

# The Reality of Purple

Navigating Health Policy in Colorado



**December 4 & 5, 2014**

Cheyenne Mountain Resort • Colorado Springs



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- Download the new **Colorado Health Institute mobile app** and gain access to our popular *HealthWords* glossary, a list of experts and many popular CHI reports.
- While you're at it, keep track of all things conference-related – including agendas, Twitter traffic, speaker bios and live updates. Download the *Bizzabo* app and search for **Hot Issues in Health Care**.

**Both apps are free and available for Apple and Android devices**

Conference Wireless Network: **Hot Issues in Healthcare**

Conference Wifi Password: **HIHC2014**



*On behalf of the team here at the Colorado Health Institute, welcome to the 2014 edition of Hot Issues in Health Care.*

Our theme for the conference this year – “The Reality of Purple: Navigating Health Policy in Colorado” – could not be more timely.

In the wake of November’s election, we are seeing change at the state capitol and in Washington. With this in mind, it is the perfect time to bring together lawmakers, both new and veteran, with health policy experts from across the state.

There are important conversations to have about health policy. Our goal for Hot Issues in Health Care is to help start the discussions here and to support them going forward with evidence-based information.

This is our seventh Hot Issues in Health Care conference. But this year is different, and we are excited about the new format. While Day One is still focused on legislators, we have invited members of Colorado’s health policy community to Day Two. More than 150 have accepted our invitation.

We expect a rich dialogue and abundant networking opportunities.

Thank you for joining us. It is my great hope that you are able to forge new connections and gain knowledge that is valuable for your work.

Sincerely,

A handwritten signature in black ink that reads "Michele Lueck".

Michele Lueck  
President and CEO  
Colorado Health Institute



# Conference Agenda

## Thursday, December 4: Legislators

7:00 a.m.-9:00 a.m.

### Breakfast

Mountain View Dining Room

7:30 a.m.-9:30 a.m.

### Registration

Centennial Foyer

9:30 a.m.

### Welcome

**Michele Lueck**, President and CEO,  
Colorado Health Institute

Centennial I

10:00 a.m.

### Just When You Thought Things Were Settled: An Insider's Take on Where Health Policy is Headed

**Cindy Gillespie**, Senior Managing Director, McKenna Long & Aldridge

Centennial I

**Content:** Ms. Gillespie, with wide-ranging expertise in health policy, has advised many of the nation's leaders, including Governor Mitt Romney. Now heading the health care policy team at the law firm of McKenna Long & Aldridge, she will provide insights into efforts by an increasing number of states to gain flexibility in implementing the Affordable Care Act. She will highlight the pros and cons of waivers and how they might impact Colorado.

10:30 a.m.

### Networking Break

10:45 a.m.

#### Keynote Address

### Tension and Opportunity: Federalism and the Future of State Health Policy

**Stuart Butler**, Ph.D., Senior Fellow,  
Brookings Institution

Centennial I

**Content:** Dr. Butler, an expert in domestic policy and health economics, will share his perspective on the proper role between the federal government and the states and explore strategies for cost control. He will discuss effective policy levers and the areas to which they can be applied while acknowledging debates over the best course of state action, entitlement spending, and more.

11:30 a.m.

### A Shared Conversation

**Cindy Gillespie** and **Stuart Butler**

will address questions and observations from audience members.

Centennial I

12:00 p.m.

### Lunch and Networking

Mountain View Dining Room

1:15 p.m.

### Breakout Sessions: How Do Your Constituents Get Insurance?

(Choose One)

#### Policy 101

### Medicaid, Marketplace and More: How Coloradans Get Health Insurance

**Tamara Keeney**, Research Analyst,  
Colorado Health Institute

**Natalie Triedman**, Research Analyst,  
Colorado Health Institute

Centennial II

**Content:** This introduction to health coverage in Colorado examines private health insurance like employer-sponsored and individual insurance, as well as publicly funded programs, including Medicaid, Medicare, Child Health Plan Plus (CHP+) and TRICARE. Connect for Health Colorado, the state-based insurance marketplace, will also be discussed.

#### Policy Deep Dive

### Putting the Health in Health Insurance: Colorado's Innovative Medicaid Approach

**Anna Vigran**, Senior Analyst,  
Colorado Health Institute

**Michele Lueck**, President and CEO,  
Colorado Health Institute

Centennial III

**Content:** Colorado is working to provide better care at lower costs through the Accountable Care Collaborative (ACC) model in the state's Medicaid program. The ACC features new payment models, tools to strengthen data sharing and communication, and a regional focus that allows for flexibility. Learn about measures of success to date and key considerations going forward.

2:25 p.m.

### Breakout Sessions:

#### Why Does Health Care Cost So Much?

(Choose One)

#### Policy 101

##### Putting the Brakes on Health Costs: What's Driving Them and How to Take the Wheel

**Sara Schmitt**, Director of Community Health Policy, Colorado Health Institute

**Hannah Wear**, Research Analyst, Colorado Health Institute

Centennial II

**Content:** *Health care costs continue to rise. In this session, learn why costs are so high and the strategies that can help Colorado legislators keep them in check.*

#### Policy Deep Dive

##### Mind Your Ps and Qs: Levers to Reduce the Price and Quantity of Health Care

**Amy Downs**, Senior Director for Policy and Analysis, Colorado Health Institute

**Nina Roumell**, Research Analyst, Colorado Health Institute

Centennial III

**Content:** *Colorado and other states are exploring new ways to reduce health care spending without compromising health outcomes. This session takes a more detailed look at trends, cost drivers, and promising options to reduce costs.*

3:35 p.m.

### Focus Session:

#### What's a Legislator to Do?

##### Winds of Change: Divided Government, the Return of TABOR, and the 2015 Legislature

**Amy Downs**, Senior Director for Policy and Analysis, Colorado Health Institute

**Joe Hanel**, Senior Communications Expert, Colorado Health Institute

Centennial I

**Content:** *With tiny majorities in each chamber, the legislature will confront tricky questions about the budget, marijuana, health policy and more.*

4:35 p.m.

#### Networking Break

5:15 p.m.

#### Reception

**Co-Hosts:** Representatives **Amy Stephens** and **Beth McCann**

Remington Foyer

6:00 p.m.

#### Dinner

Remington I and II

6:45 p.m.

#### A Lawmaker Conversation: Does Red Plus Blue Equal Purple?

##### Panelists:

- **Sen. Irene Aguilar**, M.D., Denver
- **Rep. Lois Landgraf**, Fountain
- **Sen. Ellen Roberts**, Durango
- **Rep. Jonathan Singer**, Longmont
- **Moderator: Joe Hanel**, Senior Communications Expert, Colorado Health Institute

Remington I and II

**Content:** *Colorado's political diversity makes it a purple state. But how does that translate into the day-to-day work of a state legislator? Four experienced lawmakers share what they have learned about Colorado, compromise, and getting things done.*

8:00 p.m.

#### Continuing the Conversation

Mountain View Terrace

## Friday, December 5: Legislators and Members of Colorado's Health Policy Community

7:00 a.m.-8:45 a.m.

#### Breakfast

Mountain View Dining Room

7:00 a.m.-9:00 a.m.

#### Registration

Colorado II and III Gallery

9:00 a.m.

#### Welcome

**Michele Lueck**, President and CEO, Colorado Health Institute

Colorado Ballroom

9:30 a.m.

#### Keynote Address

#### States of Mind: Health Care Trends at the State Level

**Susan Urahn**, Ph.D., Executive Vice President, The Pew Charitable Trusts

**Content:** *Dr. Urahn, an expert on state policy and spending, comes to Hot Issues in Health Care from Washington, D.C., to discuss health care trends that transcend politics. She will provide an overview of fiscal issues and the federal-state relationship. She will also talk about what makes Colorado unique, plus some of the biggest issues states are grappling with as 2015 approaches.*

Colorado Ballroom

10:45 a.m.

#### Networking Break

11:00 a.m.

**Breakout Sessions:**

**Policy Perspectives from the Colorado Health Institute and Frontline Updates from Colorado Organizations**

(Choose One)

**Session One**

**Sharing is Caring: Creating a Health Information System that Works**

**Allie Morgan**, Policy Analyst, Colorado Health Institute  
**Morgan Honea**, Chief Executive Officer, Colorado Regional Health Information Organization (CORHIO)

Arkansas

**Content:** We will demystify the complex world of health information technology and records by explaining what it is, what supporters hope it will accomplish, and where Colorado stands on the road to reaching important – and expensive – IT goals.

**Session Two**

**Working for Colorado’s Health: A Policy Preview and Community Approaches**

**Jessica Fern**, Policy Analyst, Colorado Health Institute  
**Gretchen Hammer**, Executive Director, Colorado Coalition for the Medically Underserved (CCMU)

Platte

**Content:** As more Coloradans gain health insurance, much of the health policy conversation will turn to whether they can access health care, particularly in some areas of the state with documented shortages of primary care providers. Learn about Colorado’s health care workforce as well as community tools for assessing workforce needs.

**Session Three**

**We Second That Emotion: Integrating Mental and Physical Health Care**

**Jeff Bontrager**, Director of Research on Coverage and Access, Colorado Health Institute  
**Vatsala Pathy**, Founder and CEO, Rootstock Solutions

Rio Grande

**Content:** Primary care doctors are increasingly addressing behavioral health needs along with the physical health needs of their patients. This session explores the emerging frontier of behavioral and physical health integration.

**Session Four**

**The New Health Care Consumer: Engaging Patients in Decision-Making**

**Amy Downs**, Senior Director for Policy and Analysis, Colorado Health Institute  
**Ana English**, Chief Executive Officer, Center For Improving Value in Health Care (CIVHC)

Gunnison

**Content:** Many experts believe that empowering health care consumers is one answer to improving care and lowering costs. But do consumers have the tools necessary to make the best decisions? Learn about what needs to be done to increase consumer engagement and get a better understanding of the role that can be played by the All Payer Claims Database (APCD).

**Session Five**

**Five Trends of the Senior Tsunami: Getting on the Same Wavelength**

**Tasia Sinn**, Senior Analyst, Colorado Health Institute  
**Darla Schueth**, President and CEO, TRU Community Care

White River I

**Content:** Aging Baby Boomers are Colorado’s fastest-growing population, and the health care implications are huge. Get a better understanding of this coming “senior tsunami” and learn how community organizations are preparing for the age wave and rethinking end-of-life care.

**Session Six**

**Health Begins at Home: Prevention and Population Health**

**Sara Schmitt**, Director of Community Health Policy, Colorado Health Institute  
**Mark Wallace, M.D.**, Executive Director, Weld County Department of Public Health and Environment

White River II

**Content:** Is an ounce of prevention worth a pound of cure? Increasingly, experts are looking beyond the doctor’s office in an effort to make people healthier, studying their day-to-day lives and the way their neighborhoods are built. This session will lay out innovative local and state efforts to keep Colorado’s population healthy.

11:40 a.m.

**Networking Break**

11:50 a.m.

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**Policy Perspectives from the Colorado Health Institute and Frontline Updates from Colorado Organizations**

(Sessions Repeated – Choose One)

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12:30 p.m.

#### **Lunch Buffet and Networking**

Mountain View Dining Room

1:30 p.m.

#### **Panel of Governors**

#### **Leading the Way: Health, Innovation, and Progress in Colorado**

- **Richard Lamm**, 38th governor of Colorado, 1975-1987
- **Bill Owens**, 40th governor of Colorado, 1999-2007
- **Bill Ritter**, 41st governor of Colorado, 2007-2011
- **Moderator: Chris Wiant, Ph.D.**, President and CEO, Caring for Colorado Foundation

Colorado Ballroom

**Content:** *Three past governors sit down to talk politics, health policy, and how Colorado has changed over the years. A rare chance to hear from the leaders who guided Colorado for nearly a quarter century between them and shaped our state immeasurably.*

2:30 p.m.

#### **Closing Remarks**

**Michele Lueck**, President and CEO,  
Colorado Health Institute

Colorado Ballroom

# About Us: The Colorado Health Institute

*The Colorado Health Institute's mission is to support efforts to make Colorado the healthiest state by providing nonpartisan and unbiased data, analysis, and expertise. We support leaders across the political spectrum.*

Our team of health policy veterans brings decades of experience analyzing and interpreting a broad range of complex health-related issues, focusing on health coverage and the uninsured, new models of care, the health care workforce, legislation and policy, community health, and the safety net.

Each January, we establish an annual research agenda focused on the themes and trends of greatest urgency for Colorado decision-makers. We encourage lawmakers and staff to come directly to us during the legislative session with specific research questions. And we invite them to attend our educational lunch-and-learns.

The Colorado Health Institute, known to many as CHI, was created in 2002 by three major Colorado health foundations – The Colorado Trust, Caring for Colorado Foundation, and Rose Community Foundation – to fill a gap for reliable and nonpartisan data to help leaders craft health policy. Those foundations continue as core funders, along with the Colorado Health Foundation.

From our beginning to the present, CHI has evolved into a vibrant organization that plays an important role in Colorado's health and health care community.



CHI places great value on establishing and maintaining strong relationships statewide.

We also focus on disseminating data, information, and knowledge in effective and creative ways. We believe that information isn't useful if it isn't shared.

A sampling of recent CHI publications:

- **Health Care for a High-Tech World:**  
*The Potential for Telehealth in Colorado*
- **Colorado's Primary Care Workforce:**  
*A Study of Regional Disparities*
- **The Evolving Role of School-Based Health Centers in Colorado**
- **Flying Solo: Why Uninsured Coloradans Go Without Health Insurance**

**coloradohealth  
institute.org**



**@COHealthInst**



• **For more information:** Allie Morgan, Policy Analyst, 720.382.7083 or [morgana@coloradohealthinstitute.org](mailto:morgana@coloradohealthinstitute.org)



# Keynote Speakers



## Stuart Butler @StuartMButler

Stuart Butler is a Senior Fellow in Economic Studies at the Brookings Institution in Washington, D.C., where he recently moved following 35 years at The Heritage Foundation. At Heritage, he served as Director of the Center for Policy Innovation. He also is an adjunct professor at Georgetown University's McCourt School of Public Policy. Dr. Butler has played a prominent role in the debate over health care and reform, arguing for solutions based on individual choice and market competition. Other issues he works on include higher education, economic mobility, budget process reform, and federal entitlement reform.

- **Education:** Bachelor's degrees in physics and mathematics and a master's degree in economics. Doctorate degree in American economic history from the University of St. Andrews in Scotland.
- **Fun Fact:** Stuart grew up in the sheep-farming county of Shropshire, about 80 miles south of Manchester, England, the son of a mechanic.



## Susan Urahn @PewStates

Susan Urahn is Executive Vice President of The Pew Charitable Trusts. Pew is an independent nonprofit organization dedicated to improving public policy, informing the public by providing useful data that illuminate the issues and trends shaping our world, and invigorating civic life by encouraging democratic participation and strong communities. Dr. Urahn leads efforts to help policymakers identify and implement pragmatic, data-driven solutions to our nation's toughest challenges. She directs Pew's nonpartisan research, technical assistance, and advocacy to promote effective and fiscally sound government, enhance family economic security, and prevent unnecessary health risks. Her work results in local, state, and federal policy changes that improve Americans' lives and provide a strong return on their tax dollars. Dr. Urahn joined Pew in 1994.

- **Education:** Bachelor's degree in sociology and a doctorate in education policy and administration from the University of Minnesota.
- **Fun Fact:** Sue served as a legislative analyst in the research department of the Minnesota House of Representatives for seven years.



## Cindy Gillespie @McKennaLong

Cindy Gillespie is a Senior Managing Director in the Public Policy and Regulatory Affairs practice at McKenna Long & Aldridge in Washington, D.C. She leads the international law firm's Health Care Policy Team. Her primary focus is on health care and health insurance reform. Before joining the firm, Ms. Gillespie served as counselor to former Massachusetts Governor Mitt Romney. She also worked as the senior federal relations official for the 2002 Salt Lake City Olympic Winter Games and the 1996 Atlanta Olympic Games as well as advised the 2012 New York and 2016 Chicago Olympic Bid Committees.

- **Education:** Bachelor's degree from Trevecca Nazarene University in Tennessee and a master's degree from Auburn University in Alabama.
- **Fun Fact:** Cindy was in charge of the torch run for the Salt Lake Olympics, which included 15,000 runners.

# Panel of Governors



## Richard Lamm

Richard Lamm, the 38th governor of Colorado, served three terms from 1975 to 1987. A Democrat, he was a member of the Colorado House of Representatives from 1966 to 1974 and served as assistant minority leader from 1971 to 1974. Prior to his election, he worked as an accountant and lawyer. He holds a law degree from the University of California. Governor Lamm is currently Co-Director of the Institute for Public Policy Studies at the University of Denver.



## Bill Owens

Bill Owens, the 40th governor of Colorado, served two terms from 1999 to 2007. He was reelected in 2002 by the largest majority in Colorado history. A Republican, he also served in the state House and state Senate and as Colorado Treasurer. A native Texan, he earned a master's degree in public affairs from the University of Texas at Austin. He moved to Colorado in 1977 and was Executive Director of the Colorado Petroleum Association. Governor Owens is currently Managing Director of Renew Strategies, a Denver-based company dedicated to providing a renewable and sustainable water supply to Colorado communities.



## Bill Ritter

Bill Ritter, the 41st governor of Colorado, served in office from 2007 to 2011. A Democrat, he had served as the District Attorney for Denver before his election as governor. A Colorado native, he earned a bachelor's degree from Colorado State University and a law degree from the University of Colorado School of Law in Boulder. He was elected Denver's District Attorney in 1993 and created one of the nation's first drug courts. Governor Ritter founded and directs the Center for the New Energy Economy at Colorado State University.



## Chris Wiant Moderator

Chris Wiant has served as President and Chief Executive Officer of the Caring for Colorado Foundation since October 2000. Before his current role, he was Executive Director of the Tri-County Health Department, which serves Adams, Arapahoe and Douglas counties. He has more than 40 years of experience in public health and has acted as a facilitator to promote effective dialogue among communities and federal, state, and local government agencies on community health issues. Dr. Wiant received a bachelor's degree in chemistry from Illinois State University, master's degrees in health services administration and public health from the University of Illinois, and a Ph.D. in public administration from the University of Colorado.

# Featured Legislators

## Reception Hosts



**Rep. Amy Stephens**

[@AmyForColorado](#)

Amy Stephens was elected to the Colorado House of Representatives in 2006, representing parts of

El Paso County. She is leaving office at the end of 2014 because of term limits. A Republican, she served as the House Majority Leader from 2011 to 2012. She joined the Colorado Health Institute as a policy adviser in August 2014.



**Rep. Beth McCann**

[@BethMcCannHD8](#)

Beth McCann is completing her third term as a Democrat representing House District 8 in east-central

Denver. Her legislative assignments include chair of the Health, Insurance, and Environment Committee and chair of the legislative oversight committee for Colorado's health insurance marketplace. She is a member of a task force examining Colorado's involuntary mental health commitment process.

## Panelists



**Rep. Jonathan Singer** [@Singer4Colorado](#)

Jonathan Singer was appointed in January 2012 to fill a vacancy in House District 11, which includes most of Longmont, and has since been reelected. A Democrat, he worked for the Denver Office of Economic Development and later as a child protection social worker for Boulder County.



**Rep. Lois Landgraf** [@LandgrafForJobs](#)

Lois Landgraf has represented House District 21, which includes parts of El Paso County, as a Republican since January 2013. She served on the Colorado Municipal League's Policy Committee and on the city of Fountain's Economic Development Board.



**Sen. Irene Aguilar** [@AguilarFor32](#)

Irene Aguilar has represented Denver's Senate District 32 since 2011. She is a Democrat. A physician, she served as chair of the Senate Health and Human Services Committee. She also served as Assistant Majority Leader when Democrats held the majority.



**Sen. Ellen Roberts**

Ellen Roberts is a state senator representing eight counties in southwest Colorado. A Republican, she served as the state representative from the district centered in Durango from 2006 to 2010. In the General Assembly, she has focused on health care, constitutional reform, judicial and financial issues. In 2015, she will be President Pro-Tempore of the Senate and chair of the Senate Judiciary Committee.

# Breakout Session Presenters



**Jeff Bontrager** @CHI\_Bontrager is Director of Research on Coverage and Access at the Colorado Health Institute. He joined CHI in March 2005. A Denver native, he has a bachelor's degree in psychology from Goshen College in Goshen, Indiana, and a master's degree in public health from the University of Colorado Health Sciences Center.



**Amy Downs** is Senior Director for Policy and Analysis at the Colorado Health Institute. She joined CHI in 2005. She has a bachelor's degree in political science from Grinnell College in Iowa and a master's degree in public policy from the University of Michigan. She was a Fulbright scholar in Sofia, Bulgaria.



**Ana English** @AnaEnglish62 joined the Center for Improving Value in Health Care (CIVHC) as Chief Executive Officer in July 2014. She previously served as Co-President and Chief Operating Officer of the Assist Group, which manages medical claims for health plans and others, and as Senior Vice President of Business Development for Optum.



**Jessica Fern** @CHI\_JessicaF is a Policy Analyst at the Colorado Health Institute. She joined CHI in July 2014, with a focus on workforce and population health issues. She has bachelor's and master's degrees from George Washington University (GWU) in Washington, D.C.



**Gretchen Hammer** @GretchenMHammer has been Executive Director of the Colorado Coalition for the Medically Underserved since 2009. Before joining CCMU, she worked for a decade as a public leadership consultant. She also serves on the board of directors of Connect for Health Colorado and the Colorado Children's Healthcare Access Program. She is a member of the HealthONE Board of Trustees. A native Coloradan, Gretchen has a master's degree in public health from the University of Washington.



**Joe Hanel** @CHI\_joehanel is Senior Communications Expert at the Colorado Health Institute. Before joining CHI in 2014, Joe spent 19 years in newspapers, the last nine as The Durango Herald's Denver bureau chief, covering the legislature, federal courts, statewide campaigns, and natural resources issues. He has a bachelor's degree from the University of Colorado Boulder and a master's degree from the Johns Hopkins School of Advanced International Studies in Washington, D.C.



**Morgan Honea** @CORHIO joined the Colorado Regional Health Information Organization (CORHIO), the state-designated entity for health information exchange, as Chief Executive Officer in April 2014. Previously, he was CEO of the Plains Medical Center, a federally qualified health center with four locations in eastern Colorado. He has a master's degree in health administration from Missouri State University.



**Tamara Keeney @CHI\_Tamara** is a Research Analyst at the Colorado Health Institute. She joined CHI in October 2013. Tamara graduated summa cum laude from Northeastern University in Boston in May 2013 with a bachelor's degree in behavioral neuroscience.



**Michele Lueck @MicheleLueck** is President and Chief Executive Officer of the Colorado Health Institute, which she joined in November 2010. Previously, she held leadership roles in two health-related nonprofits on Colorado's Western Slope. And before entering the nonprofit world, she worked in account management at Sg2 and Thomson Reuters. Michele has a bachelor's degree from Harvard and a master's degree from the University of Melbourne in Australia.



**Allie Morgan @CHI\_AllieM** is a Policy Analyst at the Colorado Health Institute. She joined CHI in July 2014 after working in Boston and Philadelphia. She has a bachelor's degree from Carleton College in Minnesota and a master's degree from the University of Pennsylvania's Fels Institute of Government.



**Vatsala Pathy** is founder and Chief Executive Officer of Rootstock Solutions, which provides strategic planning, facilitation, and consultations for nonprofits, foundations, and government entities. Previously, she was a health care consultant and a senior program officer at the Colorado Health Foundation. She received a master's degree in public affairs from the University of Texas and a master of arts degree from the University of Texas Teresa Lozano Institute of Latin American Studies.



**Nina Roumell @CHI\_NinaSadie** is a Research Analyst at the Colorado Health Institute. She joined CHI in 2014. Previously, she was a Public Interest Fellow at Colorado Consumer Health Initiative in Denver. She has a bachelor's degree from Colorado College, where she captained the varsity track team.



**Sara Schmitt @CHI\_SaraS** is Director of Community Health Policy at the Colorado Health Institute. She joined CHI in January 2012. Previously, she was a Policy Analyst at the Colorado Rural Health Center and spent several years in program development at the University of Chicago Medical Center. She has a bachelor's degree from DePaul University and a master's degree from the University of Chicago.



**Darla Schueth @TRUCareColo** was appointed President and Chief Executive Officer of the Hospice of Boulder County in 2001. In 2013, it became TRU Community Care. She serves on the board of directors of the Colorado Center for Hospice and Palliative Care. She is a state and national leader in the hospice industry.



**Tasia Sinn** is a Senior Analyst at the Colorado Health Institute. She joined CHI in July 2009 as a Colorado College Public Interest Fellow. She leads CHI's work on long-term services and supports and aging. She graduated cum laude from Colorado College with a bachelor's degree in American political economy and a minor in urban studies.



**Natalie Triedman @CHI\_Natalie** is a Research Analyst at the Colorado Health Institute. She joined CHI in June 2012 as the Colorado College Public Interest Fellow. Natalie leads a number of projects, including the Colorado Health Access Survey and the Colorado Health Report Card. She graduated from Colorado College with a bachelor's degree in global health.



**Anna Vigran @CHI\_AnnaV** is a Senior Analyst at the Colorado Health Institute. She joined CHI in July 2012. Previously, she worked at the Colorado Department of Public Health and Environment and as a producer at National Public Radio's health and science desk in Washington, D.C. She has a bachelor's degree from the University of California, San Diego and a master's degree from the Colorado School of Public Health.



**Mark Wallace, M.D.,** has been Executive Director of the Weld County Department of Public Health and Environment since 2000. He is also Chief Executive Officer and Chief Medical Officer of the North Colorado Health Alliance. Dr. Wallace attended the Keck School of Medicine at the University of Southern California, receiving his medical degree in 1984, and completed a residency and post-graduate fellowship.



**Hannah Wear @CHI\_HannahW** is a Research Analyst at the Colorado Health Institute. She joined CHI in June 2013 as the Colorado College Public Interest Fellow. She graduated from Colorado College in May 2013 with a bachelor's degree in sociology and a minor in Spanish. She worked on sustainable development in Thailand as part of her studies.

# Attendees

**Sharon Adams**

Executive Director  
ClinicNET, Inc.

**Irene Aguilar, MD**

State Senator  
State of Colorado

**Michele Almdarez**

Director, Membership Forecasting  
and Analytics  
Kaiser Permanente

**Paul Anderson, MD**

Colorado Springs Medical-Legal Club

**Alex Andrews**

Health Care Advocacy Program  
Coordinator  
Advocacy Denver

**Ruth Aponte**

Owner & President  
Aponte & Busam Public Affairs  
Consultants

**Dayle Axman**

Director, Consumer Affairs  
Colorado Division of Insurance

**Victoria Baker**

Faculty  
Frontier Nursing University

**Andrea Baldrica**

Vice President Employee Benefits  
Consultant  
Hub International

**Sarah Barnes**

Policy Analyst  
Colorado Children's Campaign

**John Bartholomew**

CFO  
Colorado Department of Health Care  
Policy and Financing

**Elizabeth Baskett, MPA**

Program Innovations Section Manager,  
Health Programs Office  
Colorado Department of Health Care  
Policy and Financing

**Michael Beasley**

President & CEO  
5280 Strategies LLC

**Krista Beckwith**

Community Projects Coordinator  
Colorado Department of Public Health  
and Environment

**Cody Belzley**

Vice President, Health &  
Strategic Initiatives  
Colorado Children's Campaign

**Ruth Benton**

CEO  
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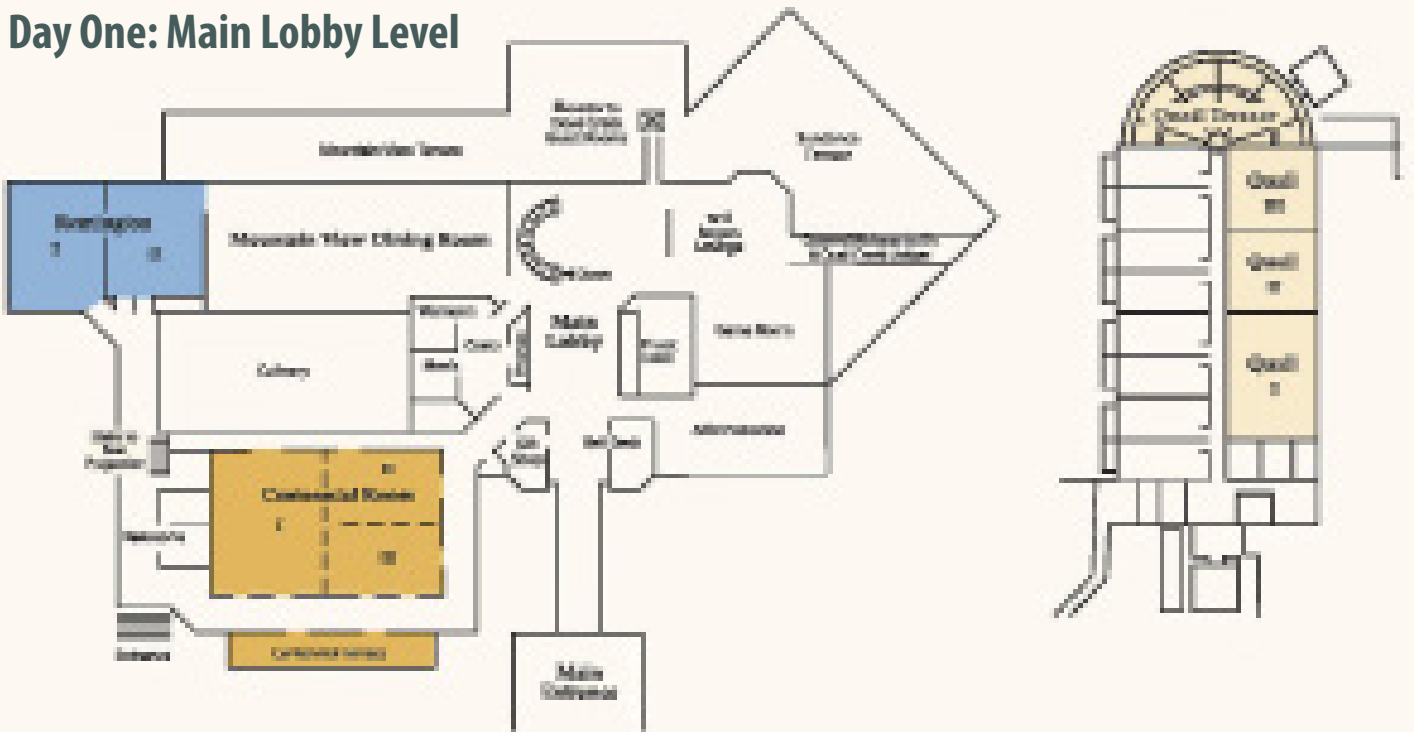
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# Cheyenne Mountain Resort Maps

## Day One: Main Lobby Level



## Day Two: Conference Level

*One Level Down*





# colorado health INSTITUTE

The Colorado Health Institute is a trusted source of independent and objective health information, data and analysis for the state's health care leaders. The Colorado Health Institute is funded by the Caring for Colorado Foundation, Rose Community Foundation, The Colorado Trust and the Colorado Health Foundation.

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