team Safety Working Group, ASC Privileging, ASC Operations, ASC QA/QI, Board Governance, Leadership, Compensation, Credentialing, and Peer Review.
- Trustee for the Everett Clinic 401K / Profit Sharing Plan helping oversee over \$400 million dollars of funds

4/2018-7/2019

Providence Regional Medical Center (Everett, WA)

Chief, Women’s & Children’s Services

- Responsible for Women’s and Children’s Division including oversight of the 2nd busiest labor and delivery center in the state of Washington, gynecologic surgery, maternal fetal medicine, NICU, pediatrics, children’s center, autism clinic, and outpatient breast imaging/lactation services. Division’s annual operating budget during my tenure was \$250,000,000.
- Served on key committees providing quality and operational oversight of the hospital including: medical executive committee, credentialing, medical peer quality review, utilization, board quality.
- Partnered with the Director of Women’s & Children’s Services to provide operational guidance over department managers and staffing.
- Assisted in contractual negotiations with other medical organizations to provide services to the Division including Seattle Children’s, University of Washington, Swedish, and Obstetrix.
- Directly oversaw ten medical directors

7/2013-4/2018

Providence Regional Medical Center (Everett, WA)

Medical Director of Obstetrics

- Chair of Maternity Services Committee
- Participated in numerous quality improvement projects and educational sessions
- Created medical policies for a large high risk obstetrical unit with close to 5000 births per year (second busiest in Washington State) including medical standards, standardization of care, operational management, and cost savings initiatives.

EDUCATION

- 8/2020- 8/2022** **Seattle University (Seattle, WA)**
Executive MBA
- 3/2016** **American College of OBGYNs (ACOG) Robert Cefalo Leadership Institute at University of North Carolina**
- 2005-2009** **Vanderbilt University (Nashville, TN)**
Residency in Obstetrics & Gynecology
- OBGYN Department was ranked in the Top 10 nationally by US World & New Report during this time
 - Contributor to Blueprints in Obstetrics & Gynecology 5th Edition Text
 - Continued leadership involvement through TN Medical Association & AMA
- 2001-2005** **Florida State University (Tallahassee, FL)**
Medical Doctorate Degree
- Served as Class President 2002-2005
 - Co-Founded the Medical School College Council which provides funding for and oversees all other student groups within the medical school.
 - Student Government Senator
 - Medical School Representative to the Graduate Student Union
- 1997-2001** **University of Florida (Gainesville, FL)**
Bachelor of Science in Microbiology
- 3.78 Overall G.P.A.
 - Graduated with Highest Honors
 - National Merit Commended Student
 - University of Florida Honors Program
 - Student Government Senator
 - Vice President, Board of College Councils which oversees student organizations totaling \$300 million dollars in total budget
 - Vice President, College of Liberal Arts & Sciences Student Council
 - Vice President, Student Honors Organization
 - Editor, Visions of Health Student Health Guide
- 1993-1997** **Satellite High School (Satellite Beach, FL)**
Graduated 1st in class.
- Valedictorian
 - 4.0 Overall G.P.A.

COMMUNITY SERVICE/GOVERNMENTAL WORK GROUPS

- 1/2022-2/2023** **WA Health Alliance Low Back Pain Implementation Collaborative**
The Washington Health Alliance has a mission to bring “together those who get, give, and pay for health care to create a high-quality, affordable system for the people of Washington State. The aim of this project is to advance the market to improve the value of care for all patients with low back pain in Washington State
- 10/2021-Present** **WA Pandemic After Action Review Taskforce**
The Washington State Military Department’s Emergency Management Division and the

Washington State Department of Health (DOH) developed an Pandemic After Action Review Task Force as a result of Senate Bill 5092, which passed during the 2021 legislative session. The objective and scope of the task force is to conduct a comprehensive after-action review, develop lessons learned, and make recommendations regarding COVID-19 response and future emergency responses. I was appointed by Governor Inslee to serve on this taskforce as a representative of the physician community.

2020

WA State Stay Open Stay Safe Workgroups

As part of the governmental response to the COVID-19 pandemic, WA state created a series of rapid workgroups in a partnership with the Department of Health and private entities including the Washington State Medical Association, Washington State Hospital Association, and Washington State Nursing Association to identify and solve critical components of the pandemic response. I participated in numerous of these workgroups including those focused on PPE and Covid-19 testing capacity and payment models.

5/2020-Present

March of Dimes Washington State Board of Directors

4/2018

Chair, March of Dimes March for Babies Snohomish County

The March of Dimes March for Babies Walk engages the community to raise money to advance research and provide community support to combat prematurity and birth defects. In 2018, we raised over \$100,000 towards this goal.

ORGANIZED MEDICINE LEADERSHIP

10/2023-Present

Washington State Medical Association (WSMA) Executive Committee (President)

10/2022-10/2023

Washington State Medical Association (WSMA) Executive Committee (President-Elect)

11/2021-10/2022

Washington State Medical Association (WSMA) Executive Committee (Vice President)

11/2020-2021

Washington State Medical Association (WSMA) Executive Committee (2nd Vice President)

11/2019-2020

Washington State Medical Association (WSMA) Executive Committee (Treasurer)

11/2018-2019

Washington State Medical Association (WSMA) Executive Committee (Asst Sec/Treasurer)

The Executive Committee consists of the WSMA president, president-elect, 1st vice president, 2nd vice president, immediate past president, secretary-treasurer, and assistant secretary-treasurer and implements programs and policies for the 11,000 member medical association

10/2017-Present

Delegate to the American Medical Association from WSMA

Represent Washington State physicians at the American Medical Association (AMA) House of Delegates to create the governing policy of the AMA

11/2021-Present

ACOG (American College of OBGYNs) Washington Section Legislative Chair

In this capacity, I coordinate with the WA ACOG lobbyist and our national team to identify and prioritize legislative issues to help advance women's health initiatives in the state of Washington.

- 11/2019-2021 ACOG (American College of OBGYNs) Washington Section Chair**
ACOG represents 58,000 OBGYNs across the United States. In this capacity I helped organize the state's advocacy and educational activities and provide clinical expertise and guidance to regulatory and governmental agencies regarding women's health services
- 11/2016-2019 ACOG (American College of OBGYNs) Washington Section Vice Chair**
- 10/2015-10/2016 ACOG (American College of OBGYNs) Washington Section State Treasurer**
- 9/2015-Present Washington State Medical Association Board of Trustees**
The board of trustees is a cross section of elected physician leaders that meets quarterly to carry out the mandates and policies of the WSMA
- 2015 ACOG (American College of OBGYNs) Washington Section State Secretary**
- 2014-Present Washington State Medical Association ACOG Delegate to the House of Delegates**
The WSMA House of delegates is an approximately 200 member voting body that meets annually to develop the policies of the WSMA. I serve as a voting delegate on behalf of the OBGYN specialty society.
- 2013-Present Washington Medical Association Political Action Committee (WAMPAC) Board of Directors (Served as Chairman of Committee 2016-2018)**
WAMPAC is the political action committee that represents the Washington State Medical Association. The Board meets with candidates for office and elected officials and determines financial contributions to campaigns. I served as Chairman of WAMPAC form 2016-2018.
- 2007-2009 American Medical Association Tennessee Resident Section Treasurer/Secretary**
- 2007-2009 American Medical Association Resident/Fellow Section Delegate**
- 2005 Florida Medical Association Gerold Schiebler Legislative Internship**
I was selected to work with the Florida Medical Association staff and lobbying team in Tallahassee, FL for one month to meet with elected officials and policy leaders to represent Florida physicians
- 2004-2005 American Medical Political Action Committee Student Advisory Board Member**
- 2003-2005 Orange County Medical Society Student Board Member**
- 2002-2004 Florida Medical Association Strategic Planning Committee Member**
The strategic planning committee helps create the long-term strategy and direction of the Florida Medical Association
- 2002-2004 Florida Medical Association Political Action Committee (FMAPAC) Board of Directors**
FMAPAC is the political action committee that represents the Florida State Medical Association. The Board meets with candidates for office and elected officials and determines financial

contributions to campaigns.

AWARDS

2017, 2022	Seattle Met Magazine “Top Doc”—Only OBGYN in Snohomish County to receive this.
2010-2016	Patients Choice Compassionate Physician Award (2010-2016)
2010-2016	Patients Choice Award (2010-2016)
2005	Merritt R. Clements MD Obstetrics & Gynecology Award
2005	FSU College of Medicine Special Recognition Award
2005	FSU Medical College Council Student of the Year
2001	Inducted into University of Florida College of Liberal Arts & Sciences Hall of Fame.
2001	University of Florida Presidential Recognition Award
2000	Engineering Research Center Undergraduate Research Award Recipient
1997	Florida Bright Futures Scholarship (Full Undergraduate Tuition)
1997	University of Florida Valedictorian Scholarship Award

PUBLICATIONS/PRESENTATIONS/SOCIAL MEDIA

Heshmati, N. (2023, October). America’s Physician Group: Case Studies in Excellence 2023. The Optum WA Experience. www.apg.com. https://www.apg.org/wp-content/uploads/2023/10/FINAL-Case-Studies-23-FINAL_10.13.2352.pdf

Schlicher, N. (n.d.). Better Prescribing, Better Treatment Podcast Episode 4: Opioids in Obstetrics. Better Prescribing, Better Treatment Podcast. <https://wsma.org/wsma/resources/opioids/better-prescribing-better-treatment-podcast.aspx#episode4>

America’s Physician Groups Annual Spring Conference Panel Discussion “Key Elements of Primary Care and Specialty Integration” May 2023

Optum Washington Partnership Forum Poster Presentation “Improving Quality and Cost of Care in Surgery and Specialty Departments: The Optum Washington Experience in Orthopedics” May 2023

Optum Washington Partnership Forum Poster Presentation “Improving Quality and Cost of Care in Surgery and Specialty Departments: The Optum Washington Experience in Psychiatry” May 2023

American Medical Group Association Annual Conference Poster Presentation “Improving Quality and Cost of Care in Surgery and Specialty Departments: The Optum Washington Experience” March 2023

Becker’s 13th Annual Meeting Panel Discussion “The Next Clinical Leaders: Expectations of Millennial and Gen Z Physicians” April 2023

Washington State of Reform Conference Panel Discussion “Lessons Learned from COVID-19 for Care Delivery” January 2023

Federal State of Reform Conference Panel Discussion “Building a New Paradigm for Our Workforce” March 2022

Washington State of Reform Conference Panel Discussion “Getting Our Hands Around Healthcare Workforce Challenges” January 2022

Contributor, Blueprints Obstetrics and Gynecology, 5th Edition 2008

Everett Clinic CME Presentation (Suncadia, WA): “Maternal Mortality & Morbidity: A Review of the Rising Trend in Adverse Outcomes in Pregnancies, the Systemic Changes to Address Them, & Lessons Learned for Other Areas of Healthcare” June 2018

Everett Clinic Grand Rounds “Advances in Women’s Health: New Operative Procedures” July 2010

Providence Regional Medical Center Everett Grand Rounds “Hypertension in Pregnancy” May 2014

Providence Regional Medical Center Everett Nursing Lecture “Preeclampsia: Information for L&D Nurses” May 2014

YouTube, “DrNari” Channel (<http://youtube.com/DrNari>) featuring women’s health informational videos

“Placing Faith in Another Surgeon” KevinMD.com Blog 12/2016
<http://www.kevinmd.com/blog/2016/12/place-faith-another-surgeon.html>

“What Doctors Can Learn from United Airlines” KevinMD.com Blog 5/2017
<http://www.kevinmd.com/blog/2017/05/doctors-can-learn-something-uniteds-woes.html>

SELECT RECENT PRINT MEDIA EXPOSURE

Berg, S. (2023, October 19). *To hear this OB-GYN’s pregnancy advice, patients can press play*. American Medical Association. <https://www.ama-assn.org/delivering-care/population-care/hear-ob-gyn-s-pregnancy-advice-patients-can-press-play>

Berg, S. (2023, January 13). *What doctors wish patients knew about cervical cancer prevention*. American Medical Association. Retrieved January 16, 2023, from <https://www.ama-assn.org/delivering-care/public-health/what-doctors-wish-patients-knew-about-cervical-cancer-prevention>

Berg, S. (2022, March 3). *What it's like in obstetrics and gynecology: Shadowing Dr. Heshmati*. American Medical Association. Retrieved April 8, 2022, from <https://www.ama-assn.org/residents-students/specialty-profiles/what-it-s-obstetrics-and-gynecology-shadowing-dr-heshmati>

American Medical Association. (2021, November 12). *What doctors wish patients knew about COVID-19 vaccines and pregnancy*. <https://www.ama-assn.org/delivering-care/public-health/what-doctors-wish-patients-knew-about-covid-19-vaccines-and-pregnancy>

Dreher, A. (2021, March 8). *Some hospitals, including MultiCare, will require employees to get vaccinated against COVID-19*. Wwww.Spokesman.Com. <https://www.spokesman.com/stories/2021/aug/03/some-hospitals-will-require-employees-to-get-vacci/>

Kamb, L., & Malone, P. (2020, March 14). *Scarcity of coronavirus testing continues to stymie Washington as disease spreads*. The Seattle Times. <https://www.seattletimes.com/seattle-news/scarcity-of-coronavirus-testing-continues-to-stymie-washington-as-disease-spreads/>

Riley, R. (2020, April 20). *How will it end? Testing, testing, testing, tracing and time*. Kent Reporter.

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POST GRADUATE MEDICAL ADVOCACY MEETINGS

2011-2023 ACOG Congressional Leadership Conference
2011-2023 Washington State ACOG Lobby Day
2014-2023 Washington State Medical Association Legislative Advocacy Day
2019-2023 Washington State “State of Healthcare Reform” Conference

CERTIFICATIONS / LICENSES

Board Certified in Obstetrics & Gynecology
Fellow of the American Congress of Obstetrics & Gynecology
Washington State License

References available upon request