



CapView is a health policy consultancy specializing in health care innovation and transformation. In a time of increasing complexity and convergence across health care, our mission is to improve quality of care for patients and advance value in the system.

Connecting the Dots in Health Care

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 across Medicare, Medicaid and commercial payers. We believe that in today's regulatory and legislative environment, evidence must shape public policy 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

Shaping Public Policy ... Advancing Innovation ... Improving Quality of Care

Policy & Business Strategy	Evidence-Based Policy Development & Research	Thought Leadership
<ul style="list-style-type: none">● Policy Landscape Analysis● Regulatory and Legislative Analysis● Stakeholder Engagement● Policy Campaigns● MedPAC / MACPAC Meeting Analysis	<ul style="list-style-type: none">● Payment and Delivery Reform● State Health Reform● Original Research on Public Policy Issues● Innovation in Health Care	<ul style="list-style-type: none">● Advisory Boards● Expert Panels● Meetings and Policy Summits● White Papers and Blogs

CapView-Developed Data and Dashboards

- **CapView Alternative Payment Model (APM) Framework[®] for Medicare and Medicaid**
- **Medicare Advanced Alternative Payment Model Matrix**
- **State Medicaid and Reform Tracker (SMaRT[®])**

The CapView Team



Lu Zawistowich, ScD, President and Founder
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

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

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 (CCIIO).

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

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 firm's 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, Ms. Cloke conducted state policy research and analysis at the Pew Charitable Trusts (Pew). At Pew, she 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 currently serves on the Board of Service Program for Older People (SPOP), which provides behavioral health care and related services to adults age 55 and older in New York City.

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



Katarina Gray, MPH, Policy Coordinator
Katarina.Gray@CapViewStrategies.com

Katarina Gray, MPH, is a policy coordinator at CapView Strategies, where she provides administrative and operational support and assists in the analysis of federal and state policies and legislation to support work across a range of clients.

Before joining CapView, Katarina worked in government contracting supporting domestic chemical and biological health programs, as well as global health security initiatives. Prior to that, while at the University of Virginia (UVA), she interned in the UVA Cancer Center and Chaplain's office to study how state and federal health policies affect Disproportionate Share Hospitals. She presented her observations relating to the care of undocumented immigrants in DSH hospitals at the American Society for Bioethics and Humanities Conference in 2016. Additionally, for her graduate thesis, Katarina created a decision tree to model how different variables affect vaccination strategy due to cost-effectiveness and logistical constraints.

Katarina holds a Masters degree in Public Health from the University of Virginia (UVA) with a concentration in health policy, law, and ethics.

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

* * *