



November 28, 2018
University of Maryland
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Opportunity. Equity. Health.

PCC's 25th Anniversary Symposium



Welcome to Opportunity. Equity. Health. PCC's 25th Anniversary Symposium

*PCC envisions a strong, vibrant community
that supports all people in achieving healthy lives.*



For 25 years the Primary Care Coalition (PCC) has worked to improve the health of vulnerable individuals and families by building partnerships and strengthening systems.

Diversity, inclusion, and respect for every individual in our community are not just PCC's values – they are key determinants in the health of our neighbors and our community as a whole. The PCC firmly believes that no one should ever be afraid to seek medical or mental health care. If our safety-net health programs are going to serve the community effectively, our neighbors of all races, ethnicities, religions, and gender identities must feel safe using them and trust the institutions operating them.

This conference is an opportunity to share resources and information in order to develop and coordinate a health care system that strives for universal access and health equity.

We work in an atmosphere of uncertainty, but there are reasons for hope. We have designed this conference to call out the challenging inequities we face, but we also designed it to highlight opportunities for change – from clinical treatment models to system-wide transformations.

We hope you find this conference meaningful. We look forward to working with you to "make health happen."





Agenda

Time	Speaker	Topic
8:15am - 9:00am	Registration Breakfast, Sponsored by NIHFCU	
9:00am - 9:10am	Leslie Graham, President and CEO, <i>Primary Care Coalition</i> Carol Garvey, Co-Founder, <i>Primary Care Coalition</i> Steven Lieberman, Board Chair, <i>Primary Care Coalition</i>	Opening Remarks
9:10am - 9:20am	Rick Wieczorek, President and CEO, <i>NIH Federal Credit Union (NIHFCU)</i>	Wealth and Health Equity
9:20am - 9:30am	Marc Elrich, Executive Elect, <i>Montgomery County</i>	Public Private Partnerships and Health Equity
9:30am - 10:15am	Morning Keynote Speaker: Niall Brennan, President and CEO, <i>Health Care Cost Institute (HCCI)</i>	Data and Health Equity
10:15am - 10:25am	Break	
10:25am - 11:25am	Morning Breakout Sessions	
Generational Health Equity Room A	Dedrick Asante-Muhammad, Senior Fellow, <i>Prosperity Now</i> Karen Kali, Operations Specialist, <i>National Community Reinvestment Coalition (NCRC)</i>	How the Racial Wealth Divide Affects Health Outcomes
Behavioral Health Equity Room B	Su Yeon Lee-Tauler, Research Scientist, Suicide Care, Prevention, and Research Initiative at the Uniformed Services University Sarah Frazell, Program Director, <i>Montgomery Cares Behavioral Health Program, Primary Care Coalition</i> Jennifer Pauk, Former Program Director, <i>Montgomery Cares Behavioral Health Program, Primary Care Coalition</i>	The Case for Integrated Behavioral Health Care
Population Health Equity Room C	Chad Perman, Program Director, <i>Maryland Primary Care Program</i> Cheryl De Pinto, Director, <i>Office of Population Health, Maryland Department of Health</i> Jeff Goldman, VP Population Health, <i>Primary Care Coalition</i>	Maryland Health Care Transformation 101



Time	Speaker	Topic
11:25am - 12:00pm	Buffet Lunch	
12:00pm - 12:05pm	Door Prize Drawing, Sponsored by Guernsey	
12:05pm - 12:15pm	Ike Leggett, Executive, <i>Montgomery County</i>	Public Private Partnerships and Health Equity
12:15 - 1:00pm	Afternoon Keynote Speaker - Michele Lent Hirsch , Author of <i>Invisible: How Young Women with Serious Health Issues Navigate Work, Relationships, and the Pressure to Seem Just Fine</i>	
1:00pm - 1:45pm	Book Signing Poster Presentations Networking	
1:45pm - 2:45pm	Afternoon Breakout Sessions	
Generational Health Equity Room A	Sheilah O'Connor, Program Manager, <i>Pregnancy Outcomes Program: Fetal & Infant Mortality Review Board and Community Action Team</i> Ebony Marcelle , Director of Midwifery, <i>Community of Hope/Family Health and Birth Center</i> Rebecca Dineen , Assistant Commissioner, <i>Bureau of Maternal and Child Health, Baltimore City Health Department</i> Travis Gayles , County Health Officer and Chief of Public Health Services, <i>Montgomery County, DHHS</i> (Moderator)	Striving for Equity in Birth Outcomes
Behavioral Health Equity Room B	Naketta Lowery, Training and Technical Assistance Coordinator, <i>The Family Tree of Maryland</i>	ACEs Interface Training on Trauma Informed Care
Population Health Equity Room C	Katie Wunderlich, Executive Director, <i>Health Services Cost Review Commission</i> Kate Sapra , Maryland Total Cost of Care Model Lead, <i>Center for Medicare and Medicaid Innovation</i> Howard Haft , Executive Director, Maryland Primary Care Program, <i>Maryland Department of Health</i> Patricia Matthews , President and CEO, <i>Northern Virginia Health Foundation</i> (Moderator)	Opportunities for Equity in Maryland's Health System Transformation
2:45pm - 3:30pm	Afternoon Snack and Networking	





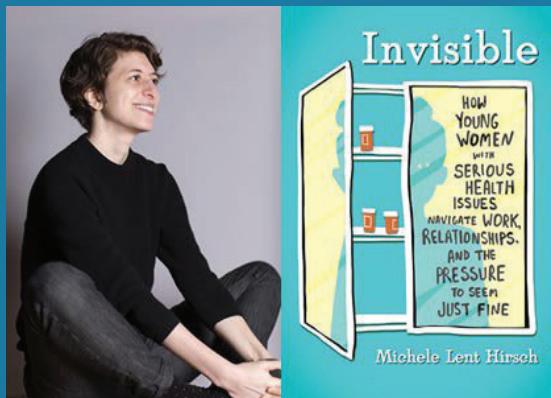
Keynote Speakers



Niall Brennan, MPP, President & CEO, Health Care Cost Institute (HCCI)

Niall Brennan was appointed President and CEO of HCCI in June 2017. In this role, he is responsible for all aspects of the HCCI mission, promoting HCCI's research agenda, examining cost trends in U.S. health care, ensuring maximal use of the HCCI data resources to enable world class research and analysis by external users, leading HCCI's Medicare Qualified Entity business, and working with state and national policy makers to improve the health care system.

He is a nationally recognized expert in health care policy, the use of health care data to enable and accelerate health system change, and data transparency. He has published widely in leading academic journals, including the Journal of the American Medical Association, the New England Journal of Medicine and Health Affairs. Prior to joining HCCI, Mr. Brennan was Chief Data Officer at the Centers for Medicare and Medicaid Services (CMS). He has also worked at the Brookings Institution, the Medicare Payment Advisory Commission, the Congressional Budget Office, the Urban Institute, and PricewaterhouseCoopers. Mr. Brennan received his MPP from Georgetown University and his BA from University College Dublin, Ireland.



Michele Lent Hirsch, Author of *Invisible: How Young Women with Serious Health Issues Navigate Work, Relationships, and the Pressure to Seem Just Fine.*

"Disability is largely about the world's failure to make space for you."

Hirsch, plagued by a variety of medical issues—Lyme disease, thyroid cancer, and mast-cell-activation syndrome, among other problems—starting in her early 20s, decided to seek out other young women going through the same experience of facing life-changing medical problems. Interspersing her own story with those of the women she interviewed and with the results of research studies, she recounts stories of discrimination and misunderstanding.

Michele Lent Hirsch is a writer and editor who specializes in science, gender, and health. She has taught journalism at Manhattanville College, conducted research as a writer-in-residence at the New York Public Library, and been nominated for a Pushcart Prize. A native New Yorker, she is also a member of Columbia University's Neuwrite network, a selective group of writers and scientists. She lives in Brooklyn, NY.



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Kaiser Permanente is honored to sponsor the Primary Care Coalition's 25th Anniversary Symposium. We stand behind your mission, and remain committed to providing total health for all those in the communities we both serve.

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Distinguished Speakers



Marc Elrich, County Executive Elect, Montgomery County

Known as a progressive leader on the Montgomery County Council, Marc Elrich was recently elected to be Montgomery County's next Executive.

Some of his accomplishments on the Council include leading the fight to raise the minimum wage to \$15 an hour. Working for more affordable housing, and addressing issues of women's rights, racial justice, immigrant rights, LGBTQ Rights and environmental sustainability.

As he transitions to his new role as County Executive he has identified priorities related to early childhood development, economic development in the form of incubators and business centers to support local entrepreneurs in launching successful businesses, restructuring the county government, including the voice of community members in community development planning, and recognizing the urgency of global warming.



Ike Leggett, County Executive, Montgomery County

From his roots in the hardscrabble poverty of then-segregated Louisiana, Ike Leggett has built a record of public service marked by conviction to principle, leadership, and a willingness to take on tough fights and make hard choices. He was elected as the first African American County Executive of Montgomery County

in 2006 and has served in that capacity ever since. As County Executive, he has focused on making sure that every part of an ever-more-diverse Montgomery County has a seat at the table and a voice in the decisions that affect their lives. He has worked to make and keep the County's fiscal house in order and invested in growing the jobs of the future. In January 2016, Leggett was named a "Washingtonian of the Year" by Washingtonian Magazine. He has received more than 200 honors and awards from a variety of other organizations, including the Leadership Award from the Maryland State Teachers Association, the Distinguished Public Service Award from the American Lung Association, the Advancement of Public Service Responsibility Award from the Maryland Bar Foundation, the award for Achievement in Environmental & Occupational Health from Metropolitan Washington Public Health Association, George Washington University Law School, J. William Fulbright Public Service Award, The Best Inclusive Leader of the Year for Minority Business Enterprise, National Jewish Democratic Organization, Tikkum Olam Award for Outstanding Leadership and Service, Distinguished Leadership Awards, Legislative Black Caucus of Maryland, and the JCRC's The Martin Luther King - Heschel Award.



Generational Health Equity Speakers

How the Racial Wealth Divide Affects Health Outcomes

Increasingly, the health sector understands that social factors such as living conditions, educational achievement, and socio-economic status affect our health outcomes. In all of these areas, racial inequities have persisted for many generations. This session will examine the racial wealth divide built up over generations and the impact of wealth inequities on health outcomes.



Dedrick Asante-Muhammad, MA, Senior Fellow, Racial Wealth Divide Initiative, Prosperity Now

Dedrick Asante-Muhammad is Senior Fellow of the Racial Wealth Divide Initiative at Prosperity Now. As Senior Fellow, Dedrick's responsibilities include strengthening Prosperity Now's racial wealth divide analysis in its work and highlighting best practices and partnerships that can help address racial economic inequality. Dedrick also supports the Racial Wealth Divide Initiative's wealth building projects.

Before Prosperity Now, Dedrick worked for the NAACP, where he was the Sr. Director of the Economic Department and Executive Director of the Financial Freedom Center. Dedrick has also worked for Rev. Al Sharpton's National Action Network and the Institute for Policy Studies.



Karen Kali, MCRP, Operations Specialist, National Community Reinvestment Coalition (NCRC)

Karen is the Operations Specialist for NCRC. Karen holds a master's in Community and Regional Planning and a bachelor's degree in Sociology. Karen's career has focused on affordable housing and community development since 2004. Prior work experience includes positions with Sage Computing, NCB Capital Impact, the American Planning Association and the Center for Community Change. In addition, she was Program Manager for NCRC's National Neighbors Silver campaign. Karen is a certified urban planner by the American Institute of Certified Planners.





Generational Health Equity Speakers

Striving for Equity in Birth Outcomes

In the United States, black infants are significantly more likely to die in the first year of life compared to white infants and infants of other races. This alarming gap in birth outcomes is evident regardless of socioeconomic status and educational achievement; highly educated black women are more likely to lose infants than white women who never graduated college. Yet, foreign-born black women living in the U.S. have outcomes more similar to their white peers. This session will discuss local outcomes-data and explore what the health care community can do to make these outcomes more equitable.



Sheilah O'Connor, BA, Program Manager, Pregnancy Outcomes Program: Fetal & Infant Mortality Review Board and Community Action Team

Sheilah O'Connor serves as Program Manager for the Improved Pregnancy Outcomes Program, (Fetal & Infant Mortality Review Board and Community Action Team), and for the Child Fatality Review Team at the Montgomery County Department of Health and Human Services. The FIMR Board and Community

Action Team are part of a State-mandated program to reduce infant mortality through case reviews and community health initiatives and education. The Montgomery County Child Fatality Review Team works to reduce preventable childhood deaths by exploring circumstances related to individual cases and implementing prevention measures. Sheilah has been with the Improved Pregnancy Outcomes Program since 2008. She initially served as the Program Coordinator, and has been the sole program staff for all three teams since early 2015. She is also a certified instructor for a national competency-based course in child safety education for adolescents. Sheilah is a graduate of the American University in Washington, DC.



Ebony Marcelle, CNM, MS, Director of Midwifery, Community of Hope/Family Health and Birth Center

Formerly the Administrative Chief of Midwifery Service at MedsSar Washington Hospital Center, Ebony Marcelle completed her nursing education at Georgetown University and Midwifery at Philadelphia University. She was recognized by Save the Child for their "Real Award Midwife Honoree" in 2014. In 2015 she was recognized by the American College of Nurse Midwives with the "Young Whippersnapper" award for midwives excelling professionally. This year she completed the Duke University and Johnson & Johnson Nursing Leadership Fellowship.

Ebony is known for her passion in midwifery and midwifery's role in social justice. She continues to build culturally aware midwifery with driven clinical models of care specifically for underserved African American women. She currently serves on two boards: March for Moms and National Association for the Advancement of Black Birth.



Generational Health Equity Speakers



Rebecca Dineen, MSc, Assistant Commissioner for the Bureau of Maternal and Child Health, Baltimore City Health Department

Rebecca Dineen is the Assistant Commissioner for the Bureau of Maternal and Child Health and leads the B'more for Healthy Babies and Youth Health and Wellness Initiatives at the Baltimore City Health Department, where she has worked since 2008. She has 20 years of experience providing support for all stages of project development (proposal, design, implementation, and evaluation) in a variety of areas including: quality assurance, performance improvement for health systems development, training, community mobilization, and behavior change. Rebecca has worked in fourteen countries on three continents in maternal and child health, family planning, HIV/AIDS, malaria, and primary health care programs. Her experience includes work in both the public and private sectors. She earned a master of science in Health Policy and Management from the Harvard School of Public Health in 1998 and her undergraduate degree in Philosophy from Northwestern University in 1989.



Travis Gayles, MD, PhD, County Health Officer and Chief of Public Health Services, Montgomery County Department of Health and Human Services

As health officer, Dr. Travis Gayles oversees all federal, state and locally funded public health services within Montgomery County. He was most recently the chief medical officer for the HIV/AIDS, Hepatitis, STD and Tuberculosis Administration and division chief for STD-TB Control for the District of Columbia's Department of Health. Prior to joining the District, he served as the director of HIV Testing and Prevention for the Division of Adolescent Medicine at the Lurie Children's Hospital of Chicago/Northwestern where he served as primary care provider for adolescents and young adults living with HIV, as well as the Chicago House Social Service Agency's Home for transgender women living with HIV.

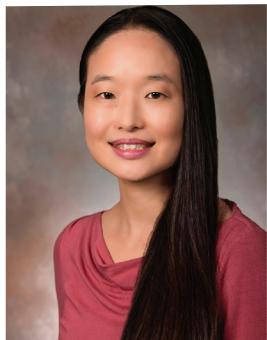




Behavioral Health Equity Speakers

The Case for Integrated Behavioral Health

Disparities in mental and behavioral health care across race, ethnicity, geography and socio-economic status persist in our society with members of racial and ethnic minority groups being less likely to have access to behavioral health services and facing economic and cultural barriers to accessing these services when they are available. In this session, Dr. Lee-Tauler will present the results of her recently published paper reviewing different types of interventions to improve initiation of mental health care among racial-ethnic minority groups. Jennifer Pauk and Sarah Frazell will share the local experience of the Montgomery Cares Behavioral Health Program.



Su Yeon Lee-Tauler, PhD, Research Scientist, Suicide Care, Prevention, and Research Initiative at the Uniformed Services University

Dr. Lee-Tauler specializes in psychiatric epidemiology, health disparities, and mixed methods research. At the National Institute of Mental Health, Dr. Lee-Tauler led a program facilitating research to reduce racial and ethnic disparities in mental health service use. She conducted research to understand the trends of mental health service use across race and ethnicity, with the focus on Asian Americans' perception and needs. Currently, Dr. Lee-Tauler is a Research Scientist at the Suicide Care, Prevention, and Research Initiative at the Uniformed Services University. She has been investigating suicide prevention needs among military chaplains, designing studies to test the effectiveness of suicide prevention curriculum as part of military training, refining data elements for military suicide death review, and providing support for various program evaluation. Dr. Lee-Tauler has a doctorate degree in Public Health from the Johns Hopkins Bloomberg School of Public Health.



Sarah Frazell, LCSW-C, Program Director, Montgomery Cares Behavioral Health Program (MCBHP), Primary Care Coalition

Sarah Frazell is the Director of the Montgomery Cares Behavioral Health Program (MCBHP). She has worked for PCC for 5.5 years. A graduate of Wartburg College in Iowa and the University of Minnesota School of Social Work, Sarah is originally from St. Paul, Minnesota. Before moving to the DC area, she was a mental health crisis clinician in Athens, Georgia, and also has experience in case management and group therapy for court-ordered domestic violence perpetrators.

In addition to her work at PCC, Sarah is the co-chair of the Social Workers Unraveling Racism committee with the National Association of Social Workers, Maryland Chapter and is passionate about health equity and racial justice.



Behavioral Health Equity Speakers



Jennifer Pauk, MPH, LCSW-C, Former Program Director, Montgomery Cares Behavioral Health Program (MCBHP), Primary Care Coalition

Jennifer Pauk, MPH, MSW has worked in community health settings for over 22 years as a licensed clinical social worker and program administrator. She has focused on programs and services for underserved communities, particularly newly arrived populations. Jennifer was the Director of the Montgomery Cares Behavioral Health Program at the PCC for ten years. Prior to that she worked in community clinics, Peace Corps in Mali and a OAS Human Rights Mission in Haiti.

Adverse Childhood Experiences (ACEs) Interface Training

Adverse Childhood Experiences (ACEs) are among the most important public health issues of our time. Childhood trauma can have a damaging effect on the brains and bodies of children—which unfolds across a lifetime. The history of structural racism means children of color are more at risk because factors that contribute to trauma such as food insecurity, unstable housing, and violence are more prevalent in communities of color. The Family Tree has launched a statewide initiative to build self-healing communities: ACE Interface. This effort will rapidly build awareness of ACEs and resilience; and spur providers, parents, policymakers and citizens into innovative action.



Naketta Lowery, CFLE, Training and Technical Assistance Coordinator, The Family Tree of Maryland

Naketta Lowery is a wife, mother, and grandmother who deeply understands the necessity of healthy & whole family systems. She obtained her degree in Family Science & Community Development at Towson University and studied Social Work with a focus on Public health at Morgan State University graduate school. Mrs. Lowery is dedicated to educating professionals, families, & community stakeholders on the effects of trauma on group dynamics & cohesion. As well as the neurobiological aspects of ACEs & the building of self-healing communities.





The Montgomery County Department of Health and Human Services is the largest in County government and is responsible for public health and human services that help address the needs of our community's most vulnerable children, adults and seniors.

Their core services protect the community's health, protect the health and safety of at-risk children and vulnerable adults and address basic human needs including food, shelter and clothing.



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Population Health Equity Speakers

Maryland Health Care Transformation 101

Maryland's Population Health Plan is a strategy to develop sustainable population health improvements by altering payment structures in the state. Its major initiatives - the All Payer Model, the Total Cost of Care Model, and the Primary Care Program - are all designed to incentivize population-based approaches and improved care coordination. What are the details of the various waiver programs the state health department is deploying, and what do health stakeholders need to know about them? This session will provide a broad overview of Maryland's waiver programs and prepare participants for the afternoon panel discussion.



**Cheryl De Pinto, MD, MPH, FAAP,
Director, Office of Population Health Improvement
Maryland Department of Health**

The Population Health Improvement team strives to improve the health of all Marylanders through implementing programs aimed at increasing access and quality of health care throughout Maryland.



**Chad Perman, MPP, Program Director,
Maryland Primary Care Model,
Maryland Department of Health**

As Program Director for the Program Management Office, Mr. Perman manages Maryland's partnership and daily operations with CMS to implement an advanced primary care demonstration called the Maryland Primary Care Program. Mr. Perman is a key advisor to the Maryland Department of Health on health transformation and population health initiatives.

Mr. Perman previously served as the Director of Health Systems Transformation within the Department's Office of Population Health Improvement. Prior to working for the State, Mr. Perman served as a consultant with Health Management Associates (HMA). Mr. Perman conducted health policy analyses and provided consulting services to public- and private-sector clients focused on publicly-financed health care. Mr. Perman has also presented at a variety of state and national meetings. His abstract, "Innovative Payment Mechanisms in Maryland Hospitals" was selected as the 2014 Best of AcademyHealth Research Meeting. Mr. Perman leverages additional expertise in the areas of public policy analysis, consumer engagement, econometrics and performance measurement through a variety of engagements with federal agencies—including the Centers for Medicare and Medicaid Services—universities and policy institutes. Mr. Perman holds a Masters in Public Policy from the University of Maryland and a Bachelor of Arts from the University of Pennsylvania.





Population Health Equity Speakers



Jeff Goldman, MBA, MA, Vice President, Population Health Primary Care Coalition

Jeff Goldman is PCC's Vice President for Population Health and Director of the Nexus Montgomery Regional Partnership, a unique collaboration of all six hospitals in Montgomery County, Maryland. Nexus Montgomery, operating in parts of Montgomery and Prince Georges counties in Maryland, partners with community based organizations to improve health and reduce the need for hospital services.

Working with the Nexus Board of Managers, Jeff is responsible for shaping the vision and leading the implementation effort for Nexus Montgomery. Jeff has more than 25 years of experience in health care management. He has held senior roles at Kaiser Permanente, the American Hospital Association, and Valence Health, Inc. Jeff holds an MBA from Northeastern University, an MA in Writing from Johns Hopkins University, and is working on his PhD in Public Health at the University of Maryland.

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Population Health Equity Speakers

Opportunities for Equity in Maryland's Health System Transformation

Maryland's health care delivery system is in a moment of tremendous change. The approval of the Total Cost of Care Model and launch of the Primary Care Program offer opportunities to alter the way health care is delivered in Maryland to achieve the Triple Aim of improved patient experience, higher quality of care, and contained per capita costs. This moment of change also provides an opportunity to think about how Maryland's health care transformation can advance health equity in our state. In this moderated panel discussion, experts will explore opportunities to leverage this moment of change to improve health equity.



Katie Wunderlich, MPP, Executive Director, Health Services Cost Review Commission

Katie Wunderlich began her tenure as Executive Director of the Health Services Cost Review Commission in September 2018. In this role, she leads the Commission through the transition from the hospital-based All-Payer Model to the Total Cost of Care Model, which focuses on hospital and non-hospital system transformation that enhances patient care, improves health, and lowers costs.

Previously, she was the Principal Deputy Director at HSCRC overseeing the Center

for Provider Alignment and Engagement that works with hospitals, physicians and other health care providers in partnership with patients to achieve the goals of the new model and transform health care delivery. She also directs legislative advocacy efforts for HSCRC for issues before the Maryland General Assembly and with Maryland's Congressional Delegation. Before joining the HSCRC in 2016, Ms. Wunderlich was a Deputy Legislative Officer in Governor Hogan's Legislative Office. She also served as Director of Government Relations for the Maryland Hospital Association and as a budget analyst for the General Assembly's Legislative Services department. She has a Masters in Public Policy from George Washington University.



Kate Sapra, MPH, PhD, Maryland Total Cost of Care Model Lead Center for Medicare and Medicaid Innovation (CMMI)

Dr. Kate Sapra currently serves as the Maryland Total Cost of Care Model Lead in the Division of All-Payer Models, State Innovations Group at the Center for Medicare and Medicaid Innovation (CMMI). She joined CMMI in 2016 as a Presidential Management Fellow. Previously, Dr. Sapra spent eight years conducting public health and clinical research among vulnerable populations, including

persons with substance use disorder and low-income women. She has published over 30 peer-reviewed papers and presented her work at a dozen national and international meetings. Dr. Sapra received her PhD and MPH in epidemiology from the Mailman School of Public Health, Columbia University, and completed doctoral and postdoctoral work in epidemiology at the Eunice Kennedy Shriver National Institute of Child Health and Human Development, NIH.





Howard Haft, MD, MMM, CPE, FACPE, Executive Director, Maryland Primary Care Program, Maryland Department of Health

Dr. Haft has been licensed to practice medicine since 1974. He received his undergraduate degree at the University of Rhode Island, attended Medical School at Pennsylvania State University, and completed post-graduate Internship and Residencies at Brown University and a Master's degree from Tulane University School of Public Health and Tropical Medicine. Dr. Haft is Board Certified as a specialist in both Internal Medicine and Emergency Medicine. He is recognized by the American Board of Physician Executives as a Certified Physician Executive (CPE) and as a Fellow of the ACPE.

He has served the State of Maryland as Deputy Secretary for Public Health (2015-18), Executive Director of the Maryland Health Benefit Exchange (2017) and currently as the Executive Director of the Maryland Primary Care Program (Total Cost of Care Model) at the Maryland Department of Health.

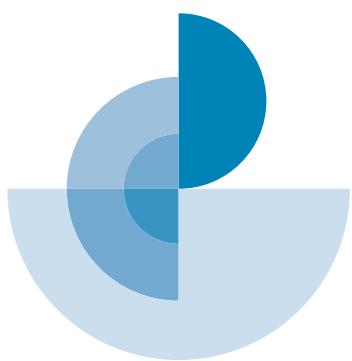
Dr. Haft served as a Board Member of the American College of Physician Executives (2012-14), Health Partners (2000-2015), CRISP (2015-18), and MedChi (2011-2015).



Patricia Matthews, BA, President and CEO, Northern Virginia Health Foundation

Patricia N. Mathews is the first President & CEO of Northern Virginia Health Foundation, a private foundation created in 2005 whose mission is to improve the health and health care of residents of Northern Virginia, with particular emphasis on the health of the uninsured. In addition to grantmaking, her role at the Foundation includes developing coalitions and collaboratives. She has been instrumental in creating and supporting the Northern Virginia Health Services Coalition, the first multi-jurisdictional coalition of primary care safety net providers in Northern Virginia. She has also been a guiding force behind the creation of the Northern Virginia Oral Health Safety Net Coalition.

Prior to joining the Foundation, Patricia served for more than seven years as Executive Director, Community Relations at Kaiser Permanente—Mid-Atlantic States, where she managed more than \$12 million annually in charitable assets and oversaw programs that provided charitable health care to more than 5,000 uninsured adults and children, and helped to develop a strategic framework for addressing the issues of healthy eating/active and living in the region.



primary care coalition