



*CapView is a health policy consultancy specializing in health care innovation and transformation. In a time of increasing complexity and convergence across new and old markets —we connect the dots for clients.*

## **CapView Helps Clients Shape—Rather than React to—Marketplace Trends**

The CapView team is comprised of senior experts with broad and deep experience in the federal government, states, and the private sector. Using our knowledge of what drives decision-making, we make the health care landscape more transparent. We believe that in today's regulatory and legislative environment, evidence must shape advocacy and business decisions.

- **Navigating Changing Landscapes:** Leveraging Public and Private Sector Expertise
- **Simplifying Complexity:** Custom Analysis and Research
- **Evidence-Based Strategy:** Solutions that Drive Market Trends

## **Connecting the Dots in Health Care**

- Medicare and Medicaid Payment and Delivery Reform
- Innovation Center Initiatives
- Medicaid Program Innovation and 1115 Waivers
- Medicare Reform, Population Health Management, Medicare Advantage and Part D
- Quality of Care Issues and Measurement
- Health Insurance Marketplaces and Commercial Insurance Issues
- Advocacy and Stakeholder Strategy
- Thought Leadership, Advisory Boards, Health Care Panels

## **CapView-Developed Data and Dashboards**

- State Medicaid and Reform Tracker (SMaRT<sup>®</sup>)
- Medicare Advanced Alternative Payment Model Matrix
- CapView APM Framework<sup>®</sup>

## The CapView Team



**Lu Zawistowich, ScD, President and Founder**  
[Lu.Zawistowich@CapViewStrategies.com](mailto:Lu.Zawistowich@CapViewStrategies.com)

Lu Zawistowich, ScD, is the President and Founder of CapView Strategies and is a nationally recognized thought-leader on Medicaid, Medicare, the Affordable Care Act (ACA), and health care innovation and reform. She advises clients on their strategic business and public policy objectives. Her work includes developing and implementing legislative and regulatory solutions on a broad range of issues, including Medicaid expansion and reform, Medicare restructuring, implementation of state health exchanges, drug and device coverage and payment, and health care financing. Dr. Zawistowich brings a unique blend of expertise to her work combining health services research, program development and design, and coalition building and strategic advocacy.

Dr. Zawistowich has held numerous senior leadership positions during her distinguished career in both the public and private sectors. She served as the founding Executive Director of the Medicaid and CHIP Payment and Access Commission (MACPAC), which was launched under her leadership to be a trusted and credible resource for Congress, states, and key stakeholders on Medicaid and CHIP policy. She established the Commission's policy analysis framework, its data development strategies, and its research agenda. She also secured Congressional funding for MACPAC—creating a long-term, stable financial foundation for the Commission.

Dr. Zawistowich previously served as the Acting Deputy Director of the Center for Consumer Information and Insurance Oversight (CCIIO) at the U.S. Department of Health and Human Services (HHS) and was instrumental in standing up this organization to implement the provisions of the ACA.

Dr. Zawistowich's private sector experience includes serving as Senior Health Policy Advisor at Patton Boggs, LLP, where she developed and executed regulatory and legislative strategies for high-profile clients in Medicare, Medicaid, and private health insurance. As the Director of Reimbursement and Planning for Amgen, the world's largest biotechnology company, Dr. Zawistowich worked with product brand teams on coverage and reimbursement strategies for FDA-approved and marketed products, as well as for products in the pipeline. She also developed regulatory and legislative strategies to address the impact of the 2003 Medicare Modernization Act (MMA).

As Deputy Executive Director of the Medicare Payment Advisory Commission (MedPAC), Dr. Zawistowich advised Congress on Medicare payment policies in fee-for-service and managed care, and on access to care and quality-of-care issues. During her prior tenure at the Centers for Medicare and Medicaid Services (CMS), Dr. Zawistowich directed the Medicare demonstrations group, implemented the Medicare managed care risk-adjustment payment system and the competitive bidding demonstration projects. She also managed operations in the Medicare fee-for-service program as the Director of the Contractor Management Group. During the Clinton Administration, she served as Director of the Office of State Health Reform and worked with states on broad-based health care reform initiatives and implemented Medicaid managed care programs. Dr. Zawistowich

also served as Executive Director of the Competitive Pricing Advisory Committee and Deputy Director of Medicaid Policy. She started her career in public policy at the State of Maryland Department of Health and Mental Hygiene working on Medicaid program development and financing issues.

Dr. Zawistowich holds a ScD from The Johns Hopkins Bloomberg School of Public Health.



**Purva Rawal, PhD, Principal**  
[Purva.Rawal@CapViewStrategies.com](mailto:Purva.Rawal@CapViewStrategies.com)

**Purva Rawal, PhD**, is a Principal at CapView where she works with health systems, life sciences companies, think tanks, foundations, physician groups and health care coalitions, with particular expertise in payment and delivery reform, designing alternative payment models, and health system sustainability and transformation issues. She translates this technical expertise into developing evidence-based policies and strategic advice to support clients' organizational and policy objectives. She is also an Adjunct Assistant Professor at Georgetown University, where she teaches undergraduate and graduate classes including "Politics of Health Care". Dr. Rawal is a nationally recognized writer and recently published a book examining the veracity of beliefs and claims about health reform, *The Affordable Care Act: Examining the Facts*.

From 2005 through 2010 Dr. Rawal served as staff in the U.S. Senate where she worked on the Senate Budget Committee as a key advisor to Chairman Conrad (D-ND) during the drafting and passage of the ACA. She worked on major coverage and Medicare value-based payment program provisions, in addition to being on the team that drafted and shepherded the 2010 Reconciliation bill into law. Prior to that, she was the health advisor to Sen. Joseph Lieberman (I-CT), where she worked on a wide range of health policy issues, including military mental health, fostering medical innovation and translational research, and public health preparedness. After leaving Capitol Hill, Dr. Rawal was a Director in the Health Insurance and Reform Practice at Avalere Health. She began her public policy career as a Christine Mirzayan Science and Technology Fellow at the National Academy of Sciences/Institute of Medicine, and served as a Congressional Fellow for the Society for Research on Child Development and the American Association for the Advancement of Science. She also serves on the Board of Trustees for the Woodley House, a local D.C. mental health housing and support service agency that has been serving residents for nearly 60 years.

Dr. Rawal received her BA and PhD from Northwestern University in Clinical Psychology.



**Jennifer Rak, JD, MPH, Vice President**  
[Jen.Rak@capviewstrategies.com](mailto:Jen.Rak@capviewstrategies.com)

Jen Rak, JD, MPH, is a Vice President at CapView where she works with health plans, life sciences companies, health systems, and think tanks with particular expertise in payment issues, quality initiatives, and transformation issues. Ms. Rak has extensive experience working on Medicare issues especially on Medicare Advantage and Part D as well as quality based incentive programs in Medicare.

Ms. Rak previously was a Health Policy Director in Anthem's Public Policy Institute where she led research on Medicare and Commercial/Exchanges. At Anthem, she focused on payment policies and strengthening risk adjustment programs in these markets. Prior to Anthem, Ms. Rak worked in the Division of Eligibility and Enrollment at the Center for Consumer Information and Insurance Oversight (CCHIO).

From 2010 until 2014, Jen was a consultant with Avalere Health, a health policy consulting firm, where she supported health plan and life science clients on health reform issues, especially related to Medicare Advantage and Part D. While at Avalere, Ms. Rak also worked with the data analytics team developing quantitative analyses and data models. Previously, Jen was an Executive Director in the Federal Programs Health Policy department at AHIP. Jen is a certified patent attorney and worked as an associate in the law firm of Cooper & Dunham, LLC addressing biologic patent applications.

Ms. Rak has a Juris Doctor degree from Case Western Reserve University School of Law, a Masters of Health Policy degree from the Rollins School of Public Health at Emory University, and a Bachelor of Arts degree from Reed College.



**Annie Cloke, MPA, Director**  
[Annie.Cloke@CapViewStrategies.com](mailto:Annie.Cloke@CapViewStrategies.com)

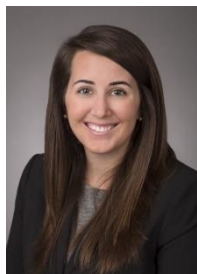
Annie Cloke, MPA, is a Director at CapView Strategies where she brings expertise in payment and delivery reforms across markets—including advanced alternative payment models—Medicaid, behavioral health, and coverage-related policies to help life sciences companies, issuers, physician groups, health systems and think tanks analyze and develop long-term programmatic initiatives and policy strategies that take into account the evolving health policy and regulatory environment.

From 2012 through 2014, Ms. Cloke worked at Avalere Health where she worked with plan, manufacturer, trade association, and nonprofit clients and served as one of the firms' experts on Medicaid, dual eligibles, and mental health. Her work included a monthly publication on Medicaid policy and programmatic developments, weekly updates on the Financial Alignment Demonstration for dual eligibles, an analysis of mental health coverage in Marketplace plans as well as research on the treatment of behavioral health and other services within state Medicaid programs.

Prior to Avalere Health, Ms. Cloke consulted for the New York City Department of Health and Mental Hygiene and worked to develop three surveys targeting city residents with serious mental illness and their caregivers to assess health and social service utilization and needs. During graduate

school, she also spent time at the National Academy for State Health Policy (NASHP), working with state Children's Health Insurance Program (CHIP) Directors to evaluate the impact of the ACA on CHIP and Medicaid. Before pursuing her masters, she conducted state policy research and analysis at the Pew Charitable Trusts (Pew). At Pew, Ms. Cloke worked on issues including state revenues and expenditures as well as pensions, foreclosure and broadband policies. She also served as a case manager providing needs assessments, direct assistance, and public health referrals to individuals displaced by Hurricanes Katrina and Rita.

Ms. Cloke holds a BA from Georgetown University in Sociology and an MPA in Health Policy and Management from New York University.



**Alexandra Spratt, JD, Senior Policy Analyst**  
[Alex.Spratt@CapViewStrategies.com](mailto:Alex.Spratt@CapViewStrategies.com)

Alex Spratt, JD, joined CapView Strategies upon receiving her J.D. from American University Washington College of Law. Ms. Spratt focuses on public policy issues ranging from supporting the development of legislative and regulatory strategies on health care policy to working with CapView clients on research and policy analysis on access, payment and delivery reform, and issues in the health insurance marketplaces.

Throughout her academic career, Alex focused on the relationship between law and public policy, particularly concentrating on issues in health care, immigration, education, and other domestic policy areas. In addition, she gained a variety of experiences in the legislative, regulatory, and advocacy spaces, working for lawmakers and advocacy organizations. Alex's legislative background stems from work as a Fellow in the Office of U.S. Representative Allyson Schwartz in 2013 and later as an aide to Maryland Senator Jamie Raskin during the 2015 Maryland General Assembly session. She also spent time at the National Immigrant Women's Advocacy Project, primarily working on implementing regulations for the Violence Against Women Act of 2013. Alex also interned in the government relations office of the National Collegiate Athletic Association, focusing on Title IX, student athlete wellness, and sexual assault issues.

Alex graduated from the University of Florida with a Bachelor's Degree in political science.

**CapView routinely engages and works with consultants that have broad-based expertise.**

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