



# Ready, Set, Action! Achieving a Racially and Ethnically Equitable Health Care Delivery System in Massachusetts

## Speaker Biographies

**Damian Archer, MD**, is a board-certified Family Medicine physician and Chief Executive Officer at Outer Cape Health Services serving the 10 outermost towns of Cape Cod in Massachusetts. He is also the Assistant Dean for Multicultural Affairs and Assistant Professor in the Department of Family Medicine at Tufts School of Medicine. For over a decade before his current work on the Cape, he worked at North Shore Community Health in Salem, Massachusetts with his final leadership role being the Chief Medical Officer from 2016 to 2023.

Dr. Archer has a passion for learning, teaching, and practicing leadership and management best practices and is an alum and former seminar faculty with the Institute for Nonprofit Practice. He is also a member of both the Health Equity Compact for Massachusetts and the Committee on Diversity at the Massachusetts Medical Society.

Dr. Archer's professional passion is developing and supporting inclusive learning and working environments where people feel a sense of belonging and achieve their maximum human potential in service to others.

**Nashira Baril, MPH** (she/her), a biracial Black ciswoman, is the daughter and great-granddaughter of midwives. She experienced firsthand the sacred care of community midwives at the homebirths of her siblings in 1987 and 1989 and her own two children in 2013 and 2017. These births transformed her worldview and put her on a path to receive "the call" from elder midwife Dr. Jo-Anna Rorie, who first held the vision for a birth center in Roxbury in 1980. With a master's degree in Maternal and Child Health from Boston University School of Public Health and nearly 20 years of experience designing and implementing public health strategies to advance racial equity, Nashira founded Neighborhood Birth Center in 2015 and co-founded Birth Center Equity in 2020. Neighborhood Birth Center will be the first-of-its-kind community birth center in Boston, providing community midwifery to strategically address the maternal health crisis. Nashira brings a structural analysis and embodied practice to the design and implementation of public health strategies that advance justice and equity. She has worked at the Boston Public Health Commission, Harvard T.H. Chan School of Public Health, and Human Impact Partners. Nashira feels most free when walking barefoot in the grass

or jumping in a cold lake. Nashira lives with her family in the Mattapan neighborhood of Boston, the traditional, ancestral and unceded territory of the Pawtucket, Massa-adchu-esset, Pokanoket, and the Wampanoag people.

**Eboné Carrington, MPA**, is a managing director with Manatt Health, an interdisciplinary policy and business advisory practice of Manatt. Based in New York and a distinguished health and business executive, Eboné draws on her extensive leadership experience with complex health care organizations to advise clients with successfully operationalizing groundbreaking care delivery strategies as they continue to evolve in line with the broader industry's transformation.

Eboné helps clients identify challenges and opportunities, forecast goals, streamline operations, and develop new strategic initiatives. She advises health care organizations on operational management, performance improvement, managing through cultural shifts and transformation, cost containment initiatives, revenue enhancement, building effective teams, patient experience, and quality of care efforts.

Before joining Manatt, Eboné was the Chief Executive Officer of NYC Health + Hospitals/ Harlem, where she led initiatives to improve revenue performance, bolster patient experience metrics, reduce the patient readmission rate by 10%, and eliminate a \$40 million budget deficit. In recognition of these many achievements, both she and the hospital received multiple awards and recognitions throughout the years. In an effort to further modernize Harlem Hospital, she also redesigned and reorganized systems to further advance change management strategies and championed an internal cultural transformation to help it become a high-reliability organization. Additionally, Eboné led the public health system's response to COVID-19, directing all aspects of pre-, intra- and post-COVID-19 inpatient, outpatient and emergency department COVID-19-related patient care.

Prior to Harlem Hospital, Eboné served as the Chief Quality Officer for Interfaith Medical Center, where she oversaw quality management, regulatory and compliance, and performance improvement processes. She also conducted root-cause analyses for cases reportable to Department of Health for the medical center.

**Mattie Castiel, MD**, has always held a professional and personal mission to work with the underserved. She was born in Camaguey, Cuba and immigrated to the U.S. in 1962 as part of Operation Peter Pan. Raised and educated in California, she completed her medical training at the University of California-San Francisco after earning a B.S. in Cellular and Molecular Biology from California State University - Northridge.

Dr. Castiel moved to Massachusetts to complete her residency at UMass Memorial, and she has worked as a Board certified physician in Internal Medicine in the Worcester community for over 30 years, including working at UMass Memorial Medical Center and Family Health Center of Worcester and also as an Associate Professor of Internal Medicine, Family Medicine and Psychiatry at UMass Medical School.

In 2009, Dr. Castiel founded the Latin American Health Alliance (LAHA), a nonprofit organization in Worcester dedicated to combating homelessness and drug addiction and at present she continues to serve as its Medical Director. LAHA's programs consist of the Hector Reyes House, a substance abuse treatment facility for LatinX males, and 2 transitional houses, one of which is named after her. In 2015 LAHA opened Café Reyes on Shrewsbury Street, an innovative jobs training program for the residents at Hector Reyes House and transitional houses.

Dr. Castiel has served on the boards of several Worcester nonprofits, including The Health Foundation of Central Massachusetts, Centro Las Americas, Abby's House, Greater Worcester Community Foundation, Quinsigamond Community College, United Way, and the Boys and Girls Club.

In September of 2015, Dr. Castiel was appointed as the City of Worcester's Commissioner for Health and Human Services, where she oversees the divisions of Public Health, Youth Services, Human Rights and Disabilities, Veterans Affairs, and Elder Affairs, and Homelessness, along with advancing important new initiatives that fall under the scope of youth violence and the current opioid crisis, mental health, reentry from jail, and Covid19.

Most recently, she has been awarded the UMass Medical School Chancellor's Medal for Distinguished Service 2019, Edward M. Kennedy Community Health Award 2019, LIFT Community Hero award 2019, WBJ 2021 Hall of fame award, and the Abby Kelley Foster award 2021. In 2023, she was appointed to the Health Policy Commission and is also a member of the Health Equity Compact.

**Rosa M. Colon-Kolacko, PhD, MBA, CDM**, is former Senior VP, Chief Diversity and Equity and Inclusion Officer for Tufts Medicine where she was responsible for advancing diversity, health equity and inclusion, setting the strategic direction and implementing and managing all aspects of this strategy. Dr. Colon-Kolacko is an entrepreneur and in 2015 founded Global Equity and Learning Partners, LLC, a consulting practice that designs and implements inclusion, racial and health equity, human capital, talent development, cultural transformation and change management, strategies to build equitable and learning organizations. In 2007 and for 10 years she worked at Christiana Care Health System in Delaware, as SVP of its Learning Institute and Chief Diversity Officer as one of the first CDO's in health care.

She is the former SVP and Chief People Officer for NYC Health + Hospitals, the largest integrated municipal healthcare delivery system in the country, responsible for 43,000 plus employees with 11 hospitals and 50+ clinics. She has over 25 years' experience in Global Pharmaceuticals, BioScience, Health Systems, Academia, Government and Non-Profit Boards. Earlier in her career she worked at Bristol Myers-Squibb and, SmithKline Beecham (since renamed GlaxoSmithKline), leading change, cultural transformation, supply chain, learning and talent management, lean/six sigma functions in Asia, Europe, North America, and Puerto Rico.

Rosa is very involved in many national and state level boards and commissions: Member of the Leadership Committee of MA Health Equity Compact, and the national (AAAED), LEAD Fund for Leadership, Equity, Access and Diversity, DE AARP Executive Council. The past President of the Board of directors of the Delaware Latin America Community Center. Former member of New York City Health and Hospitals Equity Coalition, Philadelphia Collaborative for Health Equity, AHA Institute for Diversity in Health Management now IFDHE Executive Leadership Council, the board of National Association of Latino Healthcare Executive, the DE Healthy Communities promoting health equity working with DE Secretary of Public Health community, and past Chair of the DE Governor's Hispanic Commission Health & Social Services Committee.

She received her Ph.D. in Organizational Development and Change from Benedictine University, an MBA from Henley Business School, University of Reading England, a post-graduate Marketing Diploma from the Chartered Institute of Marketing, London, Senior Certified Professional (SHRM-SCP) from the Society of Human Resources Management, and a Certificate in Diversity Management (CDM) from Georgetown University and the AHA Institute for Diversity and Health Equity. She is a researcher and has held academic positions as Professor of Professional Practice at Bowling Green State University, adjunct faculty at Georgetown University, University of Delaware. For the last four years Rosa has been Adjunct Professor at Thomas Jefferson University Institute of School of Continuous and Professional Studies and is currently formalizing her appointment at Tufts School of Medicine and the Center for Translational Research Institute. She is also an Equity Fellow of the Delaware Community Foundation.

**Thea James, MD, MPH, MBA**, is Vice President of Mission, Associate Chief Medical Officer, and Co-Executive Director of the Health Equity Accelerator at Boston Medical Center. She is Professor of Emergency Medicine and Director of the Violence Intervention Advocacy Program at BMC. Dr. James is a founding member of the Health Alliance for Violence Intervention (the HAVI). In 2011 she was appointed to Attorney General Eric Holder's National Task Force on Children Exposed to Violence.

As vice president of mission, Dr. James partners with caregivers throughout BMC and coordinates BMC's relationships and strategic alliances with a wide range of local, state, and national organizations and partners, to meet the full spectrum of essentials that enables patients to thrive. The intentionality is to foster a strategic ecosystem of growth, transformation, and effective models of care that are firmly rooted in clinical excellence and equity, economic inclusion, mobility and sustained positive life course trajectory.

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

2015, which honors women in business and the professions. In 2020, Dr. James received the American College of Emergency Medicine Lifetime Achievement Award. Also, in 2020, The History Project presented her with a History Maker Award. Dr. James recently received the inaugural 2020 Thea James Social Emergency Medicine Award from the American College of Emergency Physicians.

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

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

**Audrey Shelto, MMHS**, is President and Chief Executive Officer of the Blue Cross Blue Shield of Massachusetts Foundation. Audrey is a proven leader with over 40 years of achievement in improving the delivery of health care and human services in Massachusetts.

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 and focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president in 2013.

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

Audrey 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, including the Mayor's Advisory Committee on Addiction & Recovery in Boston, the Massachusetts House of Representatives Legislative Working Group on Managed Care Organizations, the Attorney General's Advisory Task Force on Community Benefits, the State Advisory Committee on Behavioral Health Public Awareness, and the Middlesex County Restoration Center Commission. She is also a sought-after speaker in the local and national health care field.

Audrey serves on the boards of the Women's Lunch Place, the Massachusetts Health Policy Forum, and Philanthropy Massachusetts, where she serves as Immediate Past Board Chair. She also serves on the Advisory Board of the Heller School of Social Policy and Management at Brandeis University. 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. More recently, in 2022, she received the Health Care Star award from the Massachusetts Health Council.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University.

**Elsie Taveras, MD, MPH**, is the inaugural Chief Community Health and Health Equity Officer at Mass General Brigham and Executive Director of the Kraft Center for Community Health at Massachusetts General Hospital. She leads system-wide strategies to improve health equity and the health of the communities served by Mass General Brigham. She is a pediatrician at Massachusetts General Hospital, the Conrad Taff Professor of Pediatrics in the Field of Nutrition at Harvard Medical School, and a Professor in the Department of Nutrition at Harvard T.H. Chan School of Public Health.

Dr. Taveras is a leading expert in community health equity, childhood obesity, maternal-child health, and health disparities. Her research and community health leadership have influenced the development of national programs to improve health outcomes and eliminate inequities for socially at-risk populations. She is a recipient of the Public Health Leadership in Medicine Award from the Massachusetts Association of Public Health for her work improving health and health care in community-based settings.

Dr. Taveras received her Bachelor of Science and medical degrees from New York University and completed her internship, residency, and chief residency at the Boston Combined Residency Program in Pediatrics at Boston Medical Center and Boston Children's Hospital and holds an MPH from the Harvard T. H. Chan School of Public Health.