

J. ELIZABETH MITCHELL

150 SCENIC AVE, PIEDMONT, CALIFORNIA 94611 • PHONE (207) 239 - 7353 • EMAIL emitchell@pbgh.org

Entrepreneurial and driven Chief Executive with 20 years expertise developing and launching successful health care operational programs on behalf of and in partnership with the country's largest private and public health care purchasers. Facilitator and builder of highly innovative coalitions responsible for some of the most pioneering and notable improvements to the quality of U.S. health care. Proven success influencing both federal and state legislation; seasoned communicator frequently sought for expert comment in national media and speaking engagements.

EXECUTIVE EXPERIENCE

Purchaser Business Group on Health *San Francisco, CA, April 2019 - Present*

President and Chief Executive Officer

Chief executive leading the strategy, finance and operations of the nation's preeminent membership organization of the country's largest private employers and public purchasers seeking to transform U.S. health care. Provides expert testimony and consultation to the United State Congress and members of the President's cabinet on a range of legislative and market-based issues of importance to large employers.

Key Achievements:

- Developed Common Purchasing Agreement endorsed and utilized by national employers in health plan contracting to support [advanced primary care](#) and payment reform.
- Developed nation's first-of-its-kind tool reflecting employer priorities to evaluate performance of commercial health plans and provider partners accountable for key performance metrics. Twenty-nine jumbo employers participated and used results in purchasing decisions.
- Instrumental in passage of surprise billing legislation, inclusion of commercial payors in pharmacy discounts and introduction of legislation addressing health care market consolidation.
- Successfully implemented advocacy campaigns for key legislative and market initiatives via appearances on 60 Minutes, in The New York Times, Wall Street Journal and hundreds of other national news outlets.
- Created and launched for-profit subsidiary, Emsana Health, and its initial companies to meet market needs of jumbo employers in identifying health care quality and managing pharmaceutical spending. Chair the boards of EmsanaRx and EmsanaCare.

Blue Shield of California *San Francisco, CA, March 2018 – April 2019*

Senior Vice President for Healthcare and Community Health Transformation

Led strategic, financial and operational aspects of designing, prototyping and testing transformative healthcare delivery, payment and community health models in three regional ecosystems in California. Responsible for enterprise-wide health care quality and cost measurement strategy including alignment with all payers in California.

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Key Achievements:

- Designed and developed eight specialty alternative payment models to prioritize health and value including measures of accountability.
- Co-developed partnership strategy with LA Care to build eleven community resource centers to meet health and social needs in underserved communities in Southern California.
- Led multistakeholder Measurement Innovation forum aligned with Integrated Healthcare Association to identify priority measure gaps and select key measures of health and value for new payment models.

Network for Regional Healthcare Improvement

Portland, ME, 2013-2018

President and Chief Executive Officer

Led all strategic, financial and operational functions, developed and led government affairs programs of national membership organization of multi-stakeholder Regional Health Improvement Collaboratives (RHICs).

Key Achievements:

- Increased organization's budget ten-fold within five years; grew membership by 60%.
- Launched and led three new national initiatives, including the Center for Healthcare Transparency, to increase cost and quality transparency and standardize data for value improvements.
- Established Regional Health Improvement Collaboratives in federal statute and significantly influenced Qualified Entity program regulations and MACRA rules.

Maine Health Management Coalition

Portland, ME, 2008-2013

Chief Executive Officer

Ran employer-led multi-stakeholder coalition to improve value of healthcare services, increasing the organization's annual budget from \$700k to \$6m. Built statewide performance measurement and public reporting program of hospitals and physician practices, employer-provider delivery system redesign and payment reform pilots, built multi-payer commercial claims database and constructed legal architecture for data sharing across multi-stakeholder membership, designed and led effort for Maine's successful State Innovation Model (SIM) Award from Center for Medicaid and Medicare Innovation resulting in \$33 million award to Maine with Maine Health Management Coalition as designated 'Implementation Partner.'

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OTHER LEADERSHIP POSITIONS

- **Vice Chair:** Physician Focused Payment Model Technical Advisory Committee
- **Guiding Committee Member and Executive Forum Member:** Health Care Payment Learning and Action Network
- **Board and Executive Committee Member:** National Quality Forum
- **Consensus Committee Member:** Institute of Medicine Core Measures for Better Health at Lower Cost
- **Coordinating Committee:** Measures Application Partnership
- **Editorial Board** of The American Journal of Managed Care
- **Member:** CMS Quality Improvement Systems Technical Expert Panel
- **Board Member:** National Business Coalition on Health, Chair, Government Affairs Committee
- **Board Chair:** Network for Regional Healthcare Improvement
- **Member:** Maine State Legislature
- **Committee Chair:** Health and Human Services Committee, Maine State Legislature

CERTIFICATIONS

Corporate Governance: Maximize Your Effectiveness in the Boardroom, *Wharton Executive Education* (2022)

EDUCATION

London School of Economics and Political Science, *Department of Social Policy*
London, England

Cambridge University, *Judge Institute for Management Studies*
Cambridge, England

Reed College
Portland, Oregon