



Speaker Bios – May 1, 2020



David Betts is a Principal in Deloitte Consulting’s Life Sciences and Health Care practice. As part of the national Life Sciences and Health Care Leadership team, David is the Leader for Brand & Industry Insights and is responsible for leading the development of impactful thought leadership activities across all sectors in the Life Sciences & Health Care industry practice including: Life Sciences, Health Plans, Federal Health and Health Care Providers. He provides input and oversight into the research and development of key perspectives regarding the issues our clients face in this dynamic industry. As a member of the Advisory Board for the Deloitte Center for Health Solutions (“DCHS”), David provides advice and perspective on the research agenda and development & publication of the thought leadership emanating from DCHS.

As the national leader for Customer Transformation in Health Care, he focuses on assisting clients to transform their organizations to better attract, acquire and retain customers. Using Human-Centered Design principles to design better customer experiences, David works to create a more human health care experience for patients, their families and the caregiving community.

Throughout his career, David has served in a leadership role on a number of significant, complex transformational engagements with large integrated delivery systems, Academic Medical Centers, health care technology companies and national and regional integrated health care delivery systems. With experience in Corporate and Business Unit Strategy, Enterprise Digital Strategy, Marketing, Mergers & Acquisitions, Innovation, Revenue Cycle Transformation, and Operational Performance Improvement, David’s experience spans many aspects of hospital and health system operations.

In addition to a deep focus on client service, David is also responsible for cultivating Deloitte’s relationships of our market-facing relationships with alliance partners including Singularity University’s Exponential Medicine, HIMSS, HX360, Avia and Life-XT.

David has authored or co-authored a number of articles, white papers and blog posts on the health care industry and has been published in the Wall Street Journal, Modern Healthcare, Deloitte University Press and on the Deloitte Center for Health Solutions web site.

As a noted speaker, David has presented at many national forums including the Next Generation Patient Experience Conference, Scottsdale Institute, HX360 Innovation Conference, STEM Connector’s Retail Health Care Conference, Healthcare Financial Management Association’s (HFMA) Annual National Institute, HIMSS2010 (on Patient Experience), Premier, Inc.’s Supply Chain Collaborative Breakthrough Series and numerous regional conferences across the country.

David is a graduate of Leadership Pittsburgh Inc.’s Leadership Development Initiative and holds a Bachelor of Arts in Theatre from the University of California at Riverside, a Master of Fine Arts degree in Production Management and Technology for Live Theatre and Feature Film from the University of Texas at Austin and a Master of Business Administration in Strategy, Finance and Quantitative Analysis from Carnegie Mellon University's Tepper School of Business. He also sits on the Board of Directors for the Keystone Chapter of the

National Multiple Sclerosis Society and is on the Board of Directors for The Children's Home of Pittsburgh and Lemieux Family Center.



Andrew Dreyfus is President and Chief Executive Officer of Blue Cross Blue Shield of Massachusetts, one of the largest independent Blue Cross Blue Shield plans in the country with over \$8 billion in revenue and nearly 3 million members. Andrew assumed the role of CEO in September 2010. During his tenure, our company has consistently been recognized as one of the nation's best health plans for member satisfaction and quality. We also have received many awards for community involvement and leadership in promoting diverse, healthy and environmentally sustainable workplaces.

Andrew joined Blue Cross in 2005 as Executive Vice President, Health Care Services. During his tenure, our company created the Alternative Quality Contract, a commercial payment reform initiative that has since become a national model.

Previously, Andrew served as founding president of the Blue Cross Blue Shield of Massachusetts Foundation, where he developed the "Roadmap to Coverage," a multiyear initiative which led to the passage of the state's landmark 2006 health reform law.

Prior to the Foundation, Andrew was Executive Vice President of the Massachusetts Hospital Association and held a number of senior health and regulatory positions in Massachusetts state government.

Andrew currently serves on the boards of the National Institute for Health Care Management, Ironwood Pharmaceuticals, Boys and Girls Clubs of Boston, Jobs for Massachusetts, RIZE Massachusetts, and the New England Chapter of the National Association of Corporate Directors. He is a member of the Massachusetts Digital Health Council, and the advisory boards of Ariadne Labs and the Leonard D. Schaeffer Center for Health Policy and Economics at the University of Southern California. Andrew is a founding member of the Massachusetts Coalition for Serious Illness Care and a member of the National Academies of Sciences, Engineering, and Medicine's Roundtable on Quality Care for People with Serious Illness.

Andrew graduated from Connecticut College with a Bachelor of Arts in English.

Cory Gustafson has served as the Commissioner of the Department of Vermont Health Access since January of 2017. Under his leadership, the Department has prioritized and made significant strides in the areas of Value-Based Payments, Information Technology Projects, and Performance Improvement.

He previously served as Director of Government and Public Relations at Blue Cross Blue Shield of Vermont, and before that managed government relations at the Vermont Association of Hospital and Health Systems and at the Vermont League of Cities and Towns.

Cory has a Master of Public Administration degree from Norwich University and a Bachelor of Arts degree from Harvard University where he also played Division I hockey. After college, he played professional hockey in the United States and Europe. Cory lives in Montpelier with his wife, Katie, and two children, Sophie and Calvin.



Thea James, MD, is Vice President of Mission and Associate Chief Medical Officer at Boston Medical Center. She is an Associate Professor of Emergency Medicine and Director of the Violence Intervention Advocacy Program at BMC. Dr. James is a founding member of the National Network of Hospital-Based Violence Intervention Advocacy Programs (NNHVIP). In 2011 she was appointed to Attorney General Eric Holder's National Task Force on Children Exposed to Violence.

As Vice President of Mission Dr. James works with caregivers throughout BMC. Additionally she has primary responsibility for coordinating and maximizing BMC's relationships and strategic alliances with a wide range of local, state and national organizations including community agencies, housing advocates, and others that partner with BMC to meet the full spectrum of patients needs. The goal is to foster innovative and effective new models of care that are essential for patients and communities to thrive. Integrating upstream interventions into BMC's clinical care models are critical to achieve equity and health in the broadest sense.

Dr. James served on the Massachusetts Board of Registration in Medicine 2009-2012, where she served as chair of the Licensing Committee. She is 2008 awardee of Boston Public Health Commission's Mulligan Award for public service, and a 2012 recipient of the Suffolk County District Attorney's Role Model Award. She received The Boston Business Journal Healthcare Hero award in 2012 & 2015. She was 2014 recipient of the Schwartz Center Compassionate Care Award. The Boston Chamber of commerce awarded Dr. James with the Pinnacle Award in 2015, which honors women in business and the professions. Dr. James was awarded the 2019 Leadership in Medicine Award by the Massachusetts Public Health Association.

Dr. James' passion is in Public Health both domestically and globally. For many years she and colleagues partnered with local international partners in Haiti, and Africa, to conduct sustainable projects. She is a member of the Board of Directors of Equal Health. Equal Health works with local partners in Haiti to create strong, sustainable medical and nursing education systems.

Dr. James served as a Supervising Medical Officer on the Boston Disaster Medical Assistance Team (MA-1 DMAT), under the Department of Health and Human Services. She has deployed to post 9/11 in NYC, Hurricane Katrina in New Orleans in 2005, Bam, Iran after the 2003 earthquake, and Port-Au-Prince Haiti after the earthquake of 2010. Dr. James traveled to Haiti with MA-1 DMAT one day after the 2010 earthquake.

A graduate of Georgetown University School of Medicine, James trained in Emergency Medicine at Boston City Hospital, where she was a chief resident.



Gary Janko is Executive Vice President and Chief Operating Officer at Senscio Systems where his responsibilities include management of service delivery, compliance, program operations, strategic initiatives, and financial oversight. His career, spanning over 40 years, is focused in patient services, finance, revenue cycle, budgeting, medical practice operations, strategic planning, service line development, payer contracting, risk management, regulatory compliance, audit and internal controls. Leveraging this broad experience in his role at Senscio, he is focused on harnessing the power of the AI platform to fill the gaps in today's care management systems.

As president and chief operating officer at Bay State Health Care, Gary pioneered the first IPA- HMO model that changed the health insurance landscape in New England. Following Bay State, he co-founded Atlantic Associates where he directed the

design and implementation of over 35 primary and specialty care facilities as well as turnkey satellite practices for hospital systems. Merging Atlantic into Access Partners, Inc., he served as president building a full service practice management software, billing, and consulting company. After Access, he joined Pain Solutions Management Group where he oversaw client practice operations, revenue cycle and financial performance, information systems, strategic planning, and business development.

Gary earned his Bachelor of Science in economics and accounting from the Wharton School at the University of Pennsylvania. He earned his Masters in Public Administration from the Sloan Institute of Healthcare Administration, Graduate School of Business at Cornell University and was elected to the Phi Kappa Phi Honor Society.

He serves as a co-chair of the Healthcare Delivery Transformation Committee and as a member of the Board of the MA/RI Chapter of the Healthcare Financial Management Association. He is a member the Medical Group Management Association and is a past president of its NH Chapter. Gary has served as faculty at national conferences on a wide range of healthcare management issues and authored two chapters for Essentials of Practice Management, published by a national specialty society.

Off hours, Gary relishes traveling with his wife Myra, cycling, and ever-expanding his model railroad. Someday, he hopes to return to his restaurant roots which began with spinning pizzas in the air, and later as chef-owner of the Nautilus, a seafood emporium in Marblehead, MA noted for its clam chowder, lobsters, fried chicken, and the Nauti-Burger!



Thomas Kiesau is a Senior Partner with The Chartis Group and the Leader of Chartis Digital, the firm's business unit dedicated to digital transformation planning and execution across the healthcare arena. Prior to assuming leadership of Chartis Digital, he led the firm's Strategy Practice Area. With more than 20 years of experience, Thomas has served as an advisor to many of the nation's leading children's hospitals, academic health centers, faculty practice groups, integrated health systems and community hospitals. He directs consulting engagements in the areas of: digital transformation, enterprise strategic planning, clinical partnership development, next-generation service line growth strategy and economic alignment. Thomas has also participated in the development of corporate strategy and product development strategy for multiple integrated business process and technology firms that serve the healthcare industry.

Before joining The Chartis Group, Thomas was a Vice President with Apollo Health Street, a healthcare operations and information technology consulting & outsourcing firm, and Alta Resources, a brand-focused customer relationship management (CRM) solution provider. In his leadership role at Alta, he led the development of customer-centric, multi-modal integrated engagement hubs and consumer experiences for some of the world's most prestigious consumer-centric brands, including Disney, Revlon, United HealthGroup, FedEx, S.C. Johnson, Eli Lilly, Johnson & Johnson, and Novartis. Prior to those roles he worked at a leading healthcare revenue cycle management consulting firm, where he served as an Engagement Manager and Methodology Service Line Leader for the Patient Access Practice.

Thomas graduated with high honors from the University of Chicago Booth School of Business with a Master of Business Administration concentrating in Finance, Economics and Strategy. He also holds a Bachelor of Business Administration in Information Systems Analysis & Design and Operations Management from the University of Wisconsin where he graduated with distinction.



Dr. Steven Strongwater is the President and CEO of Atrius Health, a non-profit accountable care organization with 6,800 employees serving 745,000 patients across eastern Massachusetts and a national leader in delivering high-quality coordinated medical, home health and hospice care.

Dr. Strongwater previously served as Geisinger Health System's Chief Transformation Officer and Chief Medical Executive for Acquisition Integration. While at Geisinger, he provided transformational leadership developing new models of care, as well as strategies and tactics to improve value, leveraging analytics and simulation tools.

Dr. Strongwater has served also in a variety of leadership positions including Assistant Chancellor, Associate Dean for Clinical Affairs, Chief of Staff and Chief Executive Officer, at UMass Medical Center, the University of Connecticut Health Center and Stony Brook University Medical Center, respectively. Currently, he serves on the Mass Digital Health Council, IBM Watson Advisory Board, Janssen Healthcare Innovators Council, Healthcare Executives Network, and on the Zetema Project. He has a long standing interest in population health, physician resilience, quality and patient safety.

Dr. Strongwater completed his undergraduate medical education at Upstate Medical Center and a research fellowship in rheumatology at the University of Michigan. He is a member of AOA and Phi Beta Kappa honor societies.



Steve Walsh joined the Massachusetts Health & Hospital Association (MHA) as president and CEO in November 2017. A member of the American College of Health Care Executives (ACHE), Walsh previously served as the Executive Director of the Massachusetts Council of Community Hospitals (MCCH), an organization he led since 2014. During his tenure, Walsh worked with executives from Massachusetts healthcare institutions to promote and drive innovative change in healthcare delivery, policy and regulation.

Prior to MCCH, Walsh served six terms in the Massachusetts House of Representatives and was appointed chairman of the House Committee on Health Care Financing in 2011. He oversaw the drafting and passage of the Commonwealth's 2012 landmark healthcare payment reform law, Chapter 224. This legislation incentivized utilization of alternative payment methodologies and investment in community health, while encouraging patient empowerment and primary care. He was also a conferee of Chapter 288 of the Acts of 2010, the Commonwealth's small business health care legislation.

Walsh is a graduate of Wesleyan University, the New England School of Law, and the Harvard Kennedy School of Government.