



A Focus on Impact: MassHealth and the Blue Cross Blue Shield of Massachusetts Foundation

Speaker Biographies

Tara Agrawal, PhD, is the Director of Community Investment for Boston Children’s Hospital Office of Community Health and has over 15 years of experience in the global and community health sectors. Prior to joining Boston Children’s, Tara designed and led public health research and strategy for public agencies, institutions of higher education, and large international non-governmental organizations in Boston, New York, Latin America and Southeastern Asia. Committed to equity in health, from 2007-2009 Tara worked as a Policy Analyst in the Office of Health Equity at the Boston Public Health Commission.

As a dedicated health equity strategist and facilitative leader, Tara is currently coordinating a multi-faceted child health grantmaking initiative as Director of Community Investment for Boston Children’s Office of Community Health. With more than 40 clinical departments and 258 specialized clinical programs, Boston Children’s Hospital is one of the largest (and oldest) pediatric medical centers in the United States, committed to advancing pediatric care worldwide and in the local community. The Office of Community Health at Boston Children’s Hospital stewards the hospital’s Community Mission. The Office of Community Health is an influential pediatric voice focused on issues of healthy early childhood development, equity in children’s mental and behavioral health and asthma prevention, healthy living, family housing stability and economic opportunity, in Boston and throughout Massachusetts.

Tara earned a B.A. in Biology and Environmental studies from the University of California at Santa Cruz, an M.S. from the Tufts Friedman School of Nutrition Science and Policy, and a Ph.D. from the Cornell University Division of Nutritional Sciences. Tara serves on the board of The Food Project, a local non-profit organization that brings together young people across difference to advance social change through food and farming. Tara lives in the Roslindale neighborhood of Boston with her two sons and partner.

Deborah Becker is a senior correspondent and host at WBUR. Her reporting focuses on the criminal legal system, mental health and addiction. She is a substitute host on several WBUR programs. Becker’s reporting also has been featured on National Public Radio and her work on the Massachusetts drug lab scandals was highlighted in the 2020 Netflix documentary “How to Fix a Drug Scandal.” Becker has received numerous awards for her reporting, interviewing, newscasts and investigative reporting. She has also completed several fellowships – including the 2015 Blue Cross Blue Shield of Massachusetts Foundation Health Coverage Fellowship, the 2016 Rosalynn Carter Mental Health Journalism Fellowship and the 2019 National Press Foundation Science Journalism Fellowship. Deborah studied journalism at St. Bonaventure University. She lives with her family in central Massachusetts.

Patricia Boozang is a Senior Managing Director at Manatt Health Strategies. Skilled at managing complex projects involving a mix of public agencies and private stakeholders, Patricia advises clients on the implementation of coverage, delivery system, and payment reforms across government and private health insurance programs. Her clients include federal agencies, foundations, states, health care delivery systems and health plans. Patricia advises states on Medicaid expansion design, implementation and sustainability, and has deep experience in Section 1115 waiver design, development and implementation, including with Arkansas, New Hampshire,



Montana and Virginia. She guides states and marketplaces on policy matters, including eligibility and enrollment, benefit design, delivery system improvements, and technology development. For Minnesota, she led Manatt Health's work to facilitate and provide subject matter knowledge to the Minnesota Health Care Financing Task Force, established in statute to make recommendations regarding the future of the state's Affordable Care Act marketplace and coverage programs including Medicaid.

As a technical assistance advisor in the Robert Wood Johnson Foundation's State Health and Value Strategies program, Patricia counsels states on a wide range of health care coverage policy matters, including those related to the ACA, 1115 and 1332 waivers, and federal regulatory changes related to health care coverage and delivery. Drawing on her wealth of experience in Medicaid, Patricia regularly advises health plans and health systems on Medicaid managed care strategy and regulation, accountable care organization development, behavioral health access and integration, and other delivery system transformations. Patricia is a frequent author and speaker on federal and state health care laws, regulation and policy. She leads Manatt Health's business policy, strategy and analytics business unit.

Prior to joining Manatt in 2000, Patricia was part of the senior leadership team of Physician Weblink, a startup health care technology and physician management company. Earlier, she was a consultant at Sterling Health Capital Management Inc., providing strategic advice to health care delivery system clients on a range of issues including primary care development and Medicaid managed care. She began her career in strategic planning and managed care at the Brigham and Women's Hospital in Boston.

Carlos F. Cappas, PsyD, MBA, is the Chief Behavioral Health Officer at Lynn Community Health Center, and a practicing behavioral health clinician in pediatrics. As a clinician, Dr. Cappas has helped implement behavioral health integration programs at Federally Qualified Community Health Centers and independent primary care practices. As a quality improvement consultant, he has led multiple initiatives focused on integrated care and population health both in adult and pediatric primary care settings at Boston Children's Pediatric Physicians' Organization and the Massachusetts Behavioral Health Partnership. Carlos continues his work at Lynn Community Health Center by further developing its behavioral health services through clinical and operational integration, adoption of integrated telemental health services, and the expansion of a behavioral health workforce pipeline to recruit and retain professionals working in community-based settings. In alignment with his work in primary care and behavioral health integration, Carlos' clinical interest also centers on the impact of integrated care in enhancing access to behavioral health services for low income and vulnerable populations. A native of Puerto Rico, Carlos received his doctoral degree from Ponce Health Sciences University in Ponce, Puerto Rico and is a graduate of UMass Medical School's Fellowship in Clinical Health Psychology in Primary Care. He also holds a master's degree in Business Administration from UMass Boston.

Andrew Dreyfus is President and Chief Executive Officer for Blue Cross Blue Shield of Massachusetts (BCBSMA), one of the largest independent Blue Cross Blue Shield plans in the country with over \$8 billion in revenue and nearly 3 million members. Under his leadership, BCBSMA has been consistently recognized as one of the nation's best health plans for member satisfaction and quality.

Andrew joined BCBSMA in 2005 as Executive Vice President of Health Care Services, where he led the creation of the Alternative Quality Contract, one of the largest commercial payment reform initiatives in the nation. He previously served as founding President of the Blue Cross Blue Shield of Massachusetts Foundation, where he



oversaw the development of the “Roadmap to Coverage.” That multi-year initiative led to the passage of the state’s landmark 2006 Health Reform Law, which resulted in the lowest uninsured rate in the country and later became the model for the Affordable Care Act.

Andrew currently serves on the boards of Ironwood Pharmaceuticals, Boys and Girls Clubs of Boston, and RIZE Massachusetts. He is a member of the advisory boards of Ariadne Labs and the Leonard D. Schaeffer Center for Health Policy and Economics at the University of Southern California (USC). He 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.

Prior to Blue Cross, Andrew was Executive Vice President of the Massachusetts Hospital Association (MHA), and held a number of senior health and regulatory positions in Massachusetts state government. Andrew holds a B.A. in English from Connecticut College.

Marisol Garcia, JD, has dedicated her legal career to advocating for children and families. Since 2016, Marisol has been Director of the Mental Health Advocacy Program for Kids (MHAP for Kids) at Health Law Advocates. MHAP for Kids advocates for children in the Commonwealth with unmet mental health needs to receive the care that they require to be successful at school, at home, and in the community. Marisol joined HLA in 2015 as a mental health advocate. From 2012 to 2014, Marisol litigated before the SSA, representing disabled adults and children. From 1999 to 2011, she maintained her own law office where she specialized in juvenile justice, representing children in civil and delinquency proceedings. Marisol was a Bart J. Gordon fellow and staff attorney at the Children's Law Center of Massachusetts from 1997 to 1999. She received her JD from Northeastern University School of Law in 1997 and a BA magna cum laude from Providence College 1994.

Kate Ginnis is the Senior Director of Child, Youth, and Family Policy and Programs at MassHealth, where she leads efforts to define a set of key questions and shape a cohesive strategy for children and families that encompasses efforts across a range of MassHealth policy and program areas. Prior to joining MassHealth, Kate was the Director of Behavioral Health Advocacy and Policy at Boston Children’s Hospital and was on the leadership team of the Children’s Mental Health Campaign, a statewide advocacy network. Kate’s policy perspective is informed by over a decade providing treatment, teaching, and doing clinical research with children, adolescents, and families with behavioral health needs in the Emergency Department. Kate holds a Master’s Degree in Public Policy from the Heller School for Social Policy and Management at Brandeis University and a dual Master’s in Social Work and Public Health from Boston University.

Christie L. Hager, JD, MPH, a public health lawyer, is Managing Director of Public & Private Health Solutions at the University of Massachusetts Medical School, Commonwealth Medicine. She oversees a team of experts who partner with public and private health and human services entities with a focus on health law, policy and program development, and research and evaluation. She is currently engaged full time, on an interim basis, as Director of Behavioral Health of the MassHealth program in the Massachusetts Executive Office of Health and Human Services.

Before joining Commonwealth Medicine, Hager was appointed by President Barack Obama to serve as the Regional Director of Region I of the U.S. Department of Health and Human Services, where she oversaw the implementation of the Affordable Care Act in the six New England states from 2010-2014. Prior to her service in the



Obama Administration, she was Chief Health Counsel to the Speaker of the Massachusetts House of Representatives during the development, drafting, and first three years of implementation of the Massachusetts health reform law enacted in 2006. She also previously served in senior executive roles at Beacon Health Options, a national managed behavioral health organization. Christie's first post-graduate position was Research Assistant to the editorial leadership at the New England Journal of Medicine.

Hager has held appointments at Brandeis University's Heller School, Harvard T.H. Chan School of Public Health, University of Connecticut School of Medicine and Suffolk University Law School. Hager has served as Chair of the American Public Health Association's Health Law Forum, President of the Massachusetts Public Health Association, and Co-Chair of the Health Law Section of the Boston Bar Association. Hager holds an A.B. from Smith College, a M.P.H. from the Boston University School of Public Health, and a J.D. from the University of Connecticut School of Law.

Sharon Hanson, CEO of MBHP, joined the team in 2021, after having initially worked at MBHP in the late 1990s. Sharon has over 30 years of experience in health plan operations, managed care, and government programs, most recently serving as the Chief People Officer at Community Care Cooperative (C3). She has also held leadership roles at MassHealth's Executive Office of Health and Human Services, Boston Medical Center HealthNet Plan, and First Mental Health Services, and has worked as an independent consultant at Health Management Associates. Sharon's educational background includes P.G. Teachers College, University of the West Indies, and Northeastern University.

Haner Hernández, PhD, is originally from Puerto Rico, is bilingual, and has worked for 33 years in the health and human service field developing, implementing, and evaluating culturally and linguistically intelligent youth and adult health prevention, intervention, treatment, and recovery support programs. He is a master trainer and facilitator and provides individualized technical assistance and support to organizations that provide Substance Use Disorder and gambling prevention, intervention, treatment and recovery supports. Also, Dr. Hernández has over 30 years of experience in delivering addiction counseling and clinical supervision to professionals in the field. He is a person in long-term recovery from addiction and is committed to eliminating health disparities by participating in processes the build equity. He has served as a consultant to a number of local and state health departments with a focus on disparities, building health equity, addiction treatment, and recovery supports. He also consults with and teaches a number of courses at the New England Addiction Technology Transfer Center at Brown University and the National Latino and Hispanic Prevention, Treatment, and Mental Health Addiction Technology Transfer Centers funded by SAMHSA. Currently he serves on the steering committee of the national Peer Recovery Center of Excellence. Additionally, he has served a consultant to several federally funded initiatives in the areas of behavioral workforce development, HIV/AIDS, Substance Use Disorders prevention and treatment, military service members, their families and TBI and PTSD, and pediatric asthma. Dr. Hernández serves as faculty at the New England School of Addiction Studies since 1998 and the School of Best Practices for over 10 years. Dr. Hernandez has presented at several state, national, and international conferences. He also serves as President of the Board of Directors of the Massachusetts Board for Voluntary Certification of Drug and Alcohol Counselors.

Phil Johnston is the Founder and President of Johnston Associates, LLC, a strategic communications consulting firm that services the diverse needs of organizations working in both the public and private sectors. Phil began his career as Founder of the Robert F. Kennedy Children's Action Corps, one of the top juvenile justice and social services agencies in the country. In 1984, Governor Michael S. Dukakis appointed Phil the Secretary of Health and



Human Services in Massachusetts. As Secretary, he was responsible for the administration of seventeen state agencies in the health and human services field, which comprised over fifty percent of the state budget.

In 1992, he was appointed by President Clinton to serve as the New England Administrator of the U.S. Department of Health and Human Services. As the Administrator, Phil had supervisory responsibility for a multitude of federal Health and Human Services programs, including Medicare, Medicaid, Headstart, WIC and many other programs serving vulnerable populations in the six New England states. He served in that role until 1996 when he became a Democratic candidate for the US Congress in the 10th District of Massachusetts.

Phil has served on the Board of Directors of Blue Cross Blue Shield of Massachusetts for 18 years. From 2002 until 2019, he Chaired the Board of the Blue Cross Blue Shield of Massachusetts Foundation. In addition, Phil is the Board Chair of the Massachusetts Health Policy Forum, a health policy research organization affiliated with Brandeis University. In addition to holding honorary degrees from the University of Massachusetts Boston, Bridgewater State College, and Curry College, Phil received a Bachelor of Arts degree from the University of Massachusetts at Amherst (Honors in History) and a Master of Arts degree from the John F. Kennedy School of Government at Harvard University.

Manny Lopes is President and CEO of the East Boston Neighborhood Health Center (EBNHC). With over 1,400 employees and nearly 120,000 patients, EBNHC is one of the largest community health centers in the country. Under Manny's leadership, EBNHC has been a regional leader in COVID-19 response, playing a key role in testing and vaccination in communities hit hardest by the pandemic. EBNHC has earned a level-three Patient-Centered Medical Home designation and was named to the Boston Globe's "Top Places to Work" list six times. Manny serves as Board Chair for the Blue Cross Blue Shield of Massachusetts Foundation and Boston Public Health Commission. He has also been privileged to serve on the transition committees for Mayor Kim Janey, Mayor Marty Walsh, and Governor Charlie Baker. In 2021, Manny was named one of Boston's 100 most influential people by Boston Magazine.

John Salovardos, EdD, is a Director of Pupil Services who has been working in special education in public schools for the past 22 years to develop programs and services in collaboration with organizational stakeholders. Prior to going into public education, he worked in clinical inpatient psychiatric units for nearly 15 years and strives to work regionally on increasing awareness of mental health needs in the communities where he lives and works. Dr. Salovardos has accomplished considerable work in improving inclusion and co-teaching models in schools, developed a stand-alone alternative high school, has been engaged in leadership research and consultation for more than ten years, has also organized and developed a trauma-informed regional curriculum project for adolescents, and has adjusted district structures to aid in improving Medicaid billing practices in schools. His professional mission is to utilize intent-based leadership practices to work with staff in collaborative teams and to challenge students to excel academically and emotionally by making sure that all students get what they need to succeed.

Audrey Shelto is President and CEO of the Blue Cross Blue Shield of Massachusetts Foundation. As a proven leader with 30 years of achievement in improving the delivery of health care and human services, particularly for low-income and vulnerable populations, Audrey assumed leadership of the Foundation in August 2013. She leads the Foundation's strategic agenda to broaden health coverage and reduce barriers to care through grants, research, and policy initiatives.



Audrey served as interim president of the Blue Cross Blue Shield of Massachusetts Foundation in 2005, helping to shape the Foundation's policies and supporting the Roadmap to Coverage initiative that led to Massachusetts' landmark 2006 universal health care law. She joined Blue Cross Blue Shield of Massachusetts in 2007, where she focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president.

Audrey's other professional experience includes chief operating officer of Neighborhood Health Plan, executive director for the Boston Mayor's Advisory Committee on Health Care, associate commissioner of Massachusetts's Department of Mental Health, and assistant budget director for the Massachusetts Executive Office for Administration and Finance.

She is widely recognized for her expertise in all aspects of health care and is often called upon to serve on committees and task forces around the state, such as the Mayor's Advisory Committee on Addiction & Recovery (Boston), the MA House of Representatives Legislative Working Group on Managed Care Organizations and the Attorney General's Advisory Task Force on Community Benefits. Audrey is also a sought-after speaker on the local and national health care scene.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University. She serves on the boards of the Justice Resource Institute, the MA Health Policy Forum and Philanthropy Massachusetts. She received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center in 2014 and the Thomas M. Menino Award in 2016 from the Disability Policy Consortium. In 2018, Audrey was honored by the Lynn Community Health Center with their annual women's award and by the Massachusetts Association for Mental Health with their Spirit of Compassion award.

Marylou Sudders serves as the Secretary of Health and Human Services for the Commonwealth of Massachusetts, overseeing 12 agencies and MassHealth, with a combined budget of \$24 billion and 22,000 public employees delivering essential services that touch the lives of 1 in 4 state residents. In March 2020, she was appointed by Governor Charlie Baker to lead the state's COVID-19 Response Command Center.

Since joining Governor Baker's cabinet in January 2015, Sudders has advanced strategic policy priorities, including restructuring MassHealth into a population-based health coverage system, reforming the child welfare system, addressing the opioid epidemic, integrating physical and behavioral health care, and strengthening community-based services. Sudders co-chairs the Governor's Interagency Council on Housing and Homelessness, the Governor's Interagency Council on Aging, and chairs the Autism Commission and the board of Massachusetts Health Connector, the state's health insurance marketplace.

Sudders has held leadership roles across the public and private sectors, including serving as the Massachusetts Commissioner of Mental Health, a non-profit CEO, and associate professor and program chair at Boston College School of Social Work, a top ten nationally ranked program.

Sudders holds a bachelor's degree with honors and a master's degree in social work from Boston University, and honorary doctorates from the Massachusetts School of Professional Psychology and Bridgewater State University. She is the recipient of many civic, social work, and professional honors.



Darrell Wright. My name is Darrell Wright; I am an African American man, and an individual who is in long-term sustained recovery from a substance use disorder. I have not used any mind- or mood-altering substances since 2010.

Today, as a result of some self-introspection, determination, and real work on self, I am literally living an honest, productive, and satisfying life that allows me to help others while at the same time helping myself. I'm employed as a Recovery Coach for the Massachusetts Organization for Addiction Recovery (MOAR). I have a beautiful Fiancée and an adorable six-year-old son.

As part of my own, personal, recovery story, I can factually state that I finally started making some substantial changes in my life, after decades of trying, once I was able to get out of my own way and actually began doing some serious Step Work. For me, this was when I was finally able to see my continuing patterns of behavior as well as the continuing resulting consequences. I could no longer deny and/or rationalize just how far away from my true self and true nature I had departed from in the decades of active addiction. I immediately and passionately set to working on changing Darrell. I then continued on in following a program of recovery that has proved to help millions of other people straighten out their lives.

In 2013, I returned back to college. In 2016, I graduated Cambridge College with a Bachelor of Science Degree in Human Services, with a concentration in Addictions. In 2019 I graduated Cambridge College with a Master's of Education Degree in Mental Health Counseling.

It is my long-term goal to eventually work in Mental Health Counseling. I love the work that I am presently doing. I provide both Recovery Coaching Services and Navigation Services to individuals in recovery. If I have learned anything over the last seven years, I have learned that human beings can do and accomplish some amazing things; especially so, when they commit themselves and set their minds and hearts to accomplishing their objectives.