

2019 Annual Report

Partnerships.  
Innovation.  
Progress.



“

Everyone associated with United States of Care, from the board, to its staff and fellows, to the other advisory groups, genuinely cares about how our current health care system impacts people, and are really committed to making a change for the better. I'm honored to be a part of an organization that works so strategically, so passionately to make sure everyone can access and afford (health) care in this country.

– ANITA  
PRAMODA

CEO OF OWNED  
OUTCOMES, INC.,  
BOARD MEMBER,  
ENTREPRENEURS  
COUNCIL MEMBER

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# Letter from the Executive Director

*Friends—*

When we launched United States of Care in 2018, we committed to building a nation that ensures every person has access to quality, affordable health care, regardless of their health status, social need, or income bracket—within ten years.

Bold? Yes. Ambitious? Absolutely. And attainable. Since day one, we have followed a mission-guided theory of change: the belief that people-centered health reform developed and implemented in states can and should inform policy change at the federal level.

In 2019, our first full year of operations, we built partnerships, gained momentum, and became a trusted resource in several key states. We saw movement on policy issues core to our mission in states across the country, validating our theory that states are in a position to make a difference now, in increasing access to affordable health care.

We launched two new initiatives—*Building Blocks of Health Reform* and *Real People. Real Talk.* These unique projects allow us to lay a strong foundation to meet our long-term goals of crafting enduring policy solutions based on evidence, and centered on the needs of real people not special interests.

Our new Public Engagement team is digging deeper into pain points across the health care system, listening to and amplifying voices, ranging from people with chronic illnesses to primary care providers.

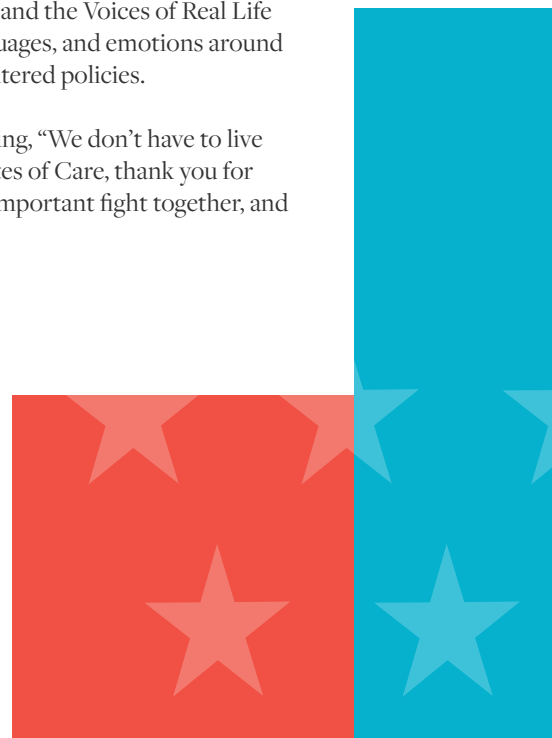
We added a Federal Affairs element to our policy work as we build our reputation as a valuable resource for regulators, legislators, and advocates at the national level.

And our State Affairs work grew, doubling our state engagements and serving as a resource for incubating and sharing new ideas across the country.

We also expanded our expertise network, welcoming new members to our Board and Founder's Council and introducing two new groups: the Entrepreneurs Council and the Voices of Real Life. These two groups expand our perspectives in unique ways. The Entrepreneurs Council helps by envisioning and recommending viable policy solutions for affordable and accessible health care, and the Voices of Real Life adds value to USofCare by helping us to better understand people's needs, languages, and emotions around health care, then taking those lessons to policymakers to help create people-centered policies.

As our founder and Board chair Andy Slavitt said during our November convening, “We don't have to live in a country where we can't afford our health care.” From all of us at United States of Care, thank you for joining with us to say, “We can do better.” We couldn't be prouder to be in this important fight together, and we look forward to working alongside you in 2020.

All my best,



# 2019 by the Numbers

5

State engagements across the country, more than doubling 2018 engagements

over 30

Additional states connected with across the country

14+

States making health care progress



34

Additions to the Founder's Council



2.7m

Social media impressions



9.6k

New followers



2

Advisory Groups created



2

Permanent Co-Headquarters Offices opened



18

Total Number of USofCare Staff

# 2019 Expanding Partnerships



## FOUNDER'S COUNCIL

In the last twelve months, we added **34 members** to our Founder's Council, which serves as a resource representing the breadth of perspectives across American health care. These individuals are committed to setting a positive vision for health reform, helping us shape the conversation around human needs, not political objectives. The new additions bring the roster to nearly **100 leaders** who represent the diverse perspectives needed to ensure every person has access to affordable health care.



The first class of eighteen people brings their diverse expertise, needs, and health experiences to advise our work as we deepen and broaden our understanding of American health care. These Voices are the bedrock of one of our signature initiatives, *Real People. Real Talk.*, which seeks to bring people together to talk about the common frustrations, rare joys, and tough choices they face as they navigate the system—or opt out of it. We look forward to weaving their stories and guidance into powerful, people-centered, politically durable policy recommendations. Many of these individuals presented their stories on stage during our national convening.



## ENTREPRENEURS COUNCIL

Launched in late 2019, the Entrepreneurs Council brings together leading executives and problem-solvers who combine innovative thinking with the practical solutions necessary to address the most challenging issues in health care. We are excited for them to partner and work with patients and policy leaders to design and implement affordable, lasting policy solutions.



**States made substantial progress in 2019:**

- ★ Creating affordable coverage choices,
- ★ Addressing high prescription drug costs,
- ★ Improving access to mental health care, and
- ★ Protecting patients from expensive surprise medical bills.

# USofCare in the States

**Doing Our Part**

United States of Care played an active role in legislative sessions around the country. As we deepened our relationships in **five key states**, we provided technical support, public opinion findings, and strategic guidance on crucial reforms targeting affordability and access to care.

United States of Care also built partnerships and relationships in over **30 other states**, including Texas, Georgia, Tennessee, Maine, New Jersey, Oregon, and Illinois. These engagements make it possible for us to test our theory of change and move us closer to the next step: creating fiscally responsible and politically durable policies to improve health care for people at the state level, then scaling those models to inform other state and national efforts.



**Colorado** – We partnered with Governor Polis’s administration and consumer advocates to push for a state-based coverage option. By orchestrating [public opinion research](#) with an emphasis on rural areas, we ensured that a broad swath of Colorado residents could communicate their needs, fears, and expectations.

“In my town, we lost access to most insurance providers. The mountain communities, which have high costs of living and low wages, suffer the most. It was disheartening to see the options available in Denver while none of us could afford insurance in our own county.”

*Focus group member*



**Connecticut** – In an effort to create more affordable coverage options in the state—particularly for small businesses—we partnered with Connecticut’s Comptroller, key legislative leaders, and a leading consumer coalition to advocate for a more affordable public-private hybrid coverage option. Governor Lamont issued an Executive Order including key components of the 2019 agreement.



**Minnesota** – We brought together bipartisan legislative health committee leaders to discuss solutions for market stabilization and long-term, sustainable health care reform.



**New Mexico** – We provided technical expertise and strategic advice, conducted public opinion research, and hired a local USofCare project manager who worked with the Medicaid buy-in coalition to bring real people to the Capitol to talk to lawmakers about why MBI is important to them.

“US of Care provides technical assistance on policy initiatives, communications support, stakeholder engagement, strategic planning, and other assistance as needed. Their support is invaluable for the work of New Mexico Together for Healthcare Campaign.”

*Colin Ballio, Health Action New Mexico*



**Pennsylvania** – Partnered with a broad coalition, we supported efforts to expand scope of practice for nurse practitioners in an effort to improve access to health care providers for residents of the Commonwealth.

“I was on a team of nurses that had to get six different collaborative practice agreements within 18 months. Reasons for new agreements included a physician who lost their license, another one resigned, and one doctor quit with no notice. We were the only providers who saw patients in their home at the time- there was no one else to do our job.”

*Ashley, a nurse practitioner in Pennsylvania*

# Resources for Policy Makers

**Our teams** produce resources to advance our mission of ensuring everyone has access to quality, affordable health care.

Those resources include:

- ★ **Providing and facilitating expert counsel**
- ★ **Offering technical assistance on policy construction to partners**
- ★ **Producing policy and engagement resources, including public opinion insights and state action playbooks; and**
- ★ **Bringing together diverse stakeholders and impacted parties to discuss innovative solutions to be shared with legislative, executive and non-governmental partners**

In 2019, we added a federal affairs practice to our public policy toolbox, allowing us to build on our reputation as a valued resource for policymakers. Through our federal affairs outreach and engagement, we've conducted more than 50 meetings with federal lawmakers and administration officials, building relationships that will allow us to share lessons learned from our state work as we seek to inform federal health policy efforts.



In our **[State Health Policy Progress Brief](#)**, we highlight the significant progress state lawmakers made in 2019. Action in states continues to confirm our theory that we should look beyond the Beltway for progress.



**[Medicaid Buy-in:](#)** We established our role as national Medicaid buy-in experts by creating and launching resources like a focused [website](#), [Playbook](#), and explainer [video](#).



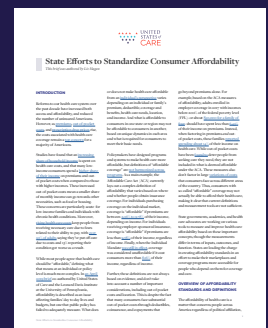
**[Health Care Safety-Net Brief:](#)** Explores the landscape of the health care safety net and the evolving challenges these programs and providers face.



**[State Level Analysis of Health Cost Burdens:](#)** In a joint brief with Penn I.D.I, we examined the cost burden faced by working families who have employer-sponsored insurance.



**[State Progress Informs DC Policy:](#)** We explored the model of looking to states to lead on policy that can inform federal action, and highlighted several examples of this theory in action.



**[State Efforts to Standardize Consumer Affordability:](#)** We look at states leading the charge creating affordability standards to make their marketplaces and coverage programs more accessible for people who depend on them for coverage and care.





Nurse Practitioners Fight for More Freedom

WASHINGTON EXAMINER



Commentary: DC Could Learn A Lot from healthcare accomplishments in state legislatures

MODERN HEALTHCARE (OP-ED)



The Legislature Made Good Steps in Health Care this Year. What's next?

HARTFORD COURANT (OP-ED)



Real People. Real Talk, and Building Blocks of Health discussion

WONK-FM/IHEART MEDIA



Dan Diamond Interview with Louisiana Secretary of Health Rebekah Gee at United States of Care 2nd Annual Convening

POLITICO PULSE



# Understanding Public Opinion in Key States

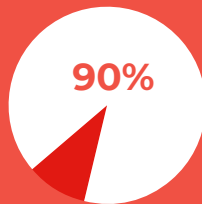
**United States of Care** expanded our public opinion research, which included chances to dig into Medicaid buy-in support in New Mexico, examine attitudes regarding a state coverage option in Colorado, and conduct an extensive social listening scan that informed the launch of one of our signature initiatives: *Real People. Real Talk.*

## New Mexico 2019 Survey

We first polled New Mexico residents in 2018 and learned that they prioritized affordable, predictable health care and favored a solution like Medicaid buy-in.

Initial efforts to pass access and affordability measures fell short, but our efforts brought to light strong bi-partisan support for a buy-in.

One year later, additional research taught us:



**90%** of New Mexicans say that it's important for the state to take steps to make health care more affordable.

### New Mexico residents still face significant challenges trying to get and pay for health care:



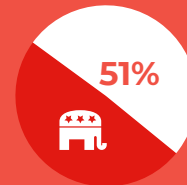
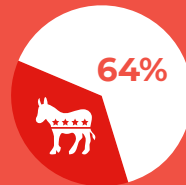
## Colorado 2019 Survey

**Over half** say Colorado is headed in the right direction, but that **health care and the economy** are their two biggest concerns.

Colorado's residents face barriers accessing health care, viewing affordable health care as a top state priority.

41% of respondents specifically identified out-of-pocket costs (including premiums, co-pays, and deductibles) as a barrier to accessing health care services. The sentiment was higher for residents in rural communities/outside of Denver.

Many Colorado residents, regardless of how they receive their coverage, are frustrated and confused about what their insurance covers.



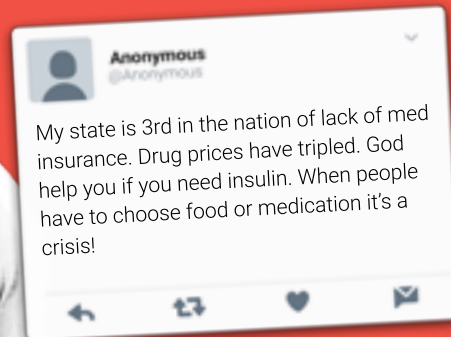
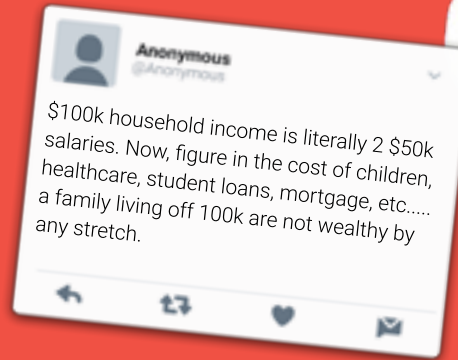
### Residents across political ideology

liked that a potential state option could improve access to services, such as primary care visits, before a deductible is met.

## Social Listening

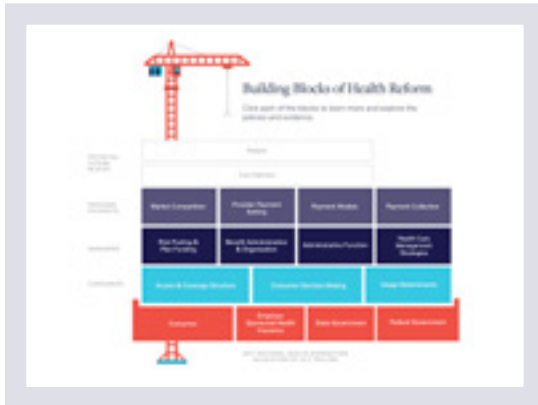
As part of *Real People. Real Talk.*, we conducted a social media scan to provide insights into how people talk about health care “in the wild,” i.e. in real life. We analyzed over 21,000 social media posts over a five-month period in Connecticut, Georgia, Minnesota, and New Mexico. We will examine these insights further as we talk with people across the country about their health care experiences.

- ★ **Feel it is a broken, opaque system that does not have caring for people as the central focus**
- ★ **High emotions, mostly negative**
- ★ **A vast majority agree the system is not taking care of them and feel it is dominated by distrust—the cycle of receiving care, prescription, billing, etc, intensifying the distrust**
- ★ **Genuine desperation about cost and pleas for help to pay medical bills**
- ★ **Lack of real dialogue; there is little nuance and very few contradicting views**
- ★ **People want a change, and want change to reflect their common-sense reality**



# Signature Programs

We introduced *Building Blocks of Health Reform* and *Real People. Real Talk.* in 2019. Together, these signature programs combine evidence-based policymaking and the power of people and their personal experiences to create and bring forth meaningful reforms to health care policy.



**Building Blocks of Health Reform** is a multifaceted initiative designed to help lawmakers, advocates, and anyone seeking sustainable policy change understand the key issues, trade-offs, and questions to address as we reform America's health care system. Through our [first online tool](#) from this effort, users can see how today's health care policies are (or are not) meeting people's needs.

*Building Blocks of Health Reform* will not provide policymakers with a single solution to reform health care; rather, it offers tools and analysis to help them better understand multiple policy options. The project identifies three key areas policymakers need to address in any approach to health reform:

- 1 Benefits and costs to **consumers**
- 2 Management of **administrative functions**
- 3 Sustainable approaches to **provider** payments

[unitedstatesofcare.org/buildingblocks](https://www.unitedstatesofcare.org/buildingblocks)



**Real People. Real Talk.** challenges the current politics-driven approach of creating health policy by putting people at the center of the decision-making process. A key element of the initiative is the [Voices of Real Life](#) advisory council, whose members will guide the efforts of *Real People. Real Talk.*

*Real People. Real Talk.* intends to change how health care policy is developed in America by:

-  **Listening:** We will use a diverse mix of research efforts grounded in understanding people's needs through detailed conversations, not preconceptions. Our approach will help us to connect with populations often excluded from traditional public opinion research.
-  **Amplifying:** We will prop up the needs to drive people-centered priorities.
-  **Partnering:** We will engage partners and influencers to elevate the recommended policy priorities and message frames.
-  **Generating:** We will transform findings from our listening efforts into concrete and actionable recommendations on how to talk about health care, and how to create and prioritize policies that meet shared needs.
-  **Empowering:** With our listening, amplifying, partnering, and generating as the foundation, we will empower people, giving them the tools and support to call for meaningful change to the health care system.



“

I hear daily the struggles of Type 1's (diabetics) struggling to afford something that helps keep them alive. And it's not just the insulin diabetics are struggling with, it's the entire disease. It's test strips, it's pump supplies. It's needles...it's out of the stories that I heard that I knew I couldn't stay silent any longer.

-NICOLE SMITH-HOLT  
HEALTH REFORM ADVOCATE,  
FOUNDER'S COUNCIL  
MEMBER /VOICES OF REAL  
LIFE MEMBER



# Signature Events

“

I felt powerful walking through the halls of Congress knowing that this is where change starts. This was when my excitement and hidden skills of policy advocacy presented themselves. I saw that policy can be an effective and direct avenue to making change.

-CATHERINE  
JACOBSON

STATE AFFAIRS AND  
POLICY COORDINATOR,  
UNITED STATES OF CARE



## Second Annual Convening— A Better Future: Building a Health Care System for All

brought together everyday people, policy experts, lawmakers, entrepreneurs, patients, and advocates to highlight the most pressing health care challenges and discuss innovative approaches to drive real change. We launched both *Real People. Real Talk.* and *Building Blocks of Health Reform* to help us understand the true needs of people and provide policymakers with the tools they need to craft better health policy.

Other convening highlights included:

- ★ Panel discussions with state, advocacy, and industry leaders discussing innovative state approaches driving real change
- ★ Powerful personal testimony about the importance of centering health policy on lived experience from State Affairs and Policy Coordinator Catherine Jacobson
- ★ Interview with Louisiana Department of Health Secretary Rebekah Gee, M.D. about the innovative approaches Louisiana has taken to improve the health of its residents
- ★ Personal stories from Voices of Real Life members including [Lisa Fitzpatrick, M.D.](#), [Nicole Smith-Holt](#), and [Greg Williams](#), who helped us remember the needs of people are the north star of lasting, meaningful health reform
- ★ A book signing from Voices of Real Life member Amy Webb
- ★ First State Partners Meeting that included 50 state leaders from across the country sharing innovative policy ideas and tactics



## HLTH Conference

United States of Care served as the policy and philanthropic partner at the HLTH conference in October, introducing ourselves to over 7,000 senior industry-wide leaders in attendance. Our policy showcase, “We the People,” featured several Founder’s Council members who brought a wide range of perspectives to the conference.



## The Future of Health Care: Medicaid Buy-in and State Trailblazing in Health Care

United States of Care partnered with the Petrie-Flom Center for Health Law Policy, Biotechnology, and Bioethics at Harvard Law School to preview an explainer video and host a panel discussion on how states can address two of the most pressing health care issues—affordability and access—by allowing those who can’t qualify for Medicaid to “buy in” to a similar program.

# Board of Directors



## Andy Slavitt

Former Acting Administrator,  
Centers For Medicare  
& Medicaid Services  
**Founder & Board Chair**



## Steve Beshear

Former Governor of Kentucky  
**Board Member**



## Kristie Canegallo

Vice President of Trust & Safety,  
Google; Former Deputy White House  
Chief of Staff to President Obama  
**Board Member**



## Jim Douglas

Former Governor of Vermont  
**Board Member**



## William Frist, M.D.

Chairman & Founder, NashvilleHealth  
Former United States Senate  
Majority Leader from Tennessee;  
**Board Member**



## Rhonda Medows, M.D.

President, Population Health  
Management, Providence St. Joseph  
Health; CEO, Ayin Health Solutions  
**Board Member**



## J. Mario Molina, M.D.

Founding Dean, KGI School of  
Medicine; Former President & CEO,  
Golden Shore Medical; Former CEO,  
Molina Healthcare  
**Board Member**



## Anita Pramoda

CEO of Owned Outcomes, Inc.  
**Board Member**

“

When Americans look at this issue,  
they don't see it in terms of red and blue—  
they see it through the lens of their family  
and what's good for their family.

-ANDY SLAVITT, BOARD CHAIR, UNITED STATES OF CARE



# Founder's Council

**Drew Altman** – President & CEO, Kaiser Family Foundation | **Peter Bach, M.D.** – Director, Memorial Sloan Kettering's Center for Health Policy and Outcomes | **John Bardin** – Chairman & CEO, Share M.D.; Former Assistant Secretary of Administration, U.S. Dept. of Health & Human Services | **Max Baucus** – Founder, Baucus Group; Former United States Senator from Montana | **Melanie Bella** – Chief of New Business and Policy, Cityblock Health; Chair, Medicaid & CHIP Payment and Access Commission | **Donald Berwick, M.D.** – President Emeritus and Senior Fellow, Institute for Healthcare Improvement; Former Administrator, Centers for Medicare & Medicaid Services under President Obama | **Steve Beshear\*** – Former Governor of Kentucky | **Tom Betlach** – Partner, Speire Healthcare Strategies; Former Director, Arizona Health Care Cost Containment System | **David Brailer, M.D., Ph.D.** – Chairman, Health Evolution; National Coordinator, Health Information Technology under President George W. Bush | **Kristie Canegallo\*** – Vice President of Trust and Safety, Google; Former Deputy White House Chief of Staff to President Obama | **Lanhee Chen, Ph.D.** – David and Diane Steffy Research Fellow, Hoover Institution; Director, Domestic Policy Studies and Lecturer in Public Policy, Stanford University | **Esther Choo, M.D.** – Founder, Equity Quotient; Founding Member, TIME'S UP Healthcare | **Patrick Conway, M.D.** – Former Deputy Administrator, Centers for Medicare & Medicaid Services | **Molly Coye, M.D.** – Executive in Residence, AVIA; Former Commissioner of Health, State of New Jersey; Former Director, California State Dept. of Health Services | **Mark Cuban** – Investor and Entrepreneur | **Tom Daschle** – Former US Senate Majority Leader from South Dakota | **Pete Davidson** – Comedian and Mental Health Advocate | **Lloyd Dean** – CEO, CommonSpirit Health | **Richard Deem** – Former Senior Vice President, Advocacy, American Medical Association | **Charlie Dent** – Senior Policy Advisor, DLA Piper; Former U.S. Representative from Pennsylvania | **Jim Douglas\*** – Former Governor of Vermont | **John Driscoll** – CEO, CareCentrix | **Lauren Driscoll** – Founder & CEO, Project Well; Senior Advisor, Leavitt Partners | **Dave Durenberger** – Former United States Senator from Minnesota | **Jon Favreau** – Founder, Crooked Media; Co-Host, Pod Save America; Former Head Speechwriter, President Obama | **Trevor Fetter, MBA** – Senior Lecturer, Harvard Business School; Former Chairman & CEO, Tenet Healthcare Corp. | **Lisa Fitzpatrick, M.D.** – Founder & CEO, Grapevine Health; Founder & Principal, Promoting Practical Health, Inc. | **William Frist, M.D.\*** – Chairman and Founder, NashvilleHealth; Former US Senate Majority Leader from Tennessee | **Atul Gawande, M.D.** – CEO, Haven; Surgeon; Public Health Researcher; Writer | **Penny George, Psy.D.** – Board Chair, George Family Foundation | **Bill George** – Vice Chair, George Family Foundation; Senior Fellow, Harvard Business School | **Gabrielle Giffords** – Co-Founder, Giffords; Former U.S. Representative from Arizona | **Rick Gilfillan, M.D.** – Former CEO, Trinity Health; Former Director, Center for Medicare & Medicaid Innovation | **Darin Gordon** – President & CEO, Gordon & Associates; Commissioner, Medicaid & CHIP Payment and Access Commission; Founding Partner, Speire Healthcare Strategies | **Charles Grim, D.D.S.** – Secretary of Health, Chickasaw Nation; Former Director, Indian Health Service under President George W. Bush | **Jim Haveman** – President, Haveman Group; Former Director, Michigan Dept. of Community Health | **Dennis Heaphy** – Health Justice Advocate, Disability Policy Consortium | **Sandra Hernández, M.D.** – President & CEO, California Health Care Foundation | **Rod Hochman, M.D.** – President & CEO, Providence St. Joseph Health | **Douglas Holtz-Eakin, Ph.D.** – President, American Action Forum; Former Director, Congressional Budget Office; Chief Economist to President George W. Bush | **Elena Hung** – Parent Advocate; President & Co-Founder of Little Lobbyists | **Chris Jennings** – Founder and President, Jennings Policy Strategies; Former Senior Health Care Advisor to Presidents Obama and Clinton | **Dean Kamen** – Inventor and Philanthropist | **Sister Carol Kechan, D.C., R.N.** – Former President & CEO, Catholic Health Association | **Patrick Kennedy** – Founder, The Kennedy Forum; Former U.S. Representative from Rhode Island | **Bob Kocher** – Partner, Venrock; Former Special Assistant to the President for Healthcare and Economic Policy on the National Economic Council | **Bill Kramer** – Executive Director for Health Policy, Pacific Business Group on Health | **Sarah Krevans** – President and CEO, Sutter Health | **Leonard Lance** – Former U.S. Representative from New Jersey | **Curtis Lane** – Chair, Executive Advisory Board, Leonard Davis Institute of Health Economics, University of Pennsylvania; Founding Partner, MTS Health Partners; Investor and Entrepreneur | **Wright Lassiter III** – President and CEO, Henry Ford Health System | **Margaret Laws** – President & CEO, HopeLab | **Mike Leavitt** – Founder, Leavitt Partners; Former Governor of Utah; Former Secretary, US Dept. of Health & Human Services | **Alan Levine** – Executive Chairman, President & CEO, Ballard Health | **Abel Maldonado** – California's 48th Lieutenant Governor | **Beverly Malone, Ph.D., R.N.** – CEO, National League for Nursing | **Abner Mason** – CEO, ConsejoSano; Member of President George W. Bush's Advisory Council on HIV/AIDS | **Mark McClellan, M.D., Ph.D.** – Founding Director and Professor, Duke-Margolis Center for Health Policy; Former Administrator, Centers for Medicare & Medicaid Services | **Chirlane McCray** – First Lady of New York City; Founder, ThriveNYC and the Cities Thrive Coalition | **Rhonda Medows, M.D.\*** – President, Population Health Management, Providence St. Joseph Health; CEO, Ayin Health Solutions | **Benjamin F. Miller, Psy.D.** – Chief Strategy Officer, Well Being Trust | **J. Mario Molina, M.D.\*** – Founding Dean, KGI School of Medicine; Former President, Golden Shore Medical Group; Former CEO, Molina Healthcare | **Peter Morley** – Patient; Advocate; Health Care Activist | **Ian Morrison, Ph.D.** – Author; Consultant; Health Care Futurist | **Cecilia Muñoz** – Vice President, Public Interest Technology and Local Initiatives, New America; Former Director, White House Domestic Policy Council under President Obama | **Janice Nevin, M.D.** – President and CEO, Christiana Care Health System | **Valerie Nurr'araaluk Davidson** – Former Lieutenant Governor of Alaska | **Peter Orszag** – CEO of Financial Advisory, Lazard; Former Director, Office of Management and Budget under President Obama | **Todd Park** – Co-Founder & Executive Chairman, Devoted Health; Former Chief Technology Officer of the United States | **Peter WT Pisters, M.D.** – President, The University of Texas MD Anderson Cancer Center | **Ron Pollack** – Chair Emeritus, Families USA | **Ai-Jen Poo** – Executive Director, National Domestic Workers Alliance; Co-Director, Caring Across Generations; Co-Founder, Supermajority | **Trevor Price** – Founder & CEO, Oxcon Holdings | **Thomas Priselac** – President & CEO, Cedars-Sinai Health System | **Anita Pramoda\*** – CEO of Owned Outcomes, Inc. | **Judy Rich, R.N.** – President & CEO, TMC Healthcare | **Andy Richter** – Actor and Activist | **Steven Safyer, M.D.** – President & CEO, Montefiore Medicine | **Ninfa Saunders, Ph.D.** – President & CEO, Navicent Health | **Mina Schultz** – Patient; Advocate; ACA Outreach and Enrollment Program Manager, Young Invincibles | **Lan Sena** – Patient; Community Leader; Advocate | **Meena Seshamani, M.D., Ph.D.** – Vice President of Clinical Care Transformation, Medstar Health; Former Director, Office of Health Reform at the Department of Health and Human Services | **Joshua Sharfstein, M.D.** – Vice Dean for Public Health Practice and Community Engagement, Johns Hopkins Bloomberg School of Public Health | **Randi Mayem Singer** – Screenwriter, Producer, and Showrunner; Alzheimer's Advocate | **Andy Slavitt\*** – Former Acting Administrator, Centers for Medicare & Medicaid Services | **Michael Slubowski** – President & CEO, Trinity Health | **David Smith** – Medicaid Transformation Project Executive, AVIA; Founder, Third Horizon Strategies | **Mark Smith, M.D.** – Founding President and Former CEO, California Health Care Foundation | **Nicole Smith-Holt** – Patient Advocate; Co-Chair, Minnesota Advisory Task Force on Lowering Pharmaceutical Drug Prices | **Tony Tersigni** – Former CEO, Ascension | **David Torchiana, M.D.** – Former President & CEO, Partners HealthCare | **Susan L. Turney, M.D.** – CEO, Marshfield Clinic Health Systems | **Vikki Wachino** – Principal, Viaduct Consulting, LLC; Former Deputy Administrator and Director, Center for Medicaid & CHIP Services | **Natalie Weaver** – Parent Advocate; Founder, Sophia's Voice; Co-Founder, Advocates for Medically Fragile Kids NC | **Jim Weinstein, D.O.** – Senior Vice President, Microsoft Healthcare | **Gary Wertish** – President, Minnesota Farmers Union | **Penny Wheeler, M.D.** – President & CEO, Allina Health | **Bradley Whitford** – Actor and Activist | **Gail Wilensky, Ph.D.** – Economist; Senior Fellow, Project Hope; Former Administrator, Health Care Financing Administration under President George H.W. Bush | **Cindy Zeldin** – Consumer Advocate; Senior Consultant, Health Management Associates

\*Denotes members of the Board of Directors

# Entrepreneurs Council



**John Driscoll**  
CEO, CareCentrix  
**Co-Chair**



**Lauren Driscoll**  
Founder & CEO, Project Well  
**Co-Chair**



**Trevor Price**  
Founder & CEO, Oxeon Holdings  
**Co-Chair**



**David Caluori**  
General Partner, Welsh,  
Carson Anderson & Stowe  
**Member**



**Todd Cozzens**  
Managing Partner, Leerink  
Transformation Partners  
**Member**



**Alexandra Drane**  
Co-Founder & CEO, Rebel Health/  
ARCHANGELS  
**Member**



**Sean Duffy**  
Co-Founder & CEO, Omada Health  
**Member**



**Curtis Lane**  
Founding Partner,  
MTS Health Partners  
**Member**



**Carolyn Magill**  
CEO, Aetion, Inc.  
**Member**



**Todd Park**  
Co-Founder & Executive Chairman,  
Executive Chairman, Devoted Health  
**Member**



**Anita Pramoda**  
CEO, Owned Outcomes  
**Member**



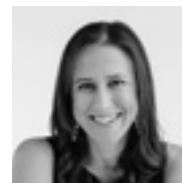
**Eugene Sayan**  
Founder, CEO, & President, Softheon  
**Member**



**Glen Tullman**  
Co-Founder & Managing Partner,  
7wire Ventures;  
Executive Chairman, Livongo  
**Member**

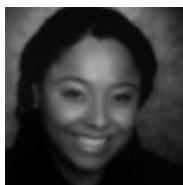


**David Wennberg,  
M.D.**  
CEO, Quartet Health  
**Member**



**Anne Wojcicki**  
Co-Founder & CEO, 23andMe  
**Member**

# Voices of Real Life



**Rebekah Azaylia Alexander**



**Shane Baker**



**Lisa Fitzpatrick, M.D., MPH**



**Kris F. Garcia**



**Joanne Corte Grossi, MPP**



**Hunter Husar**



**Sidney McCarther**



**Bhavna Mehta**



**Summer Moss, PT, DPT**



**Aza Nedhari, MS**



**Elizabeth Noriega**



**Patricia Pasechnick**



**Nicole Smith-Holt**



**Rebekah G. Taussig**



**Maria Verduzco, M.D.**



**Amy Webb**

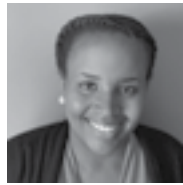


**Greg Williams, MA**

# Staff & Fellows



**Emily Barson**  
Executive Director



**Destiny Davis**  
Special Assistant



**Natalie Davis**  
Senior Director of  
Public Engagement



**Joanna Dornfeld**  
Senior Director of State Affairs



**Brittani Garner**  
Operations Manager



**Liz Hagan**  
Senior Policy Manager



**Erin Huppert**  
State Affairs Director



**Catherine Jacobson**  
State Affairs & Policy Coordinator



**Byron Johnson**  
Senior Director of Communications



**Jess Kubis**  
Development Officer



**Rebecca Kunau**  
Policy Coordinator



**Patricia Nava**  
State Affairs Coordinator



**Amanda Storm  
Schuster**  
Senior Director of Development



**Andrew Schwab**  
Senior Manager of Policy  
& Federal Affairs



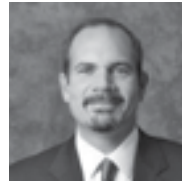
**Leigh Warren**  
Chief Operating Officer



**Kristin Wikelius**  
Senior Policy Director



**Jason Helgerson**  
Fellow



**John McCarthy**  
Fellow

“

With so much need across our country, having the chance to work with such a committed group of hustlers-for-good warms my heart daily. United States of Care is the living embodiment of Margaret Mead’s quote, “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” Together we will do everything we can to make sure every single American has access to quality, affordable health care regardless of health status, social need, or income...and we’ll do it with love.

– Alexandra Drane, *Entrepreneurs Council Member*





# Thank you for Your Support

Our funders are generous individuals and non-profit foundations and organizations that share in our mission and goals. To ensure that there is not a perception that our work can be influenced by external parties, we made a strategic decision from the beginning not to accept money from trade associations, PACs, insurance companies, or for-profit entities to demonstrate the value and autonomy of our work as a new organization.

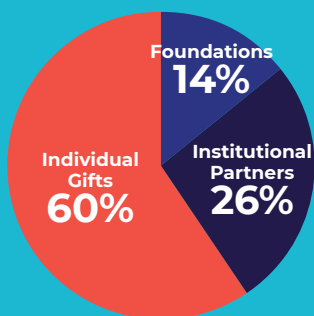
## **Non-Profit Health Care Organizations**

With special appreciation to our United States of Care Hospital Leadership Partners, who provide invaluable support and guidance to our work.

- ADVOCATE AURORA HEALTH**
- ALLINA HEALTH**
- ASCENSION**
- BALLAD HEALTH**
- CEDARS-SINAI HEALTH SYSTEM**
- CHRISTIANA CARE HEALTH SYSTEM**
- COMMONSPIRIT HEALTH**
- HENRY FORD HEALTH SYSTEM**
- MARSHFIELD CLINIC HEALTH SYSTEM**
- MD ANDERSON CANCER CENTER**
- MONTEFIORE HEALTH SYSTEM**
- PARTNERS HEALTHCARE**
- PROVIDENCE HEALTH AND SERVICES**
- SUTTER HEALTH**
- TRINITY HEALTH**



### Committed Revenue in 2019



Total: \$5,659,219

### Foundations

- ARNOLD VENTURES
- CALIFORNIA HEALTH CARE FOUNDATION
- THE COMMONWEALTH FUND
- GEORGE FAMILY FOUNDATION
- HLTH FOUNDATION
- WELL BEING TRUST
- WOMEN'S FOUNDATION OF MINNESOTA





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