

ANGELA M. SHERWIN, MPH

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LEADERSHIP STYLE

Proven ability to direct multi-stakeholder high profile initiatives in complex organizations and environments. Collaborator. Team player. Data-driven decision maker. Consensus builder. Innovator. Goal-oriented, creative problem-solver who thrives in high-pressure, fast-paced environments. Passionate about expanding and sustaining access to affordable high quality health care for all, especially vulnerable populations.

HEALTHCARE LEADERSHIP EXPERIENCE

President, Population Health Managed Services Organization; Steward Health Care March 1, 2019 – Jan 31, 2020
Promoted from Senior Vice President, Accountable Care Programs 2018 – 2019
Promoted from Vice President, Medicaid Accountable Care Programs 2016 – 2018
Promoted from Vice President, Public Policy & Strategic Analysis 2015 – 2016

Directed and operated Steward Health Care Network's population health programs & services that serve both health plan and accountable care lines of business. Scope included:

- Management and oversight of core operational departments, including more than 600 FTEs across 10+ locations across the nation. Departments included data & analytics, clinical operations, performance and quality operations, referral management, information technology, call center and project management.
- Accountable for staff embedded in physician practices across the country driving performance in quality, risk adjustment, and care coordination.
- Served as Acting CFO, leading the enterprise through 2020 budget development and board adoption

As SVP Accountable Care Programs, accountable for Steward's national accountable care risk business across commercial payers, Medicare and Medicaid. Examples of key responsibilities include:

- Accountable for ACO programs comprising more than 700,000 members nationally, including financial management of nearly \$4B in medical expenses and \$250M+ in revenue
- Designed and implemented Steward's Medicaid ACO in Massachusetts, successfully saving nearly 3% in total medical expense in our first year of operation as Massachusetts' largest Medicaid ACO (125,000 members), which translated into earning more than \$10M in shared savings for the company
- Established partnerships with a network of community providers of behavioral health, long term services and supports, and services that social determinants of health to build a continuum of care for Medicaid risk patients
- Accountable for establishing and maintaining Steward's relationship with officials from CMS and Massachusetts' EOHHS to partner with regulators to succeed in and continuously evolve government ACOs
- Awarded and oversee management of nearly \$90M in government grants for ACO-related activities
- Oversaw successful application for Steward's participation in Medicare's Advanced Bundled Payment program, expanding our footprint to participate in 105 unique bundles across 24 facilities

Previously directed Steward's Public Policy and Strategic Analysis units. Examples of key responsibilities include:

- Advocated for key public policy changes aligned with Steward's vision at the state and federal level
- Conducted health care policy research to support Steward Health Care System
- Analyzed and prepared health care policy analysis, briefs and memorandums regarding proposals, reimbursements, regulations, statutory mandates, or administrative bulletins that may impact Steward's goals
- Communicated with state and federal officials to plan for public policy impacts to Steward

Director, Executive Master of Healthcare Leadership Program, Brown University 2013 - 2015

Leader of Brown University's first Executive Master program, a 16-month intensive degree program designed for innovative clinicians, executives, and senior administrators in the healthcare industry to prepare these leaders to transform healthcare. Examples of key responsibilities include:

- Identified the need for – and subsequently led – a multi-stakeholder strategic planning process for the program, and built consensus for goals and direction among staff, faculty, and leadership
- Institutionalized program beyond its start-up stage: documented policies, streamlined procedures
- Chaired the program’s admissions committee: reviewed applications, conducted applicant interviews, and compiled final recommendations for admission to establish a diverse cohort of healthcare leaders in each class
- Refined and implemented evaluation plan for the program to measure success, which includes the design, collection and analysis of survey data
- Recommended and implemented operational adjustments for enhanced student experience of future cohorts based on feedback from students, faculty, and staff, as well as faculty and teaching assistant experience

Assistant Director, HealthSource RI, Rhode Island Health Benefits Exchange, State of Rhode Island 2012 - 2013
 Promoted from Principal Policy Associate, Office of the Health Insurance Commissioner 2010 - 2012

State staff lead for planning and establishment of Rhode Island’s Health Benefits Exchange, which included chief responsibility for operations, developing federal funding requests, leading procurements, fostering federal and regional relationships, and representing Rhode Island’s Exchange in national meetings and public forums.

Specific examples of key responsibilities include:

- Engaged stakeholders, RI’s Exchange Board, and cabinet officials in public dialogue about key decisions related to RI’s Exchange planning and establishment
- Led interagency business operations and technical planning team for RI’s Exchange, directing the efforts of multiple vendors serving both Medicaid and the Exchange, including financial management services
- Orchestrated Exchange Establishment funding requests that led to RI’s successful receipt of five awards: \$5.2 million (5/2011) + \$58.5 million (11/2011) + \$9.8 million (4/2013) + \$15 million in supplemental funds, as well as successfully received more than \$250,000 in project support from the Robert Wood Johnson Foundation
- Designed and implemented procurement strategies for staff support and expert consulting services required to support RI’s Exchange planning and establishment efforts to date, and negotiated all resulting vendor contracts
- Developed and continuously refined RI’s strategic plan for its Health Benefits Exchange
- Represented RI’s Exchange planning and establishment efforts in regional and national forums, including speaking engagements that highlighted RI’s early progress in interagency collaboration and eligibility planning

Additional non-Exchange-related responsibilities at the Office of the Health Insurance Commissioner:

- Monitored carrier compliance with OHIC’s Affordability Standards (quarterly meetings with each health plan)
- Applied for and successfully received two Rate Review grants for RI (\$1 million 2010 + \$3.7 million in 2011)

OTHER HEALTH CARE EXPERIENCE

Health Policy Consultant, Independent contractor with entities listed below

Faulkner Consulting Group, Barrington, RI 2008 – 2010; 2014 – 2015

- Drafted reports and conducted research and data analysis to support Faulkner Consulting Group clients

Arrowhead Health Analytics, LLC, Fall River, MA 2010

- Conducted state health policy research and analysis for a broad range of clients, including Fletcher Allen Health Care, Rhode Island Foundation, and Universal Health Care Foundation of Connecticut

Program in Public Health, Brown University, Providence, RI 2009 – 2010

- Assessed the implementation of the Health Information Exchange in Rhode Island by co-moderating focus groups, qualitatively analyzing the transcripts, and drafting a report submitted to federal funders

Office of the Health Insurance Commissioner, RI 2008 – 2010

- Quantitatively and qualitatively assessed initiatives in health policy and health insurance regulation
- Conducted survey of RI physicians, analyzed data, and produced reports (2008, 2009, 2010)

- Produced white paper “System Affordability Priorities and Standards for Health Insurers in RI”
- Interviewed small business owners who offered health insurance with wellness incentives (Healthpact)

Care New England, Providence, RI

2009

- Moderated focus groups of employees to assess participation rates in wellness-related insurance benefit
- Developed recommendations for improving wellness benefit structure

Rhode Island Area Health Education Center, Providence, RI

2007

- Partnered with community organizations to research the health impact of human trafficking in RI
- Created and distributed educational materials to health care providers to improve the identification of victims of sex trafficking and ensure best practices for care and for networking with social services

Department of Community Health Brown University

2006 – 2007

- Designed survey of health care decision-making patterns of the uninsured at Rhode Island Free Clinic in collaboration with community stakeholders, including health centers and health plans
- Created study protocol approved by the Brown Institutional Review Board for human research studies

Health Policy Analyst, Massachusetts Health Connector

2009 – 2010

Integral team member in the policy division of Massachusetts’ health insurance exchange, the entity after which the Affordable Care Act’s Health Benefits Exchange provisions were modeled. Examples of key responsibilities include:

- Assessed iterative national health care reform legislative proposals and legislative drafts for their potential impact on Massachusetts’ existing Exchange policies and operations
- Maintained and updated monthly premium rate data inside and outside the Connector to track trends
- Analyzed benefit designs of products offered inside and outside the Connector to determine how to minimize coverage disruptions when transitioning new small employers into Health Connector products
- Drafted the Health Connector’s 2010 Annual Report to the legislature and directed related data analyses
- Led the submission of a \$1 million health insurance exchange planning grant (awarded Sept 2010)
- Managed and evaluated Institutional Review Board applications for the use of protected Health Connector data by external researchers
- Coordinated and oversaw survey research of members insured through the subsidized Commonwealth Care program as well as of unsubsidized members who purchased commercial individual or small group coverage

TEACHING EXPERIENCE

Assistant Professor of the Practice in Health Services, Policy & Practice; Brown University

2014 – present

Guest Lecturer & Teaching Assistant

2005 – 2013

- EMHL lectures on “State Experiences Implementing Health Reform” & “Funding Healthcare Innovation”
- Guest lecture on “Consumerism in Healthcare” in US Healthcare System course
- Health Reform in Rhode Island panelist for Brown Medical School with RI public officials (2013)
- Assisted in teaching the graduate seminar “Ethics in Public Health”

PROFESSIONAL PRESENTATIONS

Sherwin AM. **Understanding Payment Models: How Health Care Systems Can Address Social Determinants of Health.** Healthcare Financial Management Association’s Annual Thought Leadership Retreat. Washington DC. October 2017.

Sherwin AM. **State Experience: Successes and Challenges.** Health Insurance Exchange Conference. University of Pennsylvania – Leonard Davis Institute of Health Economics. Philadelphia, PA. April 2013.

Sherwin AM. **Health Care Reform in the Ocean State.** National Alliance for Medicaid in Education Annual Meeting. Providence, RI. October 2012.

Sherwin AM. **Eligibility and enrollment business processes in Rhode Island.** State Officials Meeting called by Center for Consumer Information and Insurance Oversight, U.S. Department of Health and Human Services. Crystal City, VA. September 2011.

Sherwin AM, Faulkner DT. **Rhode Island State Exchange Gate Review.** State meeting with Center for Consumer Information and Insurance Oversight, US Dept. of Health and Human Services. Baltimore, MD. September 2011.

Sherwin AM. **Rhode Island' Approach to Health Reform Implementation – An Integrated Effort Between Medicaid and the Exchange.** State Officials Meeting called by Center for Consumer Information and Insurance Oversight, U.S. Department of Health and Human Services. Denver, CO. April 2011.

Sherwin AM, Pearlman DN, Wetle TF, Koller CF. **Using Health Insurance Regulation for Medical Cost Containment and Health System Reform: The Rhode Island Experience.** 2009 American Public Health Association Annual Meeting, Philadelphia, PA. November 2009.

Sherwin AM, Patel C, Pearlman DN. **Sex Trafficking: Not in My Backyard.** International Women's Day, Brown University Program in Public Health. March 2008.

PUBLICATIONS

Celada MT, Merchant RC, Waxman MJ, and **Sherwin AM.** An ethical evaluation of the 2006 Centers for Disease Control and Prevention recommendations for HIV testing in healthcare settings. *Am J Bioethics.* 2011, [11\(4\):31-40](#)

Jaklenec, A, Stamp A, Deweerd E, **Sherwin AM,** and Langer R. Progress in the Tissue Engineering and Stem Cell Industry. *Tissue Engineering.* 2012, [18\(3\):155-166.](#)

Merchant RC, Waxman MJ, Clark MA, Celada MT, and **Sherwin AM.** Are the 2006 CDC HIV testing recommendations ethically justified? It depends! [[abstract 131](#)] 2008 National Summit on HIV Diagnosis, Prevention, and Access to Care, Arlington, VA. November 19-21, 2008.

Wetle TF, and **Sherwin AM.** Contemporary Perspectives in Public Health. In T. Prohaska, L. Anderson, and R. Binstock (Eds.), *Public Health for An Aging Society.* Baltimore, MD: John Hopkins University Press. 2012.

AWARDS

Named one of **Providence Business News 2014 “40 Under Forty”** young professionals based on career success, community involvement, and commitment to making a difference in the community. 2014

EDUCATION

Master of Public Health, Brown University, Providence, RI

Thesis: “Using Health Insurance Regulation for Medical Cost Containment and Health System Reform: The Rhode Island Experience”

Bachelor of Arts in Biomedical Ethics, Brown University, Providence, RI

Honors Thesis: “Distributive Justice in Health Care: The Role of the Physician”

Additional Coursework:

Finance for Executives. Wharton School of Business. September 2018.

Emerging Women Executives in Health Care. Harvard T.H. Chan School of Public Health. June 2018.

References available upon request