



CapView Strategies is a boutique health policy consultancy committed to shaping health care transformation and innovation. Our mission is to advance access and quality of care.

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 and TCOC models
- Artificial Intelligence / Digital health
- Dual eligibles
- Health equity & social determinants of health
- Health insurance marketplaces & ACA policies
- Medicare and Medicaid coverage and payment policies
- Payment & coverage for immunizations
- Pharmacy services
- State health policy issues
- Waivers (Section 1115, Section 1332)

Tracking Policy Trends

- **CapView APM Framework©.** Informs creation of new or refinement of existing models across design categories essential to all value-based payment initiatives.
- **Key Policy Updates.** Policy tracking developed and tailored to client-specific issues.
- **MedPAC and MACPAC Policy Reviews.** Analysis of Commission meetings and deliberations from client-specific vantage points.
- **State Prescription Drug Affordability Boards (PDABs) Monitoring.** Analysis of policies and trends in state drug affordability and payment reviews.
- **State Medicaid and Reform Tracker (SMaRT©).** Customized dashboard focusing on client-specific issues informing policy and business objectives.
- **Total Cost of Care Models and State Cost Growth Benchmarks.** Strategic analysis of federal and state policies to manage health care costs and advance value-based payment in Medicare, Medicaid, and across payers.

The CapView Team



Lu Zawistowich, ScD, President and Founder
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Lu Zawistowich, ScD, 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 breadth of expertise in public policy, business strategy, advocacy, and health services research.

Dr. Zawistowich's experience is unique in that she has held senior leadership positions at two Congressional Commissions charged with advising the Congress on Medicaid and Medicare policies—giving her an in-depth perspective on issues faced in advancing access, quality, value and equity within both programs. During her tenure as founding executive director of MACPAC, Dr. Zawistowich launched the Commission to be a credible resource for the Congress, states, and key stakeholders on Medicaid and CHIP policy. She also secured Congressional funding—creating a long-term, stable financial foundation for MACPAC. 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 Medicare and Medicaid Services (CMS) and was the first acting deputy director of the Center for Consumer Information and Insurance Oversight, responsible for implementing the Affordable Care Act. 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 adviser at Squire Patton Boggs developing strategies to advance regulatory and legislative solutions in health care. Earlier, she served as director of reimbursement for Amgen. Dr. Zawistowich holds an ScD from the Johns Hopkins Bloomberg School of Public Health.

Kristine Davis, Policy Analyst
Kristine.Davis@capviewstrategies.com

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.

Sheila Shaheed, MSPH, Health Policy Intern
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Sheila Shaheed is a Health Policy Intern at CapView Strategies where she is focusing on state and federal policy. Her work supports a range of health care stakeholders and includes projects on payment and delivery reform, Medicaid policy on coverage and access issues, and health equity issues in Medicare and Medicaid. Sheila holds a Bachelor of Science from Howard University and a Master of Science in Public Health from Johns Hopkins Bloomberg School of Public Health.

Senior Advisors on Key Policy Issues



Bob Atlas, MBA

Bob Atlas counsels leading health industry organizations on strategy and policy, applying his deep knowledge of health services delivery, health insurance, and public policy acquired over several decades and across the U.S. He has long experience with Medicare Advantage, Medicaid managed care, and other public-private partnerships that aim to deliver quality care cost-effectively, especially for populations most in need. Mr. Atlas has led premier consultancies delivering research, analysis and solutions for major clients in the public and private sectors, in every domain of the health care industry – EBG Advisors, Avalere Health, and The Lewin Group.

He recently served as CEO of the Maryland Hospital Association, where he was point person with state and federal authorities on the Total Cost of Care Model, a groundbreaking value-based payment program overseen by the CMS Innovation Center that governs all hospital revenues and impacts all facets of health care delivery in the state. He launched his career as a U.S. Public Health Service Commissioned Officer, working in both CMS and PHS offices on quality standards and managed care. Mr. Atlas received his MBA in Health Administration and Finance from the University of Chicago, Booth School of Business.



Sarah Pfau, JD, MPH

Sarah Pfau has enjoyed 30 dynamic years of health policy and health care law. Her experience spans leadership roles in the private sector, national non-profit, academic, public interest law, and State government venues—including 6 years of regulatory work in the North Carolina Medicaid and CHIP programs.

She has extensive legislative drafting and analysis, grant writing, business development, and project management experience. Sarah skillfully synthesizes and distills complex concepts for non-legal audiences and delivers presentations to professionals with diverse roles within their agencies. Sarah monitors and analyzes federal and state legal updates to inform clients' policy decisions and compliance efforts across numerous operational areas in the Medicaid and Medicare programs. She has an expert working knowledge of CMS managed care regulations and Medicaid managed care health plan and provider agency operations. Sarah holds an M.P.H. from the University of California, Berkley, and a JD from North Carolina Central University.



Jennifer Snow, MPH

Jennifer Snow advises clients on healthcare policy and market trends at the federal and state levels. Jennifer is a subject matter expert on many topics including the Inflation Reduction Act, the Affordable Care Act, 340B, supply chain dynamics, pharmacy benefit managers and federal health programs, particularly the Medicare Prescription Drug Benefit (Part D). Jennifer has presented nationally for health plan, payer, patient, and pharmaceutical audiences and has experience in various therapeutic areas including cardiovascular, respiratory, mental health, diabetes, oncology, and rheumatoid arthritis.

Over the past 20 years, Jennifer has worked with a variety of stakeholders in the healthcare space including employers, the Centers for Medicare & Medicaid Services, pharmaceutical companies, and wholesalers but her true north is consulting. Most recently at Xcenda, she served as Vice President of the Reimbursement Policy Insights. There Jennifer led the organization’s consulting work in policy and reimbursement spaces working with dozens of large and small biopharmaceutical organizations, patient groups, and industry associations. Jennifer holds an M.P.H. from the University of North Carolina-Chapel Hill and a B.S. in Russian from Georgetown University.



Chantal Worzala, PhD, MPA

Chantal Worzala is an experienced policy expert with in-depth knowledge of the health care system. She helps technology companies, associations, provider organizations, and patient advocates to understand and navigate the policy landscape. Her work includes in-depth analysis of policy and regulations, tracking innovation and market dynamics, and developing strategies to achieve results. Chantal also regularly engages diverse stakeholders to build common understanding and coalitions. She has a broad range of expertise in federal health programs, Medicare payment policy, health care quality, new models of care, value-based approaches, digital health innovation and adoption, interoperability, privacy, and administrative simplification.

Chantal is a frequently invited speaker and the author or co-author of numerous peer-reviewed publications. She previously served as vice president of health information policy at the American Hospital Association, where she was recognized as a leading voice on digital health policy. She also managed the policy inputs for an extensive process to engage hundreds of health care leaders across the country to inform AHA’s policy development on key health policy issues. Chantal also served as Senior Analyst for the Medicare Payment Advisory Commission. She holds a Ph.D. from the Johns Hopkins Bloomberg School of Public Health and an MPA from the Woodrow Wilson School at Princeton University.



Katie Wunderlich, MPP

Katie Wunderlich is an expert on health care delivery system innovation and transformation. Her experience includes working with stakeholders to transform health care to improve health outcomes and address disparities, with goals of focusing resources on population and community health and decreasing costs in the U.S. healthcare system. She has extensive experience working at the state level on both regulatory and legislative issues.

Katie served as Executive Director of the Health Services Cost Review Commission (HSCRC) from 2018 to 2023. In that role, she led the State of Maryland through the transition from the hospital-based All-Payer Model to the Total Cost of Care Model, which focuses on hospital and non-hospital system transformation to enhance patient care, improve health, and lower costs. In order to successfully transform the delivery system, she led the work to tailor initiatives to the Maryland health care context, encourage providers to drive health care innovation, and provide new tools and resources for primary care clinicians to better meet the needs of patients with complex and chronic conditions and help Marylanders achieve better health status overall. Previously, Ms. Wunderlich was the Principal Deputy Director at HSCRC overseeing the Center for Provider Alignment and Engagement. Before joining the HSCRC in 2016, Ms. Wunderlich was a Deputy Legislative Officer in Governor Hogan’s Legislative Office covering health, insurance, and election law. She also served as Director of Government Relations for the Maryland Hospital Association and as a budget analyst for the General Assembly’s Legislative Services department. She has a Masters in Public Policy from George Washington University and resides in Baltimore with her husband and four children.

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

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