



CapView is a boutique health policy consultancy committed to shaping health care transformation and innovation. In a time of increasing complexity and experimentation in payment and delivery reform, 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. We believe in working collaboratively and really listening to our clients’ needs. By understanding the impact of today’s regulatory and legislative issues, we craft evidence-based solutions that shape advocacy and business decisions.

Policy & Business Strategy	Evidence-Based Policy Development & Research	Thought Leadership
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Issue Areas and Expertise

- Alternative payment models & value-based payment issues
- Behavioral health
- COVID-19 policy developments and impacts
- Digital health
- Dual eligibles
- Health equity & social determinants of health
- Health insurance marketplaces & ACA policies
- Home and community-based services
- Medicare and Medicaid coverage and payment policies including for new therapies and technologies
- Payment & coverage for immunizations
- Pharmacy services
- State health policy issues
- Waivers (Section 1115, Section 1332)

Tracking Policy Trends

- **MedPAC and MACPAC Policy Reviews.** Analysis of Commission meetings and deliberations from client-specific vantage points.
- **COVID Policy Updates.** Daily snapshot of key policy actions taken by the President, the Congress, Executive Branch Agencies and states in response to the COVID-19 pandemic.
- **Equity Policy Tracker.** Summarizes the deliberations of the HHS COVID-19 Health Equity Task Force and state activities.
- **SMaRT©.** CapView’s State Medicaid and Reform Tracker (SMaRT©) is a customized dashboard that focuses on client-specific issues and states and can be used to inform policy and business objectives.
- **CapView APM Framework©.** The CapView APM Framework© informs creation of new or refinement of existing models. CapView’s framework supports development of models by identifying elements across six design categories essential to all models.
- **Key Policy Updates.** Policy tracking is developed and tailored to client-specific issues.

The CapView Team



Lu Zawistowich, ScD, President and Founder
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Dr. Lu Zawistowich, president and founder of CapView Strategies, is a nationally recognized thought leader on health care innovation and transformation in Medicare, Medicaid, and the private sector. Her distinguished career combines a unique blend of expertise in public policy, business strategy, health services research, coalition building, and advocacy.

Dr. Zawistowich served in senior leadership roles in two Congressional Commissions advising the Congress on Medicaid and Medicare issues. As the founding executive director of the Medicaid and CHIP Payment and Access Commission (MACPAC), she launched the Commission to be a trusted and credible resource for the 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. During her tenure, she secured Congressional funding for MACPAC—creating a long-term, stable financial foundation for the Commission. Earlier, as deputy executive director of the Medicare Payment Advisory Commission (MedPAC), Dr. Zawistowich advised the Congress on Medicare payment policies in fee-for-service and managed care and on access to care and quality-of-care issues.

Dr. Zawistowich also has extensive experience working at the Centers for Medicaid and Medicare Services (CMS) and was the first acting deputy director of the Center for Consumer Information and Insurance Oversight (CCIIO), where she was instrumental in standing up this office and responsible for implementing the ACA. Previously she directed CMS' offices of Medicare Demonstrations, Medicare Contractor Management, Medicaid Policy, and State Health Reform. She has also worked on Medicaid program and data issues for the state of Maryland. More recently, Dr. Zawistowich was a senior health policy advisor at Patton Boggs developing strategies to advance regulatory and legislative solutions in health care. Formerly, she served as director of reimbursement for Amgen. Dr. Zawistowich holds an ScD from The Johns Hopkins Bloomberg School of Public Health.



Jennifer Rak, JD, MPH, Vice President
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Jen Rak, JD, MPH, is vice president at CapView where she brings 20 years of experience to her work with health plans, life sciences companies, health systems, and think tanks, with particular expertise in payment issues, quality initiatives, and health care innovation and transformation. Jen's previous work experience includes work with private sector companies, trade associations, consulting firms and government. Prior to joining CapView, Jen was a director of health policy in Anthem's Public Policy Institute. Jen also 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. Jen was also an executive

director in the Federal Programs Health Policy department at America's Health Insurance Plans (AHIP).

Jen previously worked as an associate in the law firm of Cooper & Dunham, LLC prosecuting biologic patent applications. Jen has a Juris Doctor degree from Case Western Reserve University School of Law, a Master 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
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Annie Cloke, MPA, is a director at CapView Strategies where she provides expertise in value-based payment models and healthcare transformation, Medicaid, state policy issues, behavioral health, and coverage-related policies. Building on 10 years of policy consulting and research experience, Annie develops long-term programmatic initiatives and policy strategies across a broad range of issues that take into account the evolving health policy and regulatory environment.

Before joining CapView, Annie worked at Avalere Health where she served as one of the firm's experts on Medicaid, dual eligibles, and mental health. Annie previously consulted for the New York City Department of Health and Mental Hygiene and worked to develop three needs-assessment surveys targeting city residents with serious mental illness and their caregivers. She also spent time at the National Academy for State Health Policy, working with state Children's Health Insurance Program (CHIP) Directors. Annie started her career conducting state policy research and analysis at the Pew Charitable Trusts.

Annie 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. She holds a Bachelor of Arts degree from Georgetown University in Sociology and a Master of Public Administration in Health Policy and Management from New York University.

Kristine Davis, Policy Analyst
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Kristine Davis is a policy analyst at CapView Strategies where she brings expertise in Medicare and Medicaid, marketplace health plans and commercial health insurance. Kristine works with a range of clients helping to conduct policy analysis and track issues and policy developments across the health care continuum. Her work includes projects on Medicare (Medicare Advantage, Part D and traditional Medicare), Medicaid, commercial insurance, the COVID-19 public health emergency, and health equity issues. Previously, Kristine worked for America's Health Insurance Plans (AHIP) where she spent 12 years focused on a variety of health insurance and public health activities, including government relations efforts relevant to federal regulatory agencies. Kristine holds a Bachelor of Arts from University of New Hampshire.

Additionally, CapView routinely engages with consultants that have broad-based expertise.

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